

County News

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Good news for counties in Labor-HHS approps.

NEIL BOMBERG, SALLY McELROY
AND MARILINA SANZ
ASSOCIATE LEGISLATIVE DIRECTORS

The tradition continues. The Labor-HHS appropriations bill (H.R. 2777) was the last funding measure approved by the 106th Congress. As a result, the bill turned into a Wall Street Journal special report on appropriations that included, among others, a Medicare, Medicaid and State Child Health Insurance Program (SCHIP) package and the Community Renewal Tax Relief Act. Many of these measures have provisions that are significant to counties. The major stumbling block in the protracted negotiations was education funding. In the final compromise, overall education funding increased by \$6.5 billion, for a total of \$21.1 billion. This represents an average increase of 18 percent, the largest increase ever for education.

Medicare and Medicaid package

The Medicare, Medicaid and HIP Benefits Improvement and Protection Act (BIPA) of 2000 — Medicare givebacks package — provides about \$35 billion over five years for increases in Medicare and

Medicaid health care provider payments; added preventive benefits and reduced beneficiary cost-sharing under Medicare; and improved health insurance options for low-income children, families and seniors.

Approximately \$5 billion will go toward Medicare and Medicaid beneficiary improvements; \$12 billion for hospitals; \$2 billion for nursing homes; \$2 billion for home health agencies; \$3 billion for other providers; and \$11 billion for managed care plans, of which, about \$2 billion is dedicated to rural providers.

DSH dodges bullet

With the passage of the BIPA, the Medicaid Disproportionate Share Hospital (DSH) program was spared for the next two years from further cuts that were to be instituted under the Balanced Budget Act of 1997. NACo lobbied heavily for a two-year freeze in funding levels with allotments rising in relation to the Consumer Price Index beginning in year three.

Under the BIPA, each state's DSH allotment will be indexed by the percentage change in the consumer price

See **LABOR**, page 7

Commission on Election Standards and Reform holds first meeting

Targets four areas
for expanded
scrutiny

BY BEVERLY SCHLOTTERBECK
EXECUTIVE EDITOR

After a full day of briefings and deliberation on Jan. 10, members of the National Commission on Election Standards and Reform have targeted four areas for further action at their next meeting.

Areas selected for recommendations include:

- Election Systems and Standards
- Election Costs and Funding
- Educational Components, and
- Intergovernmental Relations.

The commission, a non-partisan body jointly sponsored by NACo and the National Association of County Recorders, Election Officials and Clerks, held its first meeting in Washington, D.C. It will meet next

See **REFORM**, page 8

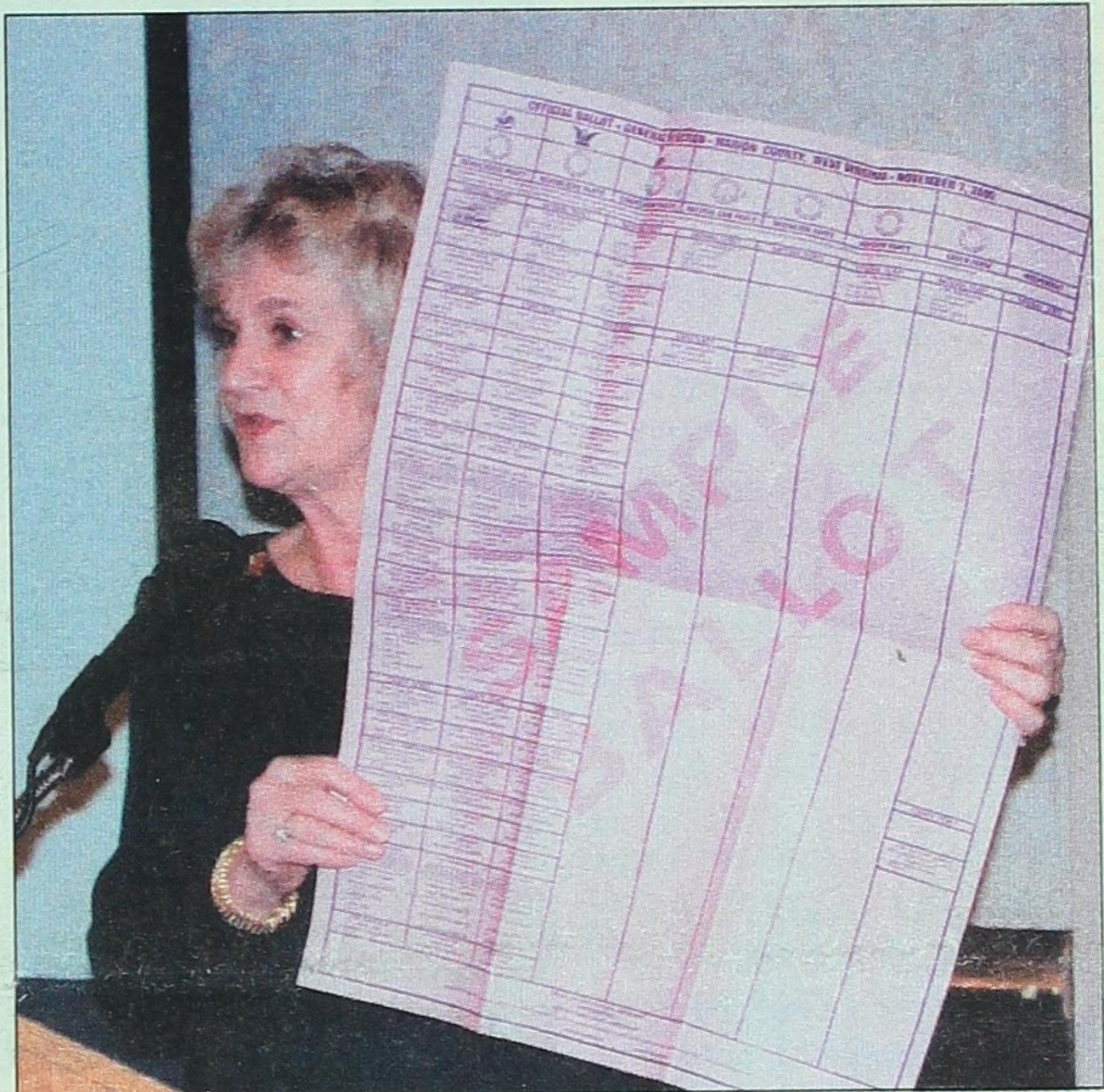


Photo by Tom Goodman

Marion County (W.Va.) Clerk and Recorder Janice Cosco shows commission members her county's 2000 Presidential Election ballot. Cosco, a commission member, said the ballot's size has never been a problem for her voters.

New tax provisions favor community investment; ups bond caps, tax credits

BY RALPH TABOR
ASSOCIATE LEGISLATIVE DIRECTOR

An omnibus funding bill signed into law Dec. 21, 2000 included several NACo-supported tax provisions and a package of incentives designed to encourage investment in economically distressed communities.

The Community Renewal Tax Relief Act contains two county legislative priorities that NACo has been pursuing for several years. The bill increases the caps or limitations on both private activity bonds and low-income housing tax credits.

The legislation increases the state volume limits on tax-exempt private activity bonds from the greater of \$50 per resident or \$150 million to \$62.50 or \$187.5 million starting Jan. 1. The volume limits would increase to the greater of \$75 or \$225 million beginning in calendar year 2002 and the volume limit would be

adjusted annually for inflation starting in calendar year 2003.

The bill increases the *per capita* low-income housing tax credits from \$1.25 to \$1.50 *per capita* in calendar year 2001 and to \$1.75 in 2002. Beginning Jan. 1, 2003, the cap will be adjusted annually for inflation. For small states, a minimum annual cap of \$2 million is provided for in 2001 and 2002. Beginning in 2003, the minimum amount will be adjusted for inflation.

Private-Activity Bonds

States, counties and cities issue private-activity bonds to fund a number of programs involving public and private financing including moderate- and low-income housing, industrial development, and student loans. Over the last several years, there has been an increasing demand for private-activity bonds to finance

housing projects.

The combination of the legislative changes and recently released new population figures will raise the amount of tax-exempt private activity bonds that can be issued nationwide to \$19.7 billion — a 28 percent increase over the \$15.4 billion level allowed in 2000.

Several states that posted significant population increases will gain more volume cap authority in 2001 than the 25 percent allowed under the new law. Arizona, Colorado, and Florida top that list with increases ranging from 32–34 percent.

California will get the biggest dollar gain next year, being able to allocate \$2.12 billion in private activity bonds, up from \$1.66 billion last year. Texas will see the second biggest increase, \$301 million, bring-

See **BOND**, page 7

County News Quik Takes

10 Most Charitable Counties (per capita donations)

COUNTY	STATE
New York	N.Y.
Pitkin	Colo.
Teton	Wyo.
Monmouth	N.J.
Palm Beach	Fla.
Marin	Calif.
San Francisco	Calif.
Fairfield	Conn.
Oakland	Mich.
Fulton	Ga.

'Roadless rule' worries Orange County, Fla. commission chairman tapped for top HUD spot

By PAUL V. BEDDOE
ASSOCIATE LEGISLATIVE DIRECTOR

Forest county officials across the nation reacted with dismay to President Clinton's Jan. 5 announcement of a final rule banning road building in more than 5 million acres of national forest land. The Roadless Area Conservation Final Rule, unveiled at a ceremony at the National Arboretum, prohibits new road construction and reconstruction as well as cutting, selling or removing timber in formally inventoried roadless areas.

"The roadless policy is a great example of the kind of one-size-fits-all rule-making counties always resist," said Gila County (Ariz.) Supervisor Ron Christensen, chair of NACo's Public Lands Steering Committee.

He observed that the U.S. Forest Service already drew up management plans for each National Forest under a wide range of environmental laws and regulations including the Wilderness Act, the Endangered Species Act (ESA), the National Environmental Policy Act (NEPA) and the National Forest Management Act (NFMA). "At the end of the day, this rule is simply not needed to protect the environment," Christensen said.

County reaction

Some county officials further argue that the rule will have the unintended consequence of making it harder to restore forest health and to prevent catastrophic wildfires. "If you can't build a road into an area overloaded with fuel just waiting to burn, how are you going to thin out that underbrush?" asked Idaho



County (Idaho) Commissioner George Enneking, whose county saw some of the worst wildfires in the country this summer.

While most analysts expect that either a sharply divided Congress or a new administration would face an uphill battle to overturn the rule, Enneking, who also serves as president of NACo's Western Interstate Region (WIR), expressed hope that the regulation would be repealed or

significantly modified.

"Maintaining access to federal public lands has long been part of NACo's platform and this year the issue has been elevated to one of our legislative priorities. Counties need to stand together to oppose locking up our public lands," Enneking said.

With legislative and administrative options limited, some are looking to the courts. Many Western governors are poised to challenge the regulation on procedural grounds in the federal courts.

Earlier this year, for instance, the State of Idaho had its lawsuit against the Forest Service's process thrown out because the rule had not yet been finalized and so was not ready for a legal challenge. With the president's announcement, however, Idaho Gov. Dirk Kempthorne and Attorney General Al Lance have filed a new complaint in the U.S. District Court in Boise.

Logging restricted on old growth

Meanwhile, U.S. Forest Chief Mike Dombrech announced, on Jan. 8, new restrictions on logging old-growth timber on public lands. The policy would reduce by 50 percent the amount of old-growth trees allowed to be harvested. Old-growth timber is highly prized for its commercial value, and accounts for approximately 3 percent of the nation's forests. Since 1989, logging on public lands has decreased from 12 billion board feet per year to 3 billion currently. Much of the decrease is attributed to court-ordered restrictions on behalf of the spotted owl.

NACIO accepting contest entries

The call is out for county governments and state associations across the country to put their communication products forward.

The National Association of County Information Officers (NACIO), a NACo affiliate, has announced the deadlines and dates for this year's National Awards of Excellence Competition.

The deadline for entries in this year's contest is Monday, March 5. Winners will be notified by May 7. In addition, the list of award winners will be published in *The Art of Communication*, NACIO's newsletter. Awards will be presented during NACo's Annual Conference in Philadelphia, Pa., July 13-17, 2001. More information on the awards reception will be provided at a later date.

Award categories include: annual reports; promotional or informational brochures; internal/external newsletters and magazines; writing; overall graphic design; photography; audio visual productions; special projects; Internet/Intranet Web sites and interactive media; and other projects.

The competition features separate categories for large counties, 500,000 + population, smaller counties and state associations. Last year, nearly 500 entries were received.

Submissions must have been completed and distributed by Dec. 31, 2000 and must be primarily the work of the entrant, with outside assistance strictly limited to support functions, such as typesetting and printing. Fees are \$25 per entry for NACIO members and \$30 per entry for non-

members.

To receive an official entry form, please contact Danny Diehl, NACIO Awards of Excellence Coordinator, Mecklenburg County Public Service and Information Department, 600 E. 4th Street, Charlotte, N.C. 28202; (704) 336-2084 or e-mail diehlde@co.mecklenburg.nc.us before Feb. 12.

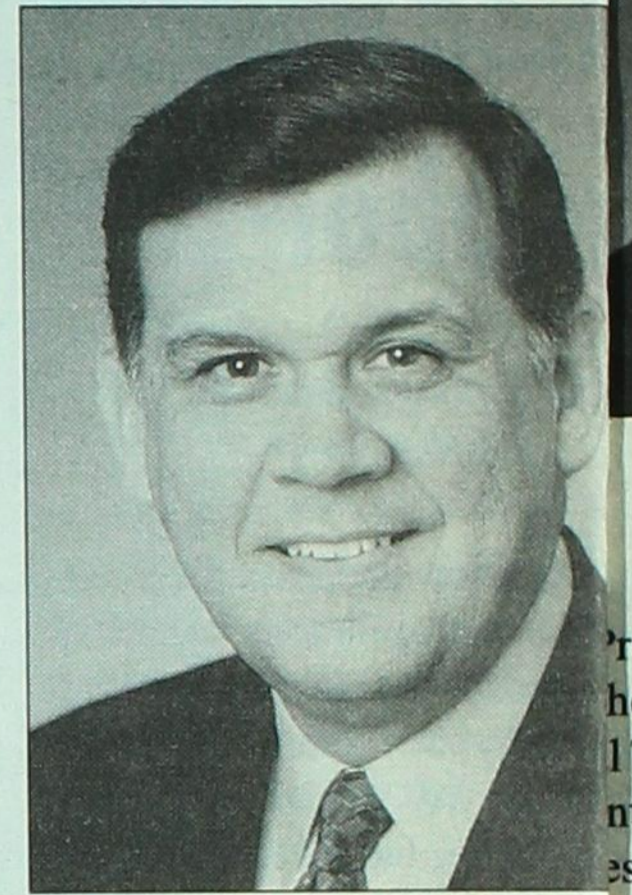
For information about membership in NACIO or to check on the current status of your NACIO membership, please write: Tom Goodman, National Association of Counties, 440 First Street, NW, Washington, D.C. 20001 or call (202) 393-6226 before submitting your entry or entries.

NACIO's purpose is to provide more effective communication between counties and their citizens.

Orange County, Fla. commission chairman tapped for top HUD spot

President-elect George W. Bush has selected Mel Martinez, chairman of the Orange County (Fla.) Board of Commissioners, to head of the Department of Housing and Urban Development (HUD).

Martinez, who won election as board chair in 1998, is an attorney, and has served the Orange County community in a variety of capacities. He has been chairman of the county's Growth Management Study Commission, president of the Orlando Utilities Commission, chairman of the Orlando Housing Authority and vice chairman of Catholic Social Services, among other positions. As commission chairman, Martinez is credited with reducing property tax rates for two consecutive years — the first tax cuts in Orange County in more than 12 years.



Mel Martinez

"This appointment is tremendously encouraging for county officials nationwide, because it demonstrates that the new Administration is committed to listening to and working with local authorities."

—NACo president
Jane Hague

Martinez left his Cuban homeland in 1962, at age 15. Alone and speaking virtually no English, he was taken in by foster families until he was reunited with his family in Orlando in 1966. Martinez graduated from Florida State University College of Law in 1973.

NACo President Jane Hague praised the pending appointment as signaling a sensitivity on the part of President-elect Bush to local concerns.

"This appointment is tremendously encouraging for county officials nationwide, because it demonstrates that the new Administration is committed to listening to and working with local authorities. I'm gratified to see the president-elect reach across

national-local lines in this matter. We all have to work together to make sure we are going to govern effectively today's day and age," Hague said.

A survey of former presidential appointees conducted by the Presidential Appointee Initiative found that the vast majority of presidential appointees from 1984-1999 were pulled from the world of Washington insiders. Specifically, 58 percent of appointees worked inside the Beltway at the time of their nomination and more than a third acted as another position in the federal government (35 percent). Others came from law firms (17 percent), businesses and corporations (18 percent) or educational institutions, research organizations (14 percent). Only eight percent came from outside the Beltway or local government.

"Martinez's anticipated appointment is especially important to NACo's long tradition as a champion of HUD-sponsored programs such as the Community Development Block Program and HOME Investment Partnership program," said NACo Executive Director Larry Naake.

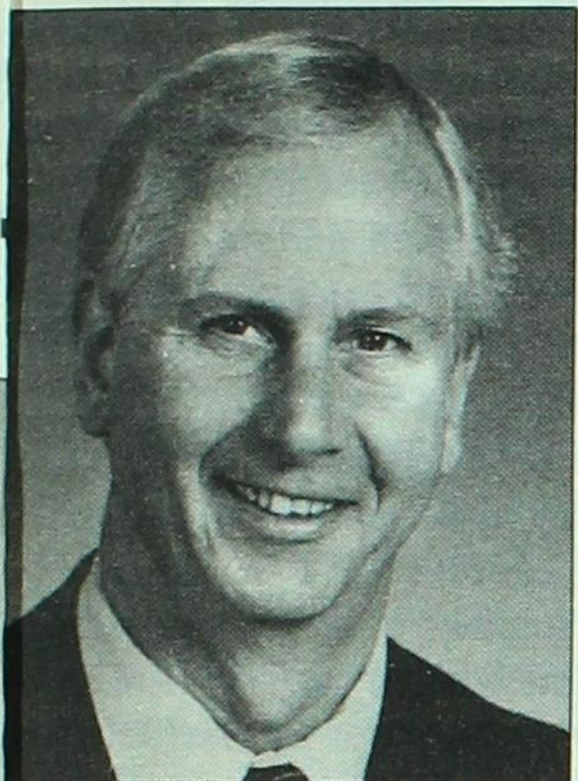
"We are looking forward to seeing the new administration bring a common sense agenda on housing and community development," Hague said. "County governments have a great deal of expertise in this area. Indeed, we are grounded in the future of our local communities. This is what this is all about."

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, D.C. 20001-2080; 202/393-2630; cnews@naco.org.

Publisher's Perspective

President Hague Establishes Transition Team



By **LARRY NAAKE**
EXECUTIVE DIRECTOR

NACo's transition team will identify, recruit, and recommend to the president's transition office, qualified county officials interested in serving the new president." Hague also indicated that the transition team "will work to present key county issues to the new Administration and the new congressional leadership of the 107th Congress."

The transition team [see list in sidebar] has already met three times by conference call to develop its strategy. They have gathered names of potential appointees to the new Bush Administration and have forwarded those names to the Bush transition team. President Hague, Judge Eckels, and Judge Jackson have also requested meetings with key transition officials, with Vice President-elect Richard Cheney, and a number of the designated cabinet members to present the county position on a number of key policy issues.

The key policy issues were recently established by our NACo Board of Directors at its meeting in Idaho last December. The issues include the collection of remote sales

taxes, election reform, access to healthcare, reducing child and family poverty, preemption of local authority, crime legislation, and the economy of agricultural counties.

Plans are now being made to meet with key new Administration players in the next few weeks and to involve them heavily in the NACo Legislative Conference to be held March 4-6 in Washington, D.C. Judge Eckels, co-chair of the NACo transition team, recently spent two days in Washington, D.C. meeting with members of the Bush transition team and Agriculture Secretary-designee Ann Veneman and Attorney General-designee John Ashcroft.

Judge Eckels had high praise for President-elect Bush's Cabinet and stated, "I am particularly pleased with the appointment of Mel Martinez, chairman of the Orange County (Fla.) Board of County Commissioners, as secretary of housing and urban development. This appointment recognizes that urban counties are as much a part of urban America as our large cities."

NACo Presidential Transition Team

Co-Chairs

Judge Robert Eckels, county executive, Harris County, Texas
Rebecca Jackson, judge/executive, Jefferson County, Ky.

Ex Officio (NACo Officers)

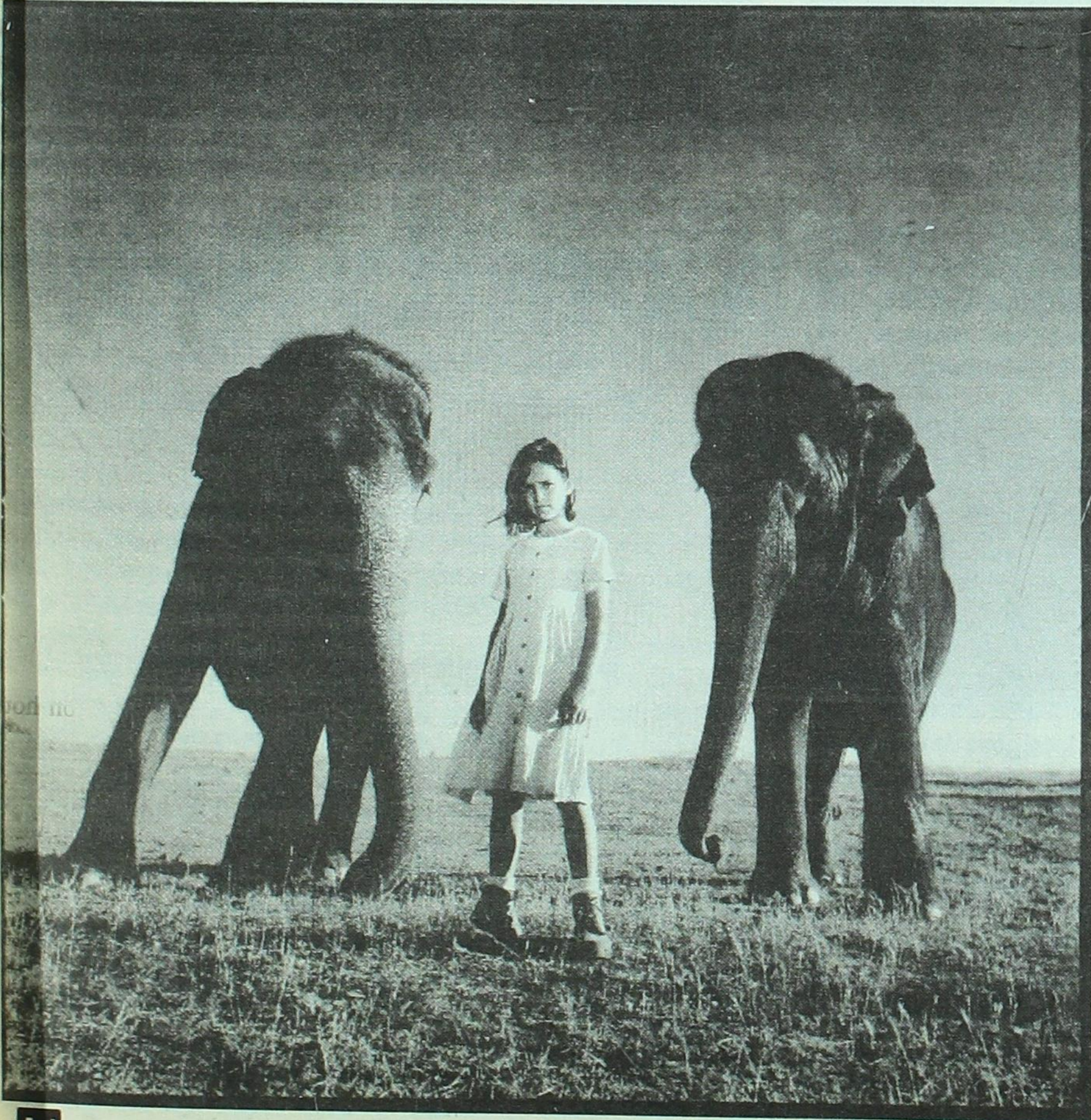
Jane Hague, King County, Wash.
Ken Mayfield, Dallas County, Texas

Representative Members

Frank Hodsoll	Ouray County, Colo.
Chris Hart	Hillsborough County, Fla.
Don Knabe	Los Angeles County, Calif.
Patricia Ann "Sue" Berglund	McClellan County, Ill.
Barbara Sheen Todd	Pinellas County, Fla.
John Stone	Jefferson County, Colo.
Bill Glanz	Washakie County, Wyo.
Penny Cameron	Kane County, Ill.
Tony Bennett	Ramsey County, Minn.

At-Large Members

Jim Rout	Shelby County, Tenn.
Jan Brewer	Maricopa County, Ariz.
Kay Carsky	Westchester County, N.Y.
Joan Hastings Camp	Tulsa County, Okla.
Dannie McConkie	Davis County, Utah
Steve Perez	Kern County, Calif.
Pat O'Bannon	Henrico County, Va.



Which one would you choose?

The elephants?

The whales?

The clean air we breathe?

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Profiles in Service



Mary Beth Davidson

NACo Board Member

Years as a NACo member: 7

Occupation: Lobbyist; Director, Hennepin County Intergovernmental Relations Department

Education: B.A., Business Administration, University of Minnesota; M.A. Ed, University of Minnesota

The hardest thing I've ever done: Work full-time, raise a disabled child as a single parent, and earn a master's degree in two years.

Three people (living or dead) I'd invite to dinner: My husband Dallas Sams who is a Minnesota state senator. He represents a district that's three hours away from the Twin Cities. Also, my neighbors who help keep me balanced.

A dream I have is to: Hear my son speak — he's non-verbal. He has a rare seizure disorder and is severely disabled.

You'd be surprised to learn that I: Have been a fitness instructor with the YMCA for nearly 20 years.

The most adventurous thing I've ever done is: I'm in the process of building a large log home from scratch.

My favorite sport is: Water skiing/jet skiing.

I'm most proud of: Being president of NACIRO and being on the NACo board of directors.

Every morning I read: St. Paul Pioneer Press newspaper and the Minneapolis Star Tribune.

My favorite meal is: Scallops, shrimp and crab.

My pet peeve is: Angry people.

My motto is: "Just do it!"

The last book I read was: *Seat of the Soul* by Gary Zukav

My favorite movie is: *Point of No Return*

My favorite music is: In the past it was rock 'n' roll, currently it's soft rock (The Who/ Lorena McKennitt).

My favorite president is: Bill Clinton.

Model sales tax draft approved

By RALPH TABOR
ASSOCIATE LEGISLATIVE DIRECTOR

State representatives to the Streamlined Sales Tax Project overwhelmingly approved, on Dec. 22, a draft model state sales tax bill and a uniform agreement for states to implement a more modern system.

The model state legislation and multi-state agreement has been forwarded to the National Conference of State Legislatures (NCSL) and the National Governors Association (NGA) for further review.

The draft recommendations also have been submitted to the states to begin the drafting and legislative process. NCSL may recommend later this month further changes to the model state legislation and uniform agreement.

"We are extremely pleased that the states have approved this uniform act and agreement which puts both states and businesses on the road to true sales tax simplification and uniformity," said Diane L. Hardt, Wisconsin Department of Revenue, a co-chair of the project. Thirty-eight states are currently involved in the project, which began its work in March 2000.

The focus of the project is to de-

velop a simplified sales and use tax collection and administration system that can be used by all vendors for all types of commerce.

Hallmarks of the new system are its use of technology, its focus on uniform definitions, uniform tax rates, a one-stop vendor registration system, and minimal vendor audits.

"This system brings sales tax administration into the 21st century and addresses many of the concerns that businesses have expressed to us over the past several years," stated Charles D. Collins Jr., North Carolina Department of Revenue, a co-chair of the project. "Multi-state businesses face a number of challenges in complying with the existing sales and use tax laws. Our primary focus has been on easing, or eliminating, the tax collection burden for vendors — while promoting a level playing field in the marketplace."

The legislative draft approved during the final vote reflects several significant changes from earlier drafts of the document. The changes were made in an attempt to respond to concerns expressed by state lawmakers and representatives of retailer groups at an NCSL hearing on Dec. 12.

One of the issues involves compensation to retailers who voluntarily participate in the system. In addition to easing administrative requirements and providing audit protection, compensation would be given to sellers who use state-certified service providers or certified software. The intent is to compensate all sellers who voluntarily collect taxes they would not otherwise be required to collect.

Another issue is how much states should be given to make state and local sales tax bases the same. The draft agreement would give states five years to make necessary legislative changes. NCSL is revising this provision because a number of states have indicated it would cause fiscal problems in their states.

A third issue involves governance of the multi-state agreement. Provincial officials decided to retain a controversial mechanism under which the first five states to enter the streamlined system become a governing body with power to accept or reject other member states. The uniform agreement now requires that business advisory council and advisory committee have input into the governing body's deliberations.

Coalition hits Capitol Hill

Armed with an agenda to promote increased funding for counties and cities, more than 20 organization delegations (including NACo) representing the interests of local governments, labor, and business are coming to the Nation's Capital to lobby the new 107th U.S. Congress.

"This is kind of an umbrella approach... that really does try to get a philosophical agenda before the Congress and [the] new president," explained Larry Naake, NACo's executive director.

The coalition was formed in the wake of an election that left Congress almost evenly divided along partisan lines and a new president lacking a strong national mandate.

As the group fans out to both houses of Congress this month, its six priorities, as part of the Investing In Communities statement for federal action, are:

- support local governments by recognizing responsibilities and related revenue requirements
- improve job training, public transportation, and public education to combat poverty
- support affordable housing for low- and moderate-income families and the reinvigoration of existing communities
- make available financing and investment incentives for infrastructure;
- champion equal opportunity for all Americans, and

- invest in youth.
- Besides NACo, other lobbying bloc numbers include the National League of Cities (NLC), the American Federation of State, County and Municipal Employees; the National Commu-

- nity Reinvestment Coalition, the International Council of Shopping Centers (ICSC), the National Communities Reinvestment Coalition, and National Youth Employment Coalition (NYEC).

County News

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

President: Jane Hague
 Publisher: Larry Naake
 Public Affairs Director: Tom Goodman
 Executive Editor: Beverly Anne Schlotterbeck
 Senior Staff Writer: Terry Michael King
 Editorial Assistant: Stacey Kennedy
 Graphic Designer: Phillip Payette

Advertising Staff
 Beverly Schlotterbeck, national accounts representative
 (202) 942-4249 • FAX (202) 393-2630
 Stacey Kennedy, Job Market/Classifieds
 (202) 942-2256 • FAX (202) 393-2630

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Updated Ergonomics standards becomes a reality

By NEIL BOMBERG,
ASSOCIATE LEGISLATIVE DIRECTOR

ANALYSIS

So you've heard that the U.S. Department of Labor (DOL) has issued ergonomic standards, and you want to know what that means for your state and county? Like many things federal, there is no simple answer. Much depends on the state in which your county is located and what actions our state may decide to take whether not it voluntarily complies with regulations issued by the Occupational Safety and Health Administration (OSHA). The best way to find out whether you will be subject to these standards or a similar standard is by contacting the state office that is responsible for handling occupational safety and health issues. That may be your state's department of labor or commerce and industry.

If I were a betting man, I would say that now is the time to begin thinking about how the workplace is affecting the overall health of your workers. If you don't have to address this problem tomorrow or the next day, you are likely to very soon.

The reason is quite simple. Musculoskeletal disorders are increasingly being recognized as an important consequence of the modern workplace. What has made this standard so controversial is not whether musculoskeletal disorders are real, but how to best respond to the problem. Business and industry have generally opposed these standards, because they believe that the government's recommendation on how to deal with the problem of musculoskeletal disorders is too costly and too vague.

Musculoskeletal disorders, you ask? It is a fancy expression for such

ailments as carpal tunnel syndrome (another fancy name), back pain, joint pain, eye strain, and neck strain, just to name a few. It is a fancy name describing what happens when the physical capacity of workers and the physical demands of a job do not match.

The Department of Labor describes a musculoskeletal disorder as "a disorder of the muscles, nerves, tendons, ligaments, joints, cartilage, blood vessels or spinal disease, which results from several risk factors, including repetition, force, awkward postures, contact stress and vibration." The areas of the body most likely to be subject to musculoskeletal disorders, says DOL, are the neck, shoulders, elbows, forearms, wrists, hands, abdomen, back, knees, ankles and feet.

According to DOL, more than 1.8 million workers experience workplace musculoskeletal disorders every year, and 600,000 workers have to take time off from work to convalesce. The department also claims that musculoskeletal disorders cost employers nearly \$14 billion each year. DOL also asserts that if their standards are followed, employers will save \$9 billion a year.

So you want to know what you have to do to comply with the standard?

Depending on the nature of the musculoskeletal problems reported by your employees, the process could be both quite simple and inexpensive or quite complex and costly.

First, you should note that the standard goes into effect on Jan. 16, 2001.

The next major deadline is Oct. 14, 2001. By that date, employers must begin to distribute information on the ergonomic standard and musculoskeletal

disorders to employees. Employers must provide employees with information on common musculoskeletal disorders and their signs and symptoms. Employees must be informed about the importance of reporting these disorders, their signs and symptoms, as soon as possible. Employees must be told of the procedures that they should follow for making such reports and of the risk factors, job and work activities associated with musculoskeletal disorders.

Employers must also begin to respond to reports of injuries by October 14.

Once an employer implements their ergonomics program, an employer must conduct an investigation to determine if the musculoskeletal disorder is work-related and also must

determine what type of actions should be taken within seven days of receiving a complaint from an employee. This is known as the "action trigger" and is based upon an OSHA-devised checklist that identifies five risk factors (repetition, force, awkward postures, contact stress, and vibration) that could lead to a musculoskeletal disorder.

If, after reviewing the employee's claim, the employer determines that action must be taken, employers have two options. The first is the "quick fix" option for problems that can be resolved within 90 days when only one musculoskeletal disorder has been reported.

The second approach is a full ergonomics program. Under the full ergonomics program, an employer must establish a management leadership team that allows employees to assess ergonomic problems. The team must

give the employer wide authority for developing methods for responding to those problems.

Among the steps that would have to be followed is analysis of job hazards, training on how to respond to and resolve ergonomic problems, no cost access for employees to medical assistance that addresses a musculoskeletal disorder, and job protection.

Job protection requires that employees receive 100 percent of earnings and benefits if their workplace activities are limited, or 90 percent of earnings and 100 percent of benefits, if they are removed from work for up to 90 days.

The complete standard may be found at <http://www.osha-slc.gov/ergonomics-standard/index.html> or in the Nov. 11, 2000 issue of the *Federal Register*. Information on OSHA state plans can be found at <http://www.osha-slc.gov/fso/osp>.

States and OSHA Rules

The Occupational Safety and Health Act of 1970 exempts states and localities from mandatory compliance with Occupational Safety and Health Administration rules and regulations. However, the act urges states to set up their own occupational safety and health standards.

If a state decides to establish a cooperative relationship with OSHA, then the state must either adopt the federal rules and regulations, or adopt rules and regulations that are more stringent.

Twenty-three states have entered into a cooperative relationship with federal OSHA. Those states are: Alabama, Arizona, California, Connecticut, Hawaii, Indiana, Iowa, Kentucky, Maryland, Michigan, Minnesota, Nevada, New Mexico, New York, North Carolina, Oregon, South Carolina, Tennessee, Utah, Vermont, Virginia, Washington, and Wyoming.

In those states, counties will be required to meet or exceed the standards established by the ergonomics standard. You can find a list of state offices responsible for administering occupational safety and health programs at <http://www.osha.gov/osmdir/states.html>.

In the remaining states, the decision rests with the legislature and executive branch as to the types of occupational safety and health laws, rules and standards that are put in place for state, county and municipal workers. Check with your state office of occupational safety and health, labor, or commerce and industry, to find out what type of impact the ergonomic standards may have on your county.

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Workshop Dates and Locations:

- Washington, DC - February 8, 2001
- Seattle, Washington - February 22, 2001
- Myrtle Beach, South Carolina - March 14, 2001
- Salt Lake City, Utah - May 22, 2001



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To register or request more information on the conferences, call the Community Transportation Association's National Transit Resource Center at (800) 527-8279 or visit www.ctaa.org.

E-mail questions to Charles Dickson, conference organizer, dickson@ctaa.org.



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ABOR from page 1

index (CPI-U) for all urban consumers (all items; U.S. city average). The FY2001 allotments will be 2000 indexed and the FY2002 allotments, FY2001 indexed. In FY2003, the DSH allotments would revert to the rule in place under the Balanced Budget Act of 1997. This package also contained language that required that the proposed rule change regarding the use of the Medicare Upper Payment Limit be finalized by Dec. 31, 2000. In addition, the language in the legislation ties the flow of Medicaid disproportionate Share Hospital (SH) funds to the issuance of this rule.

Health centers, rural clinics

The BIPA also established a new prospective payment system for Medicaid reimbursement to Federally Qualified Health Centers (FQHCs) and rural health clinics. The Balanced Budget Act of 1997 called for a systematic reduction in reimbursements, which were based on costs, to these clinics. The new prospective reimbursement system will be based on the allowable per visit cost, averaged over FY99 and FY2000, for each center or clinic. The new system will be effective for services furnished on or after Jan. 1, 2001. NACo lobbied in favor of this system.

Workforce Development Funding

Funding for workforce development programs increased overall by \$396 million over FY2000 levels. That was only half of the requested increase, though most of the increase went into youth programs, something not seen in a number of years. Worker protection activities (pension, occupational safety and health, employment security) were fully funded, resulting in a significant increase above FY2000 levels.

The final outcome, however, did not represent a victory for anyone. While the overall appropriation was 15 percent more than that approved for FY2000, many of the programs, including workforce development, will only see modest increases or none at all in FY2001. Liberals and the White House were forced to see many of the programs they had fought to fund reduced to near FY2000 levels and conservatives were only able to reverse the final agreement by \$4 billion from the pre-election agreement.

Human Services

NACo's top legislative priority in the social services arena was twofold: increase the funding of the Social Services Block Grant (Title XX) and maintain the flexibility to transfer 10 percent of the Temporary Assistance

for Needy Families Block Grant (TANF) to Title XX. The Labor/HHS Appropriations bill was a mixed bag in reference to this priority.

The conference agreement contains language maintaining state flexibility to transfer 10 percent of TANF. If Congress had not specifically included this language, the transfer authority would have been reduced to 4.25 percent in FY2001. The TANF transfer is widely used by many counties. A good example is New York state, where the transfer reduction would have cost counties more than \$180 million.

The funding side of the Title XX issue was not as successful, how-

ever. The FY2001 funding level is \$1.725 billion. While this represents a slight increase over the authorized level of \$1.7 billion for this fiscal year, it is a \$50 million reduction from the FY2000 appropriations. NACo supported restoring the program to the \$2.38 billion that was authorized in the 1996 welfare reform law.

The Low-Income Home Energy Assistance Program (LIHEAP) received \$1.7 billion, divided into a program level allocation of \$1.4 billion and an emergency allocation of \$300 million. While the program level is \$300 million higher than the FY2000 level, the emergency allo-

cation is \$600 million less; for a total reduction of \$300 million. LIHEAP advocates are expected to request a supplemental appropriation, especially if the price of fuel continues to increase.

Not surprisingly, the Head Start program, and the Child Care and Development Block Grant, continued to do well. Head Start received \$6.2 billion, an increase of nearly \$1 billion. The block grant received \$2 billion, an increase of more than \$800 million. The total federal funds available for child care are offset in part by the failure to increase the Title XX program, since many jurisdictions use this program for child care.

Many programs under the Administration on Aging received slight increases, for an overall increase of \$170 million, from \$933 million to \$1.1 billion. Most of this increase went to the National Caregiver Support Program, which received the authorized funding level of \$125 million.

This is a brand new program enacted Nov. 15 when the president signed the Older Americans Act reauthorization. Services that can be provided under this new program include respite care, counseling, assistance in gaining access to services, supplemental services and training.

Families who have elderly relatives living with them are eligible for the program. Additionally, elderly relatives who are the primary caregivers for minor children may receive up to 10 percent of the program funds.

Education

One of the most significant programs is the new \$1.2 billion grant program for school repairs and renovation.

This funding level includes \$300 million for technology renovations and increased costs related to special education. The majority of the funds will be distributed to state education agencies based on the Title I (education for the disadvantaged) formula, with a small state minimum of one half of one percent.

Seventy-five percent of the state allocation would be distributed to local education agencies on a competitive grant basis.

The state has to ensure that high poverty and rural school districts receive a share of these grants that is proportional to their share of Title I funding.

High poverty school districts are those with at least 30 percent child poverty, or at least 10,000 poor children.

Districts that qualify for grants but do not receive an initial grant, as well as those that do not qualify because they do not meet the poverty criteria, may apply for a grant under the remaining funds.

There is a one percent limit on state administrative costs.

BOND from page 1

ing it up to \$1.3 billion. Twenty-one states qualify for at least the minimum allocation of \$187.5 million under the new law.

Community Renewal

The secretary of HUD is authorized to designate up to 40 "renewal communities" from areas nominated by states and local governments. At least 12 of the designated communities must be in rural areas. In general, nominated communities are ranked according to the areas poverty rate, median income and unemployment rate.

Designated renewal communities are eligible for the following tax incentives:

- zero percent rate for capital gains from the sale of assets;
- 15 percent wage credit to employers for the first \$10,000 of wages;
- tax deductions for certain expenditures on qualified facilities and property;
- additional \$35,000 in allowable expensing for qualified property;
- expansion of work opportunity tax credits for hiring individuals living in a renewal community.

The 40 renewal communities must be designated by Jan. 1, 2002. The tax benefits will be available after Jan. 1, 2002.

New Markets Tax Credit

The new law also creates new tax credits for equity investments to acquire stock in a community development entity (CDE). A CDE is a corporation or partnership that provides investment capital for low-income communities or low-income persons. The CDE must have representation of low-income residents on its governing or advisory boards and be certified by the U.S. Treasury Department.

The capital is raised by selling shares or an equity interest in the CDE and giving tax credits for the investment. The amount of the tax credit is 5 percent for each of the first three years of the investment and 6 percent for each of the next four years. The maximum annual amount of qualifying investments is capped at \$1 billion in 2001 and increases to \$3.5 billion in 2006.

Substantially, all of the funds must be used by the CDE to make investments or loans to qualified businesses in low-income communities. A low-income community is defined as census tracts with either: 1) poverty rates of at least 20 percent; or 2) median family income not exceeding 80 percent of metropolitan or statewide median family income.

Appropriations Comparison

(\$ millions)

Program	FY2000 (\$ millions)	FY2001 (\$ millions)	% Change
DEPARTMENT OF LABOR			
• Adult Training	\$950	\$950	0
• Youth Training	1,001	1,103	+10
• Dislocated Workers	1,589	1,589	0
• Incumbent Workers	0	20	N/A
• Youth Opportunity grants	250	275	+10
• Older Americans Employment	440	440	0
DEPARTMENT OF HEALTH AND HUMAN SERVICES			
<i>Health Programs</i>			
• Ryan White AIDS Services — Total	1,595	1,808	+13
• Ryan White Emergency Assistance	547	604	+10
• Maternal and Child Health Block Grant	709	714	+1
• Mental Health Block Grant	356	420	+18
• Community Access Program	40	140	+250
• National Health Service Corps	117	129	+11
• Health Alert Network	30	32	+7
<i>Children's Programs</i>			
• Head Start	5,267	6,200	+18
• Foster Care	4,572	5,064	+11
• Child Support Enforcement	3,201	3,515	+10
• Child Care Dev. Block Grant	1,183	2,000	+7
• Adoption Assistance	1,020	1,198	+17
• Child Welfare	292	292	0
• Foster Care Independent Living	140	140	0
<i>Social Services</i>			
• Social Services Block Grant	1,775	1,725	-3
• LIHEAP	2,000	1,700	-15
• Community Services Block Grant (grants to states)	528	600	+14
• Refugee Assistance	426	433	+2
<i>Services to the Elderly</i>			
• Supportive Services & Centers	310	325	+5
• Congregate Meals	374	378	+1
• Home Delivered Meals	147	147	0
• Family Caregivers	0	125	N/A
DEPARTMENT OF EDUCATION			
• Grants to Local Education Agencies	6,783	7,238	+7
• Construction Grants	0	1,200	N/A
• Impact Aid	906	993	+10
• Community Learning Centers	453	846	+87
<i>Special Education</i>			
• Grants to States	4,990	6,340	+27
• Preschool Grants	390	390	0

REFORM from page 1

on Jan. 31 in King County (Seattle), Wash. The commission is expected to present its initial recommendations on voting standards and reform at NACo's Legislative Conference, March 2-6.

The 21 members appointed to the commission by NACo President Jane Hague and NACRC President Ernest Hawkins represent the front ranks of those charged with running the nation's elections. They include county commissioners, state and local election officials, as well as representatives from civil rights groups

and elections experts.

In her opening remarks to the commission, Hague underscored the gravity of the work the commission was established to undertake. "Elections are the cornerstone of our American democracy," she said. "We need to implement the best election system possible. This goes to the very core of what it means to be an American."

During their preliminary discussions, many commission members raised education of poll workers, voters and election officials as one key to reducing the mistrust now surrounding the election process.



Photo by Bev Schlotterbeck

Pat Kelly, El Paso County, Colo. clerk, recorder and Barbara Sheen Todd, Pinellas County, Fla. commissioner and past NACo president take notes on their subcommittee's discussion about election systems and standards. Commissioner Todd is also a member of Florida Gov. Jeb Bush's task force on voting.

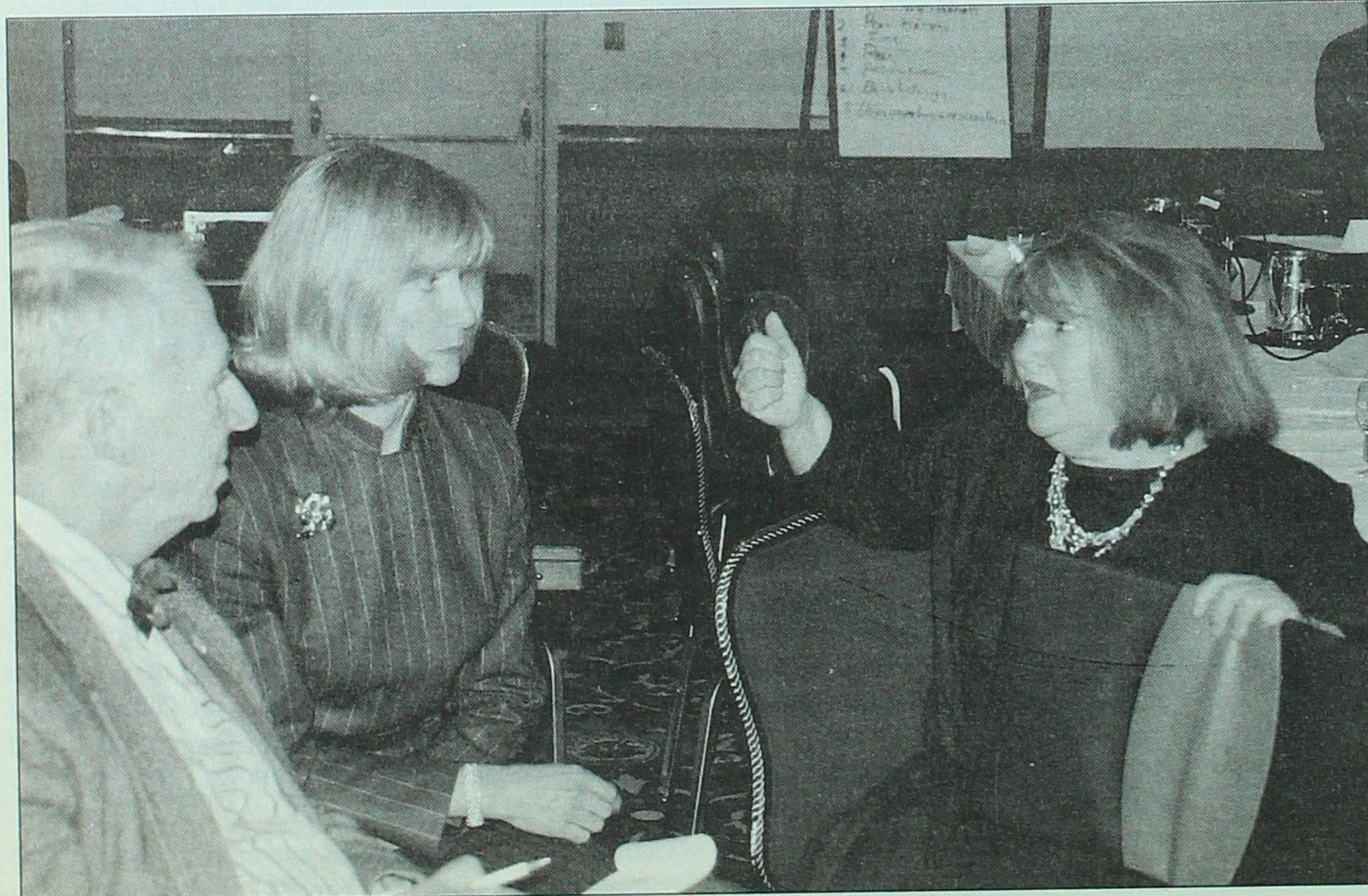


Photo by Bev Schlotterbeck

John Dowlin, Hamilton County, Ohio commissioner and NACo President Jane Hague consider the views on intergovernmental relations of Mary Rose Wilcox, Maricopa County, Ariz. supervisor and president of the National Association of Latino Elected and Appointed Officials.



Photo by Bev Schlotterbeck

Members of the commission subcommittee on costs and funding nail down their issues: (l-r) Helen Pur Maricopa County, Ariz. recorder; Cathy Pearsall-Stipek, Pierce County, Wash. auditor; Becky Carr Mecklenberg County, N.C. commissioner; (partially hidden) Ralph Tabor, NACo associate legislative director; and Sam Jones, Mobile, Ala. commissioner.

Other commission members questioned the need for national uniformity or the promise of new voting technologies.

"Despite all that's been written, technology alone is not the answer. It's a side and tangential issue ... Uniformity is not the answer, either" said Doug Lewis, executive director of the Election Center, a nonprofit organization representing election officials.

National standards already exist, Tim Wilkey pointed out. Wilkey, executive director of the New York State Board of Elections, reminded commission members of election testing standards developed by the Federal Election Commission more than a decade ago, but only adopted by 32 states. "We have standards;

have had standards for 11 years. They only need to be utilized and updated."

Funding for any election reform proposals was uppermost on the minds of many commission members. NACRC President and Commission Co-Chair Ernest Hawkins said he was hopeful there would be federal financial support for local governments. Hawkins, who is the Sacramento County, Calif.

voter registrar, told commission members that the 2000 Presidential Election cost his county \$1 million. If his costs were representative, Hawkins said last year's November election cost local governments \$300 million.

Looming on the horizon are a number of state and federal proposals

See REFORM, page 9

NACRC: NACo's Oldest Affiliate

The National Association of County Recorders, Election Officials and Clerks (NACRC), NACo's affiliate and partner in the Commission for Election Procedures and Reform, was founded in 1947. With 1,000 members, NACRC is NACo's largest affiliate.

Headquartered in Colorado Springs, Colo., the association offers its members an opportunity to network, exchange information and keep abreast of the latest legislative and technological events affecting their office.

The office of clerk spans centuries. Initially — and to this day — clerks kept and applied the official seal, thereby attesting to the authenticity of government documents. It doesn't take much imagination to understand how the function of keeping a king's or parliament's official seal evolved into today's functions of attesting to the authenticity of land records, wills or election results.

NACRC runs an ambitious certification program (as a CPO or Certified Public Official). Its training sessions, held in conjunction with NACo's Legislative, Annual and WIR conferences, present immediate, incisive information on topics ranging from e-government to disaster preparation.

Just take a look at plans for the upcoming Legislative Conference (March 2-6, Washington, D.C.). NACRC plans training sessions on:

- uniformity in election administration
- online transactions involving land records
- guarding against fraud and identity theft while maintaining public access to records, and
- preparing for e-government.

NACRC Executive Director Ardis Schmidt, a former El Paso County (Colo.) Clerk/Recorder, says the fit between NACo and NACRC is a powerful one. "That's why we are affiliated with NACo. Together, we present a much greater voice in Washington for county government."

For more information on NACRC or its programs write to NACRC, P.O. Box 75099, Colorado Springs, Colo. 80970-5099. phone: (719) 550-0751; or visit its Web site at www.nacrc.org.

REFORM from page 8

g with the nation's voting systems. Commission members heard about more than 50 bills now circulating on Capitol Hill and in state capitols from Andrew Siff, counsel to the S. Senate Committee on Rules and Administration; Martin Sigel, senior counsel to Sen. Charles E. Schumer (D-N.Y.); and Susan Messer, the National Conference of State Legislatures. Commission members likewise heard from Gwenn Hofmann, senior adviser at the International Foundation for Election Systems. Hoffman presented a national overview of the election system. In addition, county officials from Florida, Arizona, Oregon, Oklahoma, and West Virginia gave presentations on the election

systems in their states. And in the most impassioned presentation of the day, Jim Dickson, vice president and director, National Organization on Disability, warned that the disability community will no longer accept voting technologies, such as optical-scan systems, that are not accessible to voters with disabilities. "Many counties are talking about buying optical scan systems. Optical scan systems are not accessible, and therefore not acceptable. The disability community is not going to allow you to purchase them."

Dickson encouraged the commission to review standards from the State of Texas that require all new voting equipment to be accessible to persons with disabilities. "They are truly the best practice for the rest of the nation."



Photo by Bev Schlotterbeck
David Orr, Cook County, Ill. clerk, offers insights on voter education during the commissions break-out discussion sessions. Also pictured is commission member Janice Cosco, Marion County, W.Va. clerk and moderator.



Photo by Tom Goodman
NACo Executive Director Larry Naake, and National Commission on Election Standards and Reform Co-chairs Jane Hague and Ernest Winkins observe proceedings early in the meeting.



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U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Substance Abuse Prevention

From coast to coast across the United States:

County officials offer 2001 wish list

In 2001, the watchword for counties will be "change." In the wake of local, county, state and national elections, and numerous federal-level appointments, we asked county officials belonging to NACo steering committees what challenges the new year might hold.

Members were asked:

"As a county official, what would you like to see the Bush Administration accomplish in 2001?"

And, "what is the greatest challenge facing counties in your state legislature this session?"

California

"I would like to see greater recognition of the costs that are placed upon counties by federal policies and mandates ... [also] ... health initiatives that would address the uninsured and remove the obligation from the counties. The greatest challenges facing our state are rising electric costs and health care."

— *Yvonne Burke, supervisor*
Los Angeles County

Florida

"What we would like to see is [federal] legislation cleaning up Medicare/Medicaid programs to make affordable health care available to our senior citizens and legislation leading to lower drug costs. ... The two issues [for] the Florida legislature ... aside from reapportionment, are cleaning up our election laws and growth management. Both promise to be contentious."

— *Paul McIntosh, county administrator*
Hernando County

"Stabilize the downturn in the economy that began in mid-2000, and request the 107th Congress to present him [President Bush] with the approved Bankruptcy Reform Bill that was pocket-vetoed by President Clinton. [In the state house], seeing a temporary end to the annual revenue increases and the spending restraints that will be necessary in the current year."

— *Ray Valdes, tax collector*
Seminole County

Hawaii

"I would like to see the Bush Administration continue support for smart growth and offer increased financial and technical assistance to help counties convert liability of waste products into valuable assets. One of the greatest challenges facing counties in our state legislature this session is securing adequate funding to address the infrastructure needs of our growing communities."

— *J. Curtis Tyler III, vice chair*
Hawaii County

Idaho

In an agricultural county, which is 55 percent federally owned, the county official said: "We need the PILT [Payment In Lieu of Taxes] fully funded. As the formula is now drafted, our county loses approximately \$500,000 per year in lost tax revenue. We would also like to see President Bush support our federal lands task force. ... [It] will allow management of these lands by a local state land board comprised of local people who believe in multiple use of these lands. ... [For the state legislature the issue is] ... what to do with a \$300 million surplus? The legislature seems reluctant to return some of that surplus to the counties because it may be 'one time money'."

— *William Brockman, chairman*
Twin Falls County Commission

Indiana

"I would like to see the federal government take some responsibility towards ... matching funding for all environmental mandates, especially combined sewer overflow and sanitary sewer overflows. ... The state [legislature] needs to come up with money [for welfare and juvenile justice] since they have all the control on how it is spent. It never works for one entity to spend without accountability and [to] send the bill to another who has no control."

— *Beulah Coughenour, city-county councillor*
Indianapolis-Marion County,

Minnesota

"I hope the Bush Administration ... recogniz(es) the major shortfall in infrastructure funding. Given the infrastructure needs, it tells me that there is not a real budget surplus. The 'budget surplus' should begin to catch up on the infrastructure funding backlog. [In the state,] dedicated transportation [highway] funds lost in tab fee reductions during the 1999-2000 legislative session must be restored."

— *Lee Amundson, county engineer*
Steele County

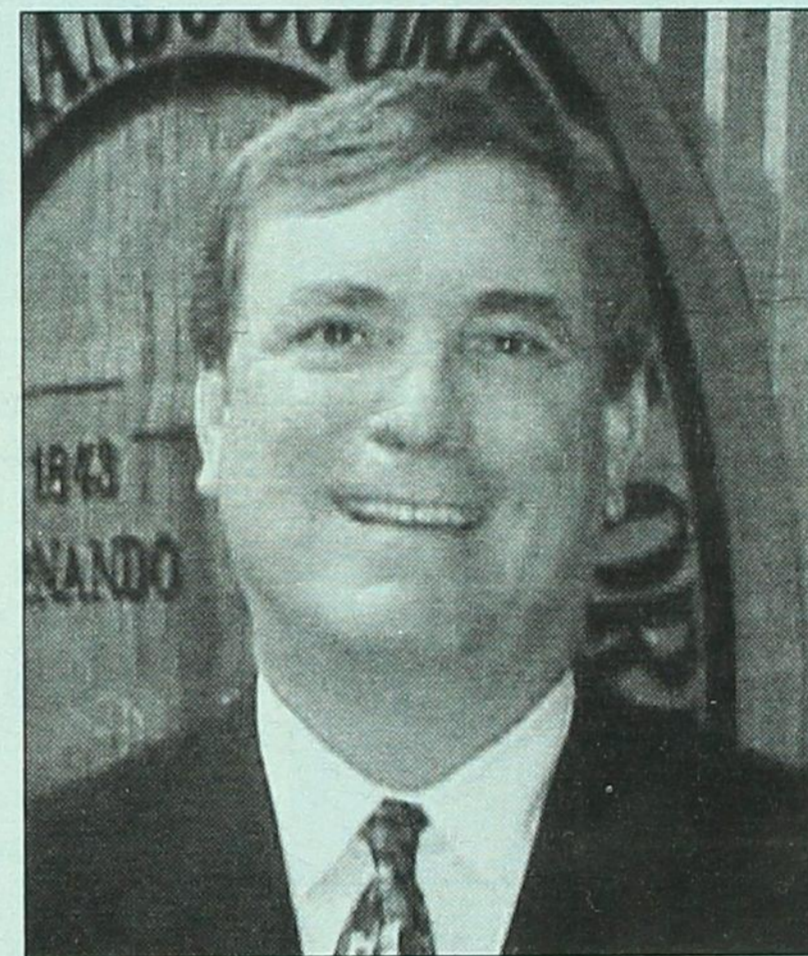
"I hope to see this Administration carefully



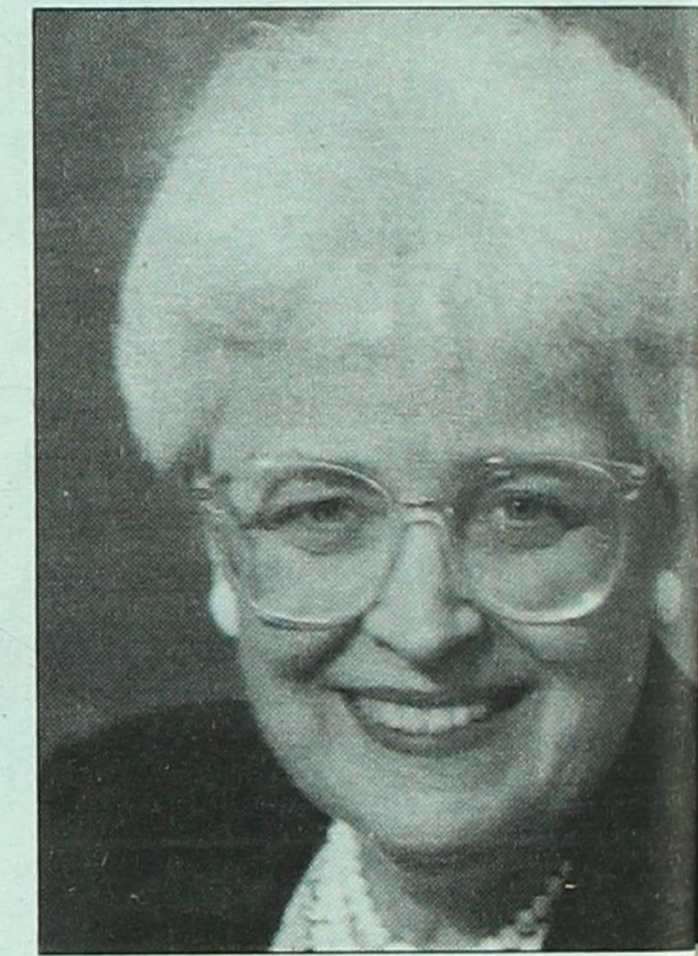
Yvonne Burke
Los Angeles County, Calif.



Beulah Coughenour
Indianapolis-Marion County, Ind.



Paul McIntosh
Hernando County, Fla.



Jean Michaels
Olmsted County, Minn.

monitor the economy with the ability to respond quickly to shifts that directly affect counties in areas such as social services, public health, courts, corrections, law enforcement, and the environment. ... The greatest single challenge to the Minnesota legislature is dealing with a surplus of \$3 billion over 30 months. We have a democratic senate, a republican house and a very independent governor. ... The emphasis of all three is on a large tax cut/rebate. ... It has been pointed out that just a 3 percent raise for all K-12 teachers ... state employees and university of Minnesota employees would total \$800 million. What some call 'surplus,' others call 'the state's unpaid bills'."

— *Jean Michaels, chair,*
board of commissioners
Olmsted County

"I would like to see progress made in the battle to reduce violence, school violence, domestic violence. ... There should be a strong federal anti-violence message. ... At the state level, ... underlying all issues is the budgeting

process. ... I believe counties will need to keep on top of any and all tax reform proposals."

— *Mary Haug, commissioner*
Aitkin County

"The Bush Administration must make sure all people are treated fairly with respect to policy. Promises to seniors need to be met and unfunded mandates to states and counties abolished. The greatest challenge in Minnesota is the funding of roads and how that funding will deal with county roads issues."

— *Betty Knight, presiding commissioner*
Platte County

Montana

This county official would like to see ... [federal] fundamental health care reform that provides basic coverage for all Americans [and] ... adequate local government funding [by the state]."

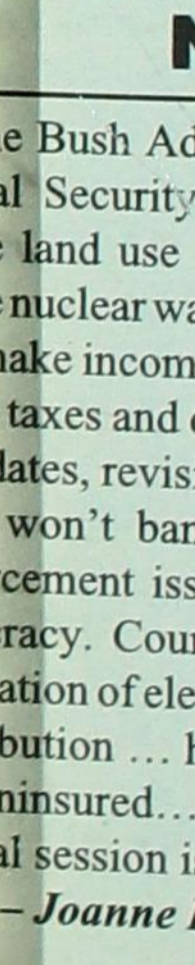
— *Ferris Toavs, chair*
Roosevelt County Commission



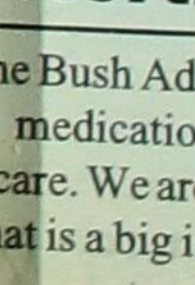
Mary Haug
Aitkin County, Minn.



Betty Knight
Platte County, Mo.



Jean Michaels
Olmsted County, Minn.

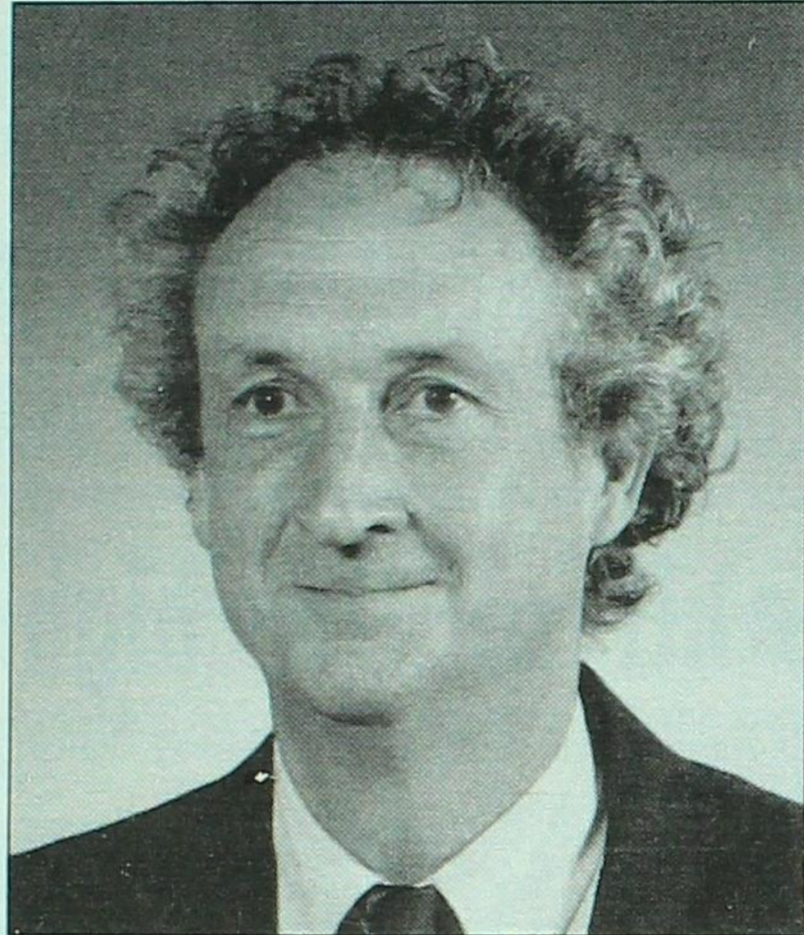


Ferris Toavs
Roosevelt County Commission

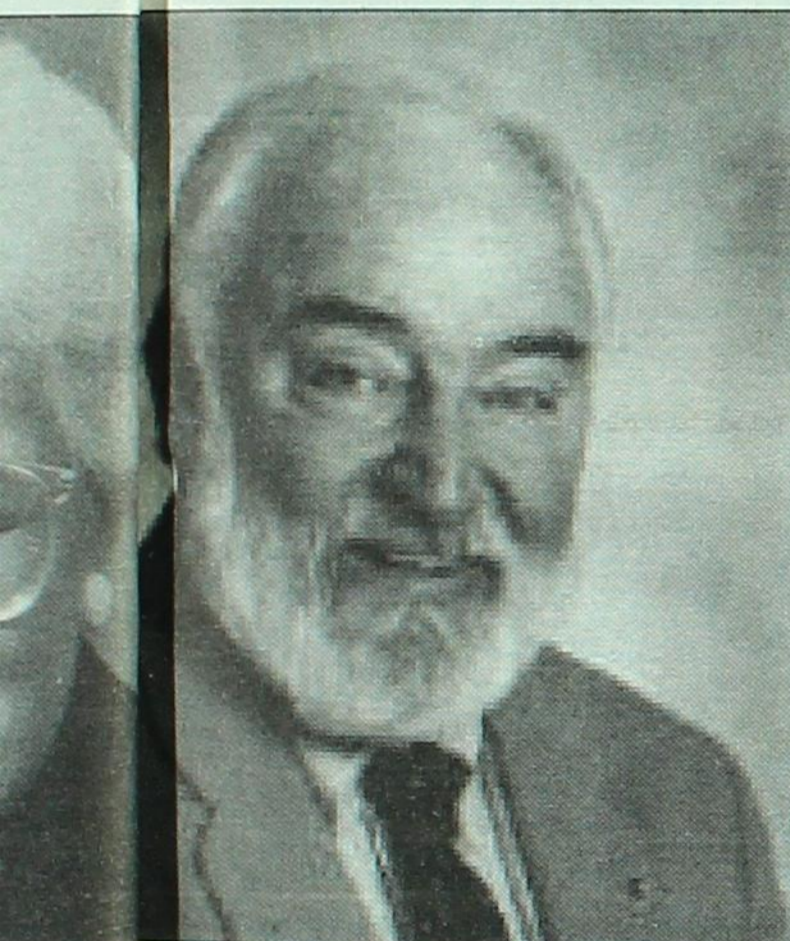
li Bush Admin; statehouse concerns



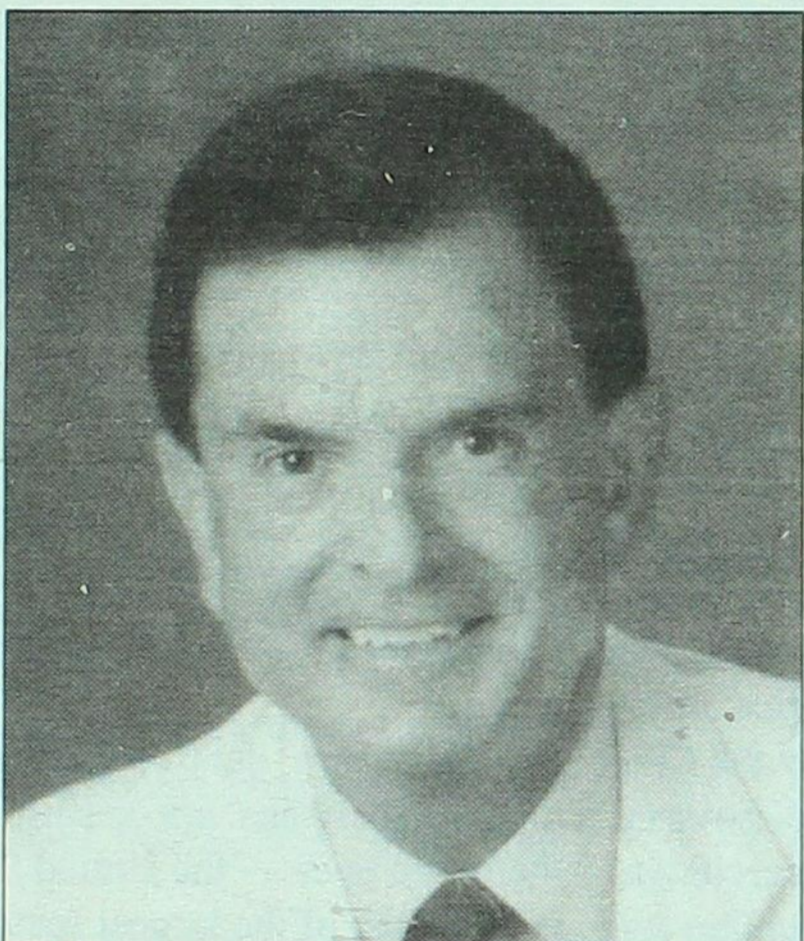
Marsha Gaines
Fort Bend County, Texas



W. Reed Madden
Greene County, Ohio



William Stanley
Buncombe County, N.C.



Ray Valdes
Seminole County, Fla.

Nevada

... the Bush Administration should] "assure ... Security and Medicare funding, re- ... land use issues in the western states, ... nuclear waste facility plans once and for ... income tax changes regarding mar- ... taxes and death taxes; ... end unfunded ... dates, revisit clean air and water laws so ... won't bankrupt everyone because of ... cernment issues; and reduce federal bu- ... cracy. County issues: redistricting, de- ... lation of electric power, tax structure and ... distribution ... health care and insurance for ... insured ... and bill draft limitation and ... session issues ..."

– **Joanne Bond**, county commissioner
Washoe County

North Carolina

The Bush Administration should] provide ... medication assistance to seniors on ... care. We are a rapidly aging community, ... that is a big issue with our seniors. [In the

state,] ... I'm most concerned about how the general assembly will treat the mental health issues and recommendations from the state auditor's report. My hope is that any requirements passed along to counties will come with accountability, finding, and flexibility."

– **Wanda Greene**, county manager
Buncombe County

"... Bring 'beltline bureaucracy' in line with the counties' needs. They [the Bush Administration] need to recognize the Congressional Rural Caucus and be sure to involve them in rural county policy decisions. ... They should also consult NACo's LUCC [Large Urban Counties Caucus] to solve large county problems.

"[State issues:] Money!!!! North Carolina is facing a major shortfall this year because of Hurricane Floyd, lawsuits and legislative bungling. N.C. counties' only source of real money is ... property taxes. We need a menu of tools to reduce the burden on property owners, including, but not limited to, a sales tax hike, impact

fees, room occupancy taxes, [etc.]."

– **William Stanley**, commissioner
Buncombe County

are not the answer to our problems."

– **Marsha Gaines**, tax assessor collector
Fort Bend County

Ohio

"I would like to see [from the Administration] a prescription drug plan for our senior citizens. I would like to see [from the statehouse] adequate funding for programs through Job and Family Services."

– **Ivo Kramer**, county commissioner
Auglaize County

"[The new Administration should] reduce or eliminate the capital gains tax. [This] would help with investment and business growth, especially with small businesses. [State legislative challenge:] passing unfunded mandates, as they have in the past."

– **Dewey Stokes**, county commissioner
Franklin County

"[The federal government should get behind] across the board tax cuts similar to the early '80s with support to collect Internet sales taxes ... also support reduction in unnecessary regulations. [The state should] maintain adequate ... funding for counties in the wake of the Ohio and state supreme court mandate to increase education funding [in a time of] declining revenue ... from a moderating economy."

– **W. Reed Madden**, county commissioner
Greene County

"I believe his [Bush's] Administration will recognize the impact federal policy has on local government. Counties, states, and the federal government all serve the same citizens. ... President Bush has the opportunity to bring all levels of government together to provide better, more efficient services to the people of America. Money is always our greatest challenge. Healthcare costs are spiraling out of control for counties throughout Texas and America. One of our top priorities this session is to simplify the Medicaid application process. Justice programs, education, environment, and transportation issues will be important elements of our legislative agenda. ..."

– **Robert Eckles**, county judge
Harris County

Virginia

"[The federal government should] cut taxes to keep the economy from going into a recession. [State concerns should be] aid to education, improvement of Interstate 81, and full funding of constitutional offices."

– **Fred Anderson**, treasurer
Roanoke County

"[Feds:] tax breaks on localities. [State issues:] economic development, budget, keeping taxes reasonable, and solid waste management."

– **Gerry Vincent**, county administrator
Brunswick County

Pennsylvania

"[The Bush Administration challenge] is to develop a sensible energy diversification policy that will give us more sustainable and, in the long run, affordable energy choices. ... [The Pennsylvania challenge] is to amend our planning codes to enable counties and municipalities to achieve better land use planning results. ... Counties, in particular, need more authority to shape and control, and even to limit, growth in order to protect communities and our dominant, but ever more vulnerable bedrock industry, agriculture."

– **Harry Stokes**, commissioner
Adams County

Texas

"I would like to see President Bush appoint a committee to evaluate each [federal] department and each job – to see what can be eliminated, and start cleaning house. Audit each position ... , is it cost effective? I am tired of government telling me, 'We are not in the business to make money,' and my response is always, 'We are not in the business to lose money.' ... [For the state house] ... we have to be sure no [federally] unfunded mandates are passed on to our taxpaying citizens and the legislature. ... [Also, the legislature should] eliminate duplication of services. More laws

work towards a better balance on public lands and towards the multiple-use concept. ... [The largest state challenge] ... is dealing with growth management. ... We have a growth hearings board that has authority over the county commissioners to either approve or reject our plans. This has created a convoluted appeals process that never seems to end. ... [Also] ... , I would like to see the legislature approve a specific salmon recovery plan that spreads the area of responsibility between federal, state and local governments, with an identified funding mechanism."

– **Ted Anderson**, commissioner
Skagit County

Wisconsin

"[The federal government should] come up with a national energy policy that gives more transportation choices ... while not increasing air pollution. ... [The state should] draw up a fair way to compensate counties for all the state services we provide without driving our tax bills any higher."

– **Brett Hulsey**, supervisor
Dane County

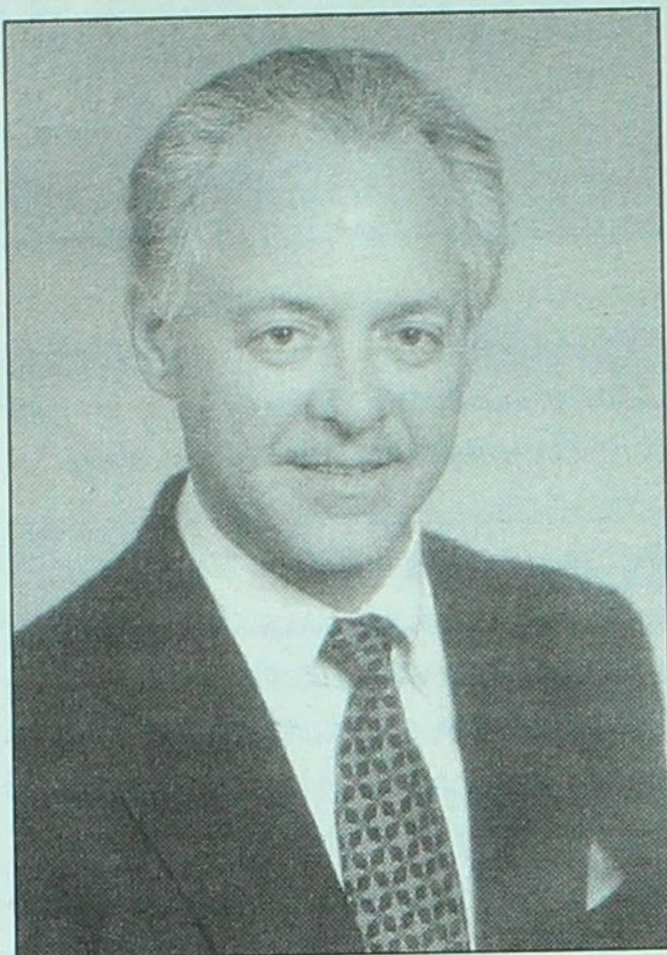
(This report was compiled by Terry King, senior writer.)

County reins in gridlock; keeps apace with development

By COUNCILMAN ROBERT S. WEINER
NEW CASTLE COUNTY, DEL.

An innovative agreement has been reached to protect New Castle County, Del. from uncontrolled road degradation while allowing for desirable growth.

For nearly two years, county officials, DelDOT, the Delaware Economic Development Office, the Transportation Management Association and countless citizens have labored to create an agreement that ensures a meaningful system to protect our quality of life when Level of Service (LOS) Waivers are granted.



Robert S. Weiner

Background

Currently, businesses cannot locate where infrastructure is overburdened if doing so would impair quality of life. We use LOS indicators to measure the amount of traffic in an area. Intersections and roadways are assigned values like a report card. Those with the least traffic get the grade "A," while those in total gridlock get the grade "F."

While development or expansion is not allowed to occur if the area is designated as a "LOS of 'E' or 'F,'" New Castle County may grant an LOS waiver if a cost-benefit analysis indicates the expansion will benefit the community.

Prior to our current efforts, LOS waivers were perceived by many to constitute absolute approval of development regardless of development's impact on local infrastructure.

New agreement

This new agreement encourages companies that wish to expand and are located in high traffic areas to divert 15 percent of its employee vehicles off the roads during peak rush hour.

It not only sets quantifiable guidelines for LOS waivers; it also establishes a monitoring procedure and can impose penalties if companies

fail to comply with the agreement.

This is what makes this agreement so unique. Only one other county, Montgomery County, Md., has developed a traffic mitigation and enforcement agreement as detailed and as comprehensive as ours; one that includes a quantifiable method to measure and track a company's efforts. It is expected that this agreement will be used as a template to create similar agreements in areas throughout the United States.

How it works

It works like this. If a waiver is granted, the applicant must develop measures to reduce the impact on local traffic, using alternatives such as:

- reducing the proposed development;
- annually delaying expansion until DelDOT has completed construction projects to accommodate increased traffic demands;
- providing their own transportation and/or transit improvements;
- and implementing transportation demand measures (TDMs) to reduce the number of trips to the site during peak periods.

Proposed trip reduction measures allow no more than 85 employee vehicles per 100 employees to travel

during peak traffic periods.

The company agrees to pay a consultant to audit progress annually on implementation of the specific TDM measures it has agreed to implement and the effectiveness of such measures in achieving trip reduction goals. DelDOT agrees to monitor the implementation of all such trip reduction efforts and TDM measures, and to enforce such negotiated agreements jointly with New Castle County.

The company will develop a bud-

get of the total costs that it expects to bear for the implementation of the TDM measures for the five years. These costs are secured by a limited financial guarantee that is held by DelDOT for five years. If it is determined the company has not honored its agreement, it risks: fines, forfeiture of the funds that DelDOT holds, or denial of any further building permits for any building on the site for which the TDM measures were developed.

We now have strategies in place to

ensure that these important growth and employment opportunities in our state will occur without significant degradation to the quality of life for our citizens.

I am pleased to have been part of that effort and proud to sponsor a resolution that will make this effort the law of the land in New Castle County.

(For more information contact Councilman Weiner at (302) 575-7536 or e-mail: rsweiner@roebe.com).

Immigration hits all-time high in U.S., report says

A first look at America's foreign-born population in the new century finds record numbers and growth.

A new report by the Center for Immigration Studies finds that 28.4 million immigrants now live in the United States; the largest number ever recorded in the nation's history, and a 43 percent increase since 1990.

The report finds that as a share of the nation's total population, immigrants now account for more than 1 in 10 residents (10.4 percent), the highest percentage in 70 years.

The report, entitled *Immigrants in the United States 2000: A Snapshot of America's Foreign-born* by the center's director of research, Steven Camarota, contains detailed information — not released by the Census Bureau — on income, poverty, education, health insurance, citizenship, welfare, entrepreneurship and many other characteristics of immigrants. The report also contains extensive information on high-immigrant states and metropolitan areas. The entire report is online at <http://www.cis.org>.

Among the report's findings:

- By the end of the 1990s, a combined total of more than 1.2 million legal and illegal immigrants were

settling in the United States each year.

- The number of immigrants living in the United States has more than tripled since 1970, from 9.6 million to 28.4 million. As a percentage of the U.S. population, immigrants have more than doubled, from 4.7 percent in 1970 to 10.4 percent in 2000.

• Immigration has become the determinate factor in U.S. population growth. The 11.2 million immigrants who indicated they arrived between 1990 and 2000, plus the 6.4 million children born to immigrants in the United States during the 1990s, are equal to roughly two-thirds of U.S. population growth over the last 10 years.

"These new data confirm what many Americans are seeing with their own eyes — the United States is the midst of the largest sustained wave of immigration in its history," said Camarota.

Other findings in the report:

- In 2000, 37.4 percent of immigrants are naturalized citizens, and immigrants account for 5.5 percent of all eligible voters.
- The immigrant population remains very concentrated, with 71 percent of immigrants living in just

six states.

- One-third of recent immigrants lack a high school diploma — more than three times the rate for natives. However, almost 11 percent of migrants have a graduate or professional degree, compared to about 1 percent of natives.

• More than half of post-1970 migrants and their young children live at or near poverty levels, compared to 28 percent of natives and their young children.

• One-third of immigrants do not have health insurance — two and one-half times the rate for natives. Immigrants who arrived after 1990 and their U.S.-born children, account for 60 percent or 5.5 million of the increase in the total size of the insured population.

• Immigration accounts for nearly all of the national increase in public school enrollment over the last two decades. In 2000, there were 8.6 million school-age children in immigrant families in the United States.

(For more information, contact Mark Krikorian, executive director, Center for Immigration Studies, 1000 K Street N.W., Suite 820, Washington, DC 20005: (202) 466-8100; mksk@cis.org).

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U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES Substance Abuse and Mental Health Services Administration Center for Substance Abuse Prevention

THE H.R. DOCTOR IS IN You Have Spinach Between Your Teeth

The saying "Only your friends will tell you that you have spinach between your teeth" applies to the effective practice of Human Resources even if you don't like spinach. One of the most effective roles that HR can play in "enabling" the success of the entire organization is for HR staff to build, improve and maintain close, collaborative and trusting relationships with clients. The clients represent a wide spectrum of people. Certainly, the client relationship must be very strong between HR and the managers and directors of the organization.

To be at its best, an HR organization must have open lines of communication and a very responsive attitude toward helping the person who calls or visits with a problem or a request. The same is true of HR's relationship with employees throughout the organization as well as union representatives. Conveying an attitude of respect and caring about meeting the client's needs is a key tool for building a relationship of openness. In fact, the more open and trusting a relationship is between HR and a client, the better and more rapidly information will flow and the better HR's advice and support will be in helping the manager or employee accomplish objectives.

Unfortunately, two attitude problems often get in the way of creating and maintaining the kind of close

collaboration that an organization and its HR agents need to have.

The first "lives with" the clients. The employees or managers may bring with them a hidden agenda. They may approach HR without sharing important information, or they may have an agenda to get something in particular done despite the fact that the approach may increase liability, violate a policy or collective bargaining agreement or be based on a personal relationship instead of a professional one. HR's advice, like that of an attorney, is often linked directly to the information provided and the situation described.

The manager who tells only part of the story or doesn't disclose the "real" issue, does a great disservice to the agency, to HR staff members and to himself or herself. This "failure to disclose" is often linked to the wrong idea that getting help or seeking counsel or coaching is somehow an admission of failure.

The reality is that the best managers understand the value of "getting by with a little help from a friend." And of seeking advice from colleagues. The most successful managers interact with HR regularly and establish a reputation for their forthrightness in their effort to "do the right thing."

The other unfortunate "bad attitude" may come from some HR staff members themselves. They may

project an image of being unavailable or unpleasant to work with. They may appear to be arrogant or "too busy." They may be seen as erecting barriers to client's efforts to solve problems rather than being "on station" and ready to lend a helping hand.

The perception of an uncaring or arrogant person never contributes to the organization's success or to that of the individual for that matter. But when that attitude is encased in the body of an HR professional, the outcome is even worse. If HR doesn't act with unusual caring and concern in the way it communicates, the result becomes client distress and unwillingness to cooperate in the future. Clients begin to avoid HR instead of seeking it out for help.

Every HR professional needs to pay attention to whether they are projecting an attitude of disinterest or annoyance. A high workload and difficult projects are no excuse! This is the kind of behavior that the individual professional and their supervisor must improve and correct.

HR may also have to reexamine its method of organization. The larger the organization, the more likely it is

that HR will organize on a functional basis, as opposed to being an organization of generalists. That is, HR staff members will tend to be assigned to specialties such as recruitment or benefits or classification.

There is an important balance to be maintained in this kind of organization. The more esoteric or limited the work assignment of a specialist becomes, the less able the person is to see the big picture or to understand an overall client need.

The client can become a "victim" of an excessively functional system because the client has to figure out which HR cubbyhole to approach with problems. If the client's guess is wrong and dares to bring a salary adjustment question to Labor Relations instead of Classification, the client may feel frustrated by having to explain the problem repeatedly to different people. A generalist organizational model can help overcome that problem.

On the other hand, HR management, like other professions including medicine and law, is more complex than ever and requires professionals to develop specialized areas of expertise.

The best customer service in the modern HR environment is delivered by an organization that has access to both specialist and generalist support. Most of the customer's interaction can be managed or facilitated by the generalist to "shelter" the client from having to figure how HR works internally.

HR can be the best friend available to a manager or an employee with problems, concerns or frustrations about the organization. A prime focus of HR's business planning should be to get to a point in its relation with others in county government where the staff can tell a client what they may not want to hear in a caring and professional way which makes even the delivery of bad news something valued by our colleagues. This applies as much to "spinach between your teeth" as it does to complex issues of labor relations, organizational development or budget problems.

On that note, the HR Doctor wishes you all the best and reminds you to brush your teeth regularly.

Sincerely,

Phil Rosenburg

The HR Doctor@ www.hrdr.net

RESEARCH NEWS

Census 2000 data, just in time for redistricting

Now that we know the United States has a population of 281,421,906 and the world has a population of 6,120,909,707 how many people live in your county? This is the question on the minds of every county official in the country since the national totals were delivered to the president on Dec. 27, 2000.

The nation was geared up for Census 2000 and worked as hard as ever on this collective civic activity. As most of us know by now, it was a "good" census. Although there will always be someone missed, we did a better job than in the last two censuses of reporting who we are and where we live. This major civic activity found a 13.2 percent increase in the nation's population since 1990.

As required by law, the information necessary to determine reapportionment and the national population count must be delivered to the president by the last day of the year in which a census is conducted. What is the timetable for the distribution of the other information that is so vital to states and county governments for their own

redistricting and planning purposes? The Census Bureau has created a schedule of the release dates of its various products from Census 2000 that can be accessed on its Web site: www.census.gov.

Much media attention and interest was generated by the announcement that the data for redistricting will be available by April 1, 2001. Most county governments think this means the county population figures will be available at that time. The figures that will be made available by April 1, 2001 are required by Public Law 94-171 (signed into law in Dec. 1975) to be those needed by the states for reapportioning their legislatures.

This data set will also include the county population figures, county voting age population and county population by race (including the new multi-race data). These figures, which are scheduled for release by April 1, 2001, will be the ones most counties will need to use for redistricting at the county level. Some of the early information circulated about when county level data would be

available said that these figures would not be available until the middle of summer 2001. Instead, more detailed demographic data at the county level will be released at that time.

The Census Bureau has published a guide to the redistricting numbers called *Strength in Numbers*. It can also be accessed through the Census Web site. This publication, which is only 12 pages long, explains the role that the census numbers play in redrawing boundaries of legislative districts.

The booklet also has a section on the importance of maintaining confidentiality of census data and provides an overview of recent legal decisions and other actions since the 1960s that impact how district lines are drawn.

The data will be made available in several formats including CD-ROM, DVD and on the Internet.

(Research News was written by Jacqueline Byers, NACo director of research.)

Deferral limits increase for public employees' retirement plans

In late November, the Internal Revenue Service announced a cost-of-living adjustment applicable to the dollar limitations of pension plans and other items for the Tax Year 2001 (as adjusted by the secretary of the treasury). It is possible that these limitations may be affected and/or modified by pending legislation awaiting action by Congress.

In reference to the National Association of County's Deferred Compensation Program, as administered by Nationwide® Retirement Solutions, Inc., the contribution limit for IRC 457 Deferred Compensation plans for state, local and tax-exempt organizations will be increased from \$8,000 to \$8,500 per year, effective January 1, 2001. This will allow county employees the opportunity to contribute more tax-deferred money to their supplemental retirement plans.

Contributions have the limitations of not exceeding the lesser of \$8,500 or 33 1/3 percent of "includible compensation." Catch-up contributions/provisions remain \$15,000/year. On a related note, 401(a) contribution limitations have not changed.

Nationwide® Retirement Solutions will be sending out notifications to participants and employers (beginning in December) informing them of the change and encouraging participants to take advantage of this opportunity.

NEAL PEIRCE COMMENTARY

'Smart Growth' 2000: Bumps and Breakthroughs

BY NEAL R. PEIRCE

WASHINGTON POST WRITERS GROUP

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

The "smart growth" movement is growing up, gaining attention, developing conflicting voices, scoring victories on some issues, and taking its lumps on others.

Most of all, this movement to stem sprawl and sustain America's town and city fabric has clearly "arrived." Just check the hundreds of related measures on state and local ballots last November and it's clear, smart growth will feature prominently in Americans' political decision-making for years to come.

The push to create or expand parks and open spaces is the movement's strong suit, according to Phyllis Myers of State Resource Strategies, whose full report on growth-related issues in the 2000 elections, commissioned by the Brookings Institution Center on Urban and Metropolitan Policy, will be released this month (www.srsmyers.org).

Broward County, Fla., for example, required no recount of its landslide vote for a \$400 million bond to up-

grade parks and purchase 1,425 acres of fast-disappearing greenspace and open space.

In Seattle, a \$26 million "Parks for All" measure for public open space, neighborhood parks, wetlands and greenbelts was approved — a vital step, said Mayor Paul Schell, as the city's population density increases and vacant land disappears.

Ohio linked rural open space and farmland preservation with urban brownfield restorations, granting \$200 million for each in a bond measure backed by a majority coalition of city, suburban and rural residents.

Across the country, the Land Trust Alliance calculates, that 84 percent of the year 2000 referendums on open space protection passed (175 of 208), committing \$7.5 billion in public funding.

By contrast, regulatory restrictions on growth remain controversial and contentious. Statewide initiatives in Arizona and Colorado, seeking to force all but the most rural places to enact and enforce urban growth boundaries, were decisively defeated.

Development interests lobbied and spent heavily to defeat the Arizona and Colorado measures. But sponsors clearly overplayed their hand:

The Arizona proposal, for example, would have let any person sue public officials for violating the proposition's terms.

And both measures had a fatal flaw, said Bruce Katz, director of Brookings' urban-metropolitan center: They required growth limits set by localities rather than on a metropolitan-wide basis, as in Oregon and Washington.

One factor in Arizona and Colorado, suggested Katz: "exurban NIMBYism" — people in one suburb looking at the next subdivision and crying, "Stop it!" Affordable housing wasn't included; indeed, Habitat for Humanity opposed the Colorado initiative.

Another complication in Arizona and Colorado, plus in many California localities voting on local growth limits, were provisions to require local referendums on *minutia* of growth and development decisions.

"The feel-good period of smart growth is passing — now we're hitting some very tough issues," and they'll take years of citizen and legislative action to resolve, Katz suggests.

Indeed, in Oregon, the country's lead state in growth management since the 1970s, voters this Novem-

ber approved an initiative requiring full compensation to owners when state or local regulation reduces their property value. The cleverly worded measure, already under court challenge, imperils Oregon's entire growth management structure.

Yet, Oregonians rejected another initiative hostile to growth management. And next door, Washington voters overwhelmingly defeated an effort to choke off most funding for transit in favor of more highway building.

Public transportation votes got a mixed reception Election Day — approved in Silicon Valley, New Jersey and Florida, for example, but defeated in Austin and New York State.

What's noteworthy is that most of today's increasingly popular transit proposals wouldn't have stood a chance a decade ago; now the question is often not whether they'll pass, but how many elections it will take to get there.

The 2000 elections produced another phenomenon — voters trying to make sense of their regions by reaching across the fractured government lines that divide them. Voters in St. Louis, two adjacent Missouri counties and four in Illinois

voted to fund a regional park district to set up interconnecting parks, trails and greenways.

Voters in three counties along Wasatch Front in Utah endorsed a sales tax to expand their shared transit district. In Colorado's Roanoke Fork Valley, including Snowmass and Aspen, five towns' voters agreed to tax themselves for half-hourly-wide transit service.

And as if all those cross-boundary initiatives weren't enough, Louisville-Jefferson County, Ky., voters to merge governments, while voters in New Mexico's Albuquerque-Bernalillo County, beset by fast Sunbelt growth pressures, proved a two-year process on the way to merging as a single county government.

Whether such initiatives succeed or not, they reflect remarkable local ferment, a search for new ways to grow, preserve landscapes, provide traffic-relieving transit, improve quality of life in American communities in the early 21st century.

(Neal Peirce's e-mail address is npeirce@citistates.com)

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Hats off to... Information Technology

Pawn Tracker System
Guilford County, N.C.

The Pawn Tracker System is a software application designed to enable law enforcement agencies to monitor pawn shop transactions within their jurisdictions. It allows the agencies to capture data from pawnshops through an import and manual data entry process.

Local law enforcement agencies have long been concerned with finding a much more efficient means of locating and returning stolen property in a timely manner, as well as a way to identify individuals actively engaged in the pawning of such property.

The Guilford County Information Services Department (IS) developed the system. IS staff coordinated activities between three law enforcement agencies, 30 pawn shops and 10 different software vendors. The cost was approximately \$29,000.

After implementation of the program, the value of the property recovered increased to more than \$36,000 or 50 percent; and the number of cases closed went from 63 to 138, an increase of 119 percent.

CountyView System
Pierce County, Wash.

Pierce County's CountyView is a countywide information technology achievement because it provides 350 users in 17 departments access to geographic and tabular databases built over many years and administered in different departments.

The CountyView system leverages Geographic Information Systems (GIS) technology to support a wide range of users from engineers to the general public.

In four hours of training, users can easily access more than 250 maps, descriptive information and customized municipal applications such as "locate by query," mailing lists, census query, road atlas and map production. Other local agencies have been impressed with CountyView's ease-of-use and functionality, and two cities, six fire departments and the health department have on-line access to CountyView.

The benefits to the county, local agencies and the public are lower technology costs as one system is shared and a new tool to solve cross-jurisdictional problems.

This "single point of access" to data maintained by different departments manages and provides data access to hundreds of data sets, develops standard functionality for diverse users and quick reporting of summarized data from a cross section of the GIS.

The initial costs were \$70,000 (hardware) and \$40,000 (personnel). The yearly costs are \$90,000 (hardware, software and personnel). The new system has recovered more than \$650,000 of misappropriated vehicle taxes, and the assessor/treasurer has targeted \$2 million of under-assessed properties for re-evaluation.

Police Accident Data
Systems — PADS
Ulster County, N. Y.

Good law enforcement, safer highways and the ability to meet the needs of the community are sometimes delayed due to a lack of timely information and data. Accidents often occur because of driver inattention, intoxication, poorly maintained roads, or unidentified "hot spots."

With the availability of timely accident information, police are able to

identify and selectively patrol areas that demonstrate high accident rates. Since the inception of the Police Accident Data Systems (PADS), Ulster County has been the beneficiary of corrective decisions in highway safety and enforcement. Additionally, PADS assists county and local highway department engineers in identifying and correcting flawed road design or other engineering problems that have gone previously undetected.

The Ulster County Special Traffic Options Program — Driving While Intoxicated, (STOP-DWI), deals with all police agencies within the

county and manages and administers PADS.

In 1997, the state legislature authorized a \$5,000 expenditure to fund the overtime pay of the Information System's employee to enter the accident data into PADS. This program is solely funded with drunk driver fines. After implementation of PADS, fatal crashes dropped from 56 in 1996 to 24 in 1997, and serious personal injuries dropped from 1,900 to 1,500.

(Hats off to... was compiled by Tina Crayton, research assistant. Hats off to... features 2000 NACo Award Winners.)

County News



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NEWS FROM THE NATION'S COUNTIES

ARIZONA

MARICOPA COUNTY Library District Web site is getting popular. From July 1999 to June 2000, the library reported more than 1 million hits at <http://www.maricopa.gov>. The number of hits skyrocketed over the previous year by 95.7 percent, according to Courtney Courtright, director and county librarian of the library district. "This is a remarkable increase in use... is because of the vast amount of information the library district now provides in the online format," Courtright said. The library district now offers e-Books Readers: handheld, PC software containing pre-selected electronic books that can be downloaded; the Online Book Club where members are e-mailed a chapter of a popular book.

CALIFORNIA

What has been called the most expensive open space purchase in state history, **LOS ANGELES COUNTY** and the state are buying a 68-acre parcel for \$41.1 million. The county's share was \$4.6 million with the state picking up the balance paid for from the 12 parks bond appropriation. No one has decided yet what the park will be on the site where the terraces stood and foothill trails crossed near Los Angeles International Airport (LAX). Concerned residents applauded the purchase as it would allow grading equipment in its tracks to attempt to clear the site for a proposed 241-unit upscale housing development.

FLORIDA

BROWARD COUNTY received almost \$5.7 million from the state for five homeless care projects. The county is working with for-profit organizations administering the Homeless Continuum Care programs, which will establish 132 beds in permanent housing for homeless vets and for those who are chronically ill or in drug rehab. "If we can't have some place for people to live when they leave the homeless shelter, we're just spinning our wheels," said Kristin Jacobs, chair, the Board of County Commissioners, Homeless Board liaison.

FLORIDA

MIAMI-DADE COUNTY is fast track planning and construction of a new 40,000-seat, retractable roof, baseball stadium for the Florida Marlins. According to the county's letter of intent, it wants to enter into a partnership with the Marlins ball club (which would be named the "Miami Marlins" in honor of the downtown Miami location), and private investors.

The stadium will cost approximately \$385 million in

construction costs would be secured without raising or creating new taxes. The county's one-third share of the total cost would be paid for by a non-taxable county revenue bond issue, repaid from Miami-Dade convention development taxes. Stadium completion is scheduled for April 2004, but before then, several legal and financial hurdles must be cleared.

IOWA

• It was a recipe for concern: **LINN COUNTY** residents are mostly more than 65 years old. Many in this age group reside near Iowa's only nuclear power plant. What would happen during a nuclear emergency? Faced with such a large population that would present medical and mobility problems during an evacuation, county officials fashioned a solution.

The county and Alliant Energy, the nuclear power plant's operator, developed the Special Needs Registration Program that identifies and maps the homes of residents who would need special assistance.

With the help of the local Red Cross, information cards were distributed to residents living within 10 miles of the nuclear power plant. As completed data cards were returned, residents with special needs were identified and entered into a database. Since January of last year, 1,100 special needs residents have been identified and "mapped."

As a result, emergency personnel have a leg up, in case of emergency evacuation, by not waiting for 911 calls. Also, the data assists county Emergency Management Agency officials in evaluating readiness and the need for possible additional emergency resources.

• All 99 Iowa counties can expect a visit from Gov. Tom Vilsack beginning this month as he travels the state to participate in "community chats." Vilsack pledged recently that he will talk with residents in town halls, local businesses and coffee shops. "It will allow him to listen and learn from the people," said Spokesman Joe Shannahan. Last June, Vilsack walked and jogged to 22 towns for a state "listening tour."

KANSAS

HARVEY COUNTY Commissioner Ken Meier has come up with a unique plan designed to defray county road maintenance costs: claim, then sell, railroad ties, gravel and steel tracks from abandoned rail lines.

"Abandonment shifts the movement of commodities from rails to county highways that are not built to take that kind of an impact [from trucks]," said Meier. "There is no



Photo courtesy of Caswell County

The Caswell County Board of Commissioners is the only governing body of its type nationally, and the only one from North Carolina, to have received the Certificate of Commendation last year from the AASLA. The commissioners were instrumental in restoring the 1861 Caswell County Courthouse in Yanceyville, N.C.

mechanism in place for counties to derive enough money to fix roads."

The idea, thus far, has met with mixed reviews. The major legal and constitutional question is whether counties can seize and salvage abandoned railroad property for profit. A group which includes **BUTLER, COWLEY, HARPER, KINGMAN, SUMNER** and **RENO** counties is still debating the proposal, which may be lobbied before the state legislature this year.

MARYLAND

• The **CALVERT COUNTY** Board of County Commissioners is one step closer to realizing its economic vision. The board recently passed a resolution detailing a proposed R&D high-tech park. Construction on the industrial park, which will cater to defense- and technology-related services, could begin as early as 2002. The county could possibly realize an estimated \$52 million with the county spending about \$805,000 for public sewerage extensions and site engineering studies. The proposed 92-acre site is adjacent to the Lusby, (Md.) Town Center.

• Reportedly the most broadly-defined smoking ban in the nation, the **MONTGOMERY COUNTY** Council voted 5-4, backing the Friendship Heights Village Council's prohibition on smoking on public lands. Since court challenges are anticipated, enforcement of the smoking ban may not take effect for

months, if at all.

The ban calls for no smoking on village-owned and village-maintained land, buildings, parks and sidewalks. It does not affect county or state roads. Following a grace period (if the ban stands), a violation after a warning brings a \$100 fine. Some representatives said they were convinced to vote in favor of the smoking ban after hearing testimony that secondhand smoke may harm people with asthma. The county was obliged to vote on the ban because Friendship Heights is a special tax district and not a municipality.

MICHIGAN

• **WAYNE COUNTY** is attempting to alleviate its traffic bottlenecks via e-mail. The county is e-mailing motorists who sign up for the program to inform them of potential traffic slowdowns and gridlock in advance caused by scheduled county road repairs and maintenance construction (i.e. pothole repairs, street closures, detours, etc.). About 400 drivers already take advantage of the service offered by the county roads department found on www.waynecounty.com/wayneroads.

• Seventeen Michigan counties will receive an arts council grant totaling \$269,800 earmarked for projects to provide greater access to museum collections and to present cultural activities to residents. The Michigan Council for Arts and Cultural Affairs was able to disperse the funds due to a statewide 19 percent

increase in arts funding. Counties receiving funds for FY2001 include: **ALPENA, CALHOUN, CHARLEVOIX, CHIPPEWA, GRAND TRAVERSE, INGHAM, ISABELLA, JACKSON, KENT, LAPEER, MARQUETTE, MIDLAND, OAKLAND, WASHTENAW,** and **WAYNE** counties.

MISSISSIPPI

HARRISON COUNTY tax assessments are being challenged in court by three casinos as affected county homeowners anxiously await the outcome. The casinos, on record as willing to pay their "fair share" in property taxes, claim that the county's assessments last year increased or more than doubled property values resulting in paying significantly more property taxes since the last reappraisal in 1986. Nearly 3,000 senior citizens will pay property taxes for the first time in several years because of the reassessment, according to published reports. The casinos say that property values should be based on income and not replacement value.

County officials defend their appraisal methods and say that they will prevail in the circuit court, reports say.

MISSOURI

Plaintiffs representing the video game industry filed a lawsuit against **ST. LOUIS COUNTY** just before Christmas challenging a new law that requires parental permission for

(continued on page 16)

NEWS FROM THE NATION'S COUNTIES

(continued on page 15)

children under 17 to purchase video games that have violent or sexually explicit content.

At issue is whether the law passed November 2000 violates the First Amendment rights of those who create video games as well as the video game players. "I think that minors do not have a constitutional right to have explicit, violent games available to them..." said Councilman Jeff Wagener. "Each game represents an extraordinary combination of narrative, story line, music, and graphic design worthy of the highest constitutional shield," argued Douglas Lowenstein, Interactive Digital Software Association president.

NEW YORK

• The **ROCKLAND COUNTY** Board of Elections, county legislators, Rockland's Commissioners of Elections and other county election officials are taking a hard look at voting procedures in a state known for its uniformity of ballot tabulation. County Legislator Ryan Karben is spearheading an effort to ditch the county's use of punchcard ballots in favor of an optical scanning system. The county is but one in five remaining boards of elections in New York state still using punchcard ballots instead of the togglelever machines.

Also under consideration is a proposal to mail sample ballots. "A voter's first look at the ballot should not be in the voting booth," Karben said. "We need to minimize confusion among voters." Karben has pledged to travel to Washington, D.C. this year to meet with Sen. Charles Schumer (D-N.Y.) and to lobby for Schumer's proposed legislation calling for federal appropriations nationally to modernize counties' voting practices.

• A militant anti-sprawl group has claimed credit for three fires set late last month in homes under construction on former farmland in **SUFFOLK COUNTY**. A group calling itself the Earth Liberation Front is also suspected of committing several other acts of vandalism, including scrawling "Meat Is Murder" in red paint on McDonald's corporate building located in the Long Island county. County police and the FBI are investigating.

NORTH CAROLINA

The **CASWELL COUNTY** Board of Commissioners was the only such governing body nationally (and the only one from North Carolina) to receive the Certificate of Commendation from the American Association

of State and Local History (AASLA) last year. For its work restoring the 1861 Caswell County courthouse, (see picture on page 15), the board of commissioners received the AASLA award in a ceremony in New Orleans, November 2000.

The antebellum courthouse, located in Yanceyville, not only serves as offices for county officials, but is also a venue for classical music concerts, receptions, and conferences. The \$1.65 million restoration project was completed one year ago this month.

PENNSYLVANIA

• **ALLEGHENY COUNTY** has contracted with a major broadband communications company to upgrade services. The five-year, \$3 million agreement provides for high-speed communications services, two-way video communications, data sharing, wide-area voice telephone networking, video conferencing, and application sharing linking 11 county facilities. All county sites are scheduled to be connected by year's end.

• Last November, **CLINTON COUNTY** was not the place to be; if you were a black bear. During the state's Nov. 20-22 bear harvest, the county posted a record-setting, "largest county harvest" of 248 bears from a total of nearly 3,100 bears taken statewide; also a new record. **LYCOMING, POTTER, and CLEARFIELD** counties finished second, third and fourth, respectively in numbers harvested. Conditions such as plentiful food, which prevented bears from hibernating early, favorable weather, and a large number of hunters all contributed to the turnout over last year's low of 1,740 bears. A hunter in **CARBON COUNTY** took the largest bear which weighed 625 pounds.

NEW JERSEY

The **SOMERSET COUNTY** clerk's office has signed a deal for \$800,000 with an e-government provider to set up a fully-integrated workflow automation system.

Not only will the program serve the basic functions of processing, recording, and archiving legal documents, but due to expanded capability, the clerk's office can now service passport applications, issue ID cards, military discharges, and subdivision maps, according to R. Peter Widin, Somerset county clerk.

VIRGINIA

• **HENRICO COUNTY** residents pestered by rats, trash, abandon vehicles, unkempt grass and weeds; commercial vehicles parked in residential areas, or other such public

nuisances can, for the first time here, lodge complaints online at www.co.henrico.va.us/maint/. To keep peace with the neighbors, maintenance staff assures that all reports will be kept confidential.

• The **PRINCE WILLIAM COUNTY** Courthouse is gearing up to provide electronic access of land records and deeds, and will soon do the same for criminal cases and civil files. The \$1 million project will integrate court archives and index systems, according to David Mabie, court clerk. About 5 million land deeds need to be converted from microfilm to digital images before the county can provide land records electronically.

WASHINGTON

PIERCE and **YAKIMA** counties are reducing the number of felons who walk away from alternative jail programs to commit additional crimes before their sentences are served. Beginning this month, a new program, that is also designed to alleviate prison overcrowding provides for the transfer of felons from the Pierce County jail, for a fee, to the adjacent Yakima County jail.

"If you want alternatives-to-incarceration programs to work," said Pierce County Executive Doug Sutherland, "you must have the ability to let the prisoners know they will otherwise serve their sentences and not be released early."

WISCONSIN

All the state's 72 counties experienced a spending increase at twice the rate of inflation since 1995 driven by increased costs for law enforcement, highways, and human services, according to a recent study by the Wisconsin Taxpayers Alliance. **MILWAUKEE, WAUKESHA, and WASHINGTON** counties were among those with the lowest *per capita* spending, while **ADAMS COUNTY** was very close to the highest spenders *per capita*, the report said.

Highway maintenance spending rose, from 1995 to 1999, by more than 37 percent, while human services spending increased almost 21 percent for the same period. Mark Rogacki, executive director, Wisconsin Counties Association, laid the increases to state mandates. "The state says, 'Go do this,' and then points the finger at counties for raising taxes," Rogacki said.

(News from the Nation's Counties was compiled by Terry King, senior staff writer and Bev Schlotterbeck, County News editor. If you have news from your county, please e-mail to: cnews@naco.org.)

NACo ON THE MOVE

NACo OFFICERS/COUNTY OFFICIALS

◆ NACo President Jane Hague, spoke at the North Carolina County Commissioners Legislative Goals Conference. Hague, who is also a King County (Wash.) commissioner, addressed attendees Jan. 11 in Pinehurst.



Jane Hague

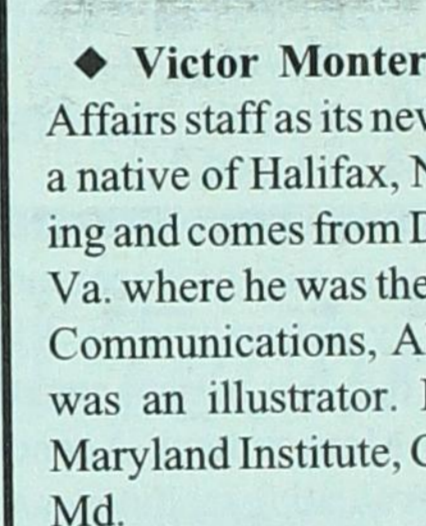
◆ **Doug Yoder**, assistant director of the Department of Environmental Resources Management (DERM) for Miami-Dade County, Fla., been selected as chair of the Urban Consortium Environmental Force of Public Technology, Inc. (PTI). PTI is the non-profit technology research, development, and commercialization organization NACo, the National League of Cities and the International City/County Management Association. Yoder succeeds Ed Demos, who recently retired from the City and County of Denver, Colo.

NACo STAFF



Peg Shear

◆ NACo Extension Fellow **Peg Shear**, gave an overview of NACo legislative priorities and activities to the County Commissioners and Engineers associations of Ohio, in Columbus at their general assembly, Dec. 11. Shear was also on the panel, "New Farmland Preservation Efforts and Large Livestock Regulation."



Victor Montera

◆ **Victor Montera** has joined the Public Affairs staff as its new graphic artist. Montera, a native of Halifax, N.C., has done 3-D imaging and comes from DP Associates, Arlington, Va. where he was the lead artist, and from EEI Communications, Alexandria, Va., where he was an illustrator. He is a graduate of the Maryland Institute, College of Art, Baltimore, Md.



Jacqueline Byers

◆ **Jacqueline Byers**, director of research, discussed the value of being a NACo member before the Better Informed Public Office Conference in Albuquerque, N.M., Dec. 12. Sponsored by the New Mexico Association of Counties, the conference informed newly-elected officials of pertinent issues.

(NACo On the Move is compiled by Terry King, senior writer. Items to tking@naco.org.)

You can now search the County News Website archives at www.countynews.org. Enter your keyword www.countynews.org

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888-544-K

Ad
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JOB MARKET/CLASSIFIEDS

ASSISTANT COUNTY ADMINISTRATOR — HILLSBOROUGH COUNTY, FLA.: Salary range is \$39-\$132,959. Hillsborough County seeking a highly qualified professional to oversee all aspects of the operations of departments of Aging Services, Animal Services, Children's Services, Library Services, Cooperative Extension, Hand and Social Services, Office of the Equal Opportunity Examiner and the Equal Opportunity Administrator which totals 1,556 employees with an annual operating budget of \$179 million. The position requires a Bachelor's Degree, *Master's preferred*, in Public Administration or a related field and seven years progressive responsible related experience, including five years at the senior management level in local government. Decisive candidate with strong and broad background knowledge of management principles and practices, skill in planning and coordinating a variety of complex and diverse projects, ability to manage a diverse population of personnel, managerial, technical, clerical and skilled employees and the ability to interface effectively with the Board of Commissioners, community officials and the general public. The salary in Hillsborough County provides exceptional benefits to executive management employees. Interested applicants, please forward

a letter of interest, resume and three work related references to:
 Sharon Wall, Director
 Human Resources Department
 Executive Recruitment
 P.O. Box 1110
 Tampa, FL 33601
 Email: dahmad@hillsboroughcounty.org
 Refer to position: ACA
 Position Opened Until Filled
 To learn more visit
www.hillsboroughcounty.org
 A/EOE/Drug Free Workplace

CITY MANAGER — CITY OF ORMOND BEACH, FLA.: (population 37,000) *The City of Ormond Beach, Florida* is located in northeast Volusia County on central Florida's beautiful east coast. The City is widely respected as a friendly community with wonderful neighborhoods, beautiful public lands and nationally accredited schools. No state income tax. The current City Manager has been in the position since 1990. *Ormond Beach* is a full-service municipality that employs approximately 350 employees and has a total annual budget of approximately \$63.6 million. **Requires** an innovative leader who will work with the five-member City Commission to achieve community goals. Major issues include the manner in which growth and development affect the dynamics of the community and the environment, providing

quality services to residents and maintaining/improving the City's infrastructure. A relevant Bachelor's degree (Master's preferred) in Public Administration or related field is required along with a minimum of five to eight years as a City/County Manager or full range assistant. The successful candidate must have demonstrated successful performance in public administration, budgeting and finance, intergovernmental relations, strategic planning, leadership and communications.

If you are interested in this outstanding opportunity, please submit your resume by February 19, 2001 to Robert E. Slavin, President; **SLAVIN MANAGEMENT CONSULTANTS:** 3040 Holcomb Bridge Road, Suite B-1, Norcross, Georgia 30071; Phone: (770) 449-4656; Fax: (770) 416-0848; E-mail: rsilavin101@aol.com. **Please visit** the city's website at ormondbeach.org. **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. **The City of Ormond Beach is an Equal Opportunity Employer.**

COUNTY ENGINEER — KERSHAW COUNTY, S.C.: Salary starting range \$37,842-\$45,411. Experience in maintenance and construction of roads and bridges desired. Duties include, but are not limited to: supervise employees as necessary to construct and maintain the public roads and bridges; perform engineering services as required to prepare and maintain maps, plans and records; maintain records reflecting maintenance and construction of the county road system; and perform other duties as necessary. Serves as Assistant Public Works Director. Send resume and letter of interest to: Kershaw County Courthouse — R217, (Brenda Wilhite),

1121 Broad Street, Camden, SC 29020. EOE.

DEPUTY COUNTY MANAGER — OSCEOLA COUNTY, FLA.: Starting salary range \$74,000-\$94,000 DOQ, includes excellent benefits. Located in one of the fastest growing areas in Florida, near world-renown theme parks and attractions. County population approximate 157,400. Requires advance degree and two years experience in city/county management, or BS and minimum 5+ experience in related field. Florida county government experience preferred. Ability to independently resolve problems and to perform effectively in complex work situations. Position requires understanding of the policies, procedures, programs, plans and organizational relationships of the entire county. This position reports directly to the County Manager, and will assist in overseeing the day to day operations of a full service local government of over 1200 employees. Send resume/salary history to Larry Dykes, HR Assistant Manager, 508 N. Central Avenue., Kissimmee, FL 34741 or ldyk@osceola.org. Fax (407) 343-2811. Resumes/application subject to Florida open record laws. Position open until filled. EOE.

DIRECTOR OF ECONOMIC DEVELOPMENT — LEWIS COUNTY, W. VA.: Seeking qualified individual to fill position of Director of Economic Development. Qualified candidate should have: (1) Bachelor's degree in Economic Development or related field; (2) three years experience in economic development; (3) grant writing skills; (4) strong organizational and communication skills; and (5) ability to work with wide range of personalities, management levels and agencies. Interested applicants submit resume and salary requirements to: Alicia A. Fleisher,

Chariman, EDA Search committee, PO Box 310, Weston, W.VA. 26452.

DIRECTOR OF ECONOMIC DEVELOPMENT AND PLANNING — BEAVER COUNTY, PA.: The Beaver County Board of Commissioners is seeking a distinguished candidate for the newly created position of Director of Economic Development and Planning. This position will add an aggressive economic development component to the existing county planning department. The department will be responsible for reviewing and commenting on local subdivision and zoning matters, watershed planning, comprehensive plan development and providing other technical planning assistance to local governments. The department will develop and direct a countywide economic development program with a goal to create a consensus and mission among the several agencies performing economic development. The director will plan and implement economic development initiatives. The Board expects this person to take the leadership role with all areas of economic development and bring innovation to underutilized resources. The ability to form alliances and develop coordinated programs with state representatives, agency directors and neighboring counties is crucial. The successful candidate will bring a strong background of directing similar programs successfully with a positive, cooperative, goal-oriented and persistent attitude. They will be able to demonstrate successful experience in providing development services to commercial, industrial, retail and small businesses, along with legislative lobbying and marketing. Strong organizational and communication skills are a must. Experience with technical planning methodology and the ability to guide local officials with planning/zoning programs is important. Education must include a degree in planning or related field with preference given to advanced degree in business/ public administration or economic development.

Interested candidates should submit their resume to S. Richard Darbut, Manager, Employee Relations, Beaver County Courthouse, 810 Third Street, Beaver, PA 15009-2196, no later than January 26, 2001.

EXECUTIVE DIRECTOR — CHARLESTON COUNTY, S.C.: Competitive salary and fringe benefit program. (Current Executive Director earns \$84,404/annum.) Excellent opportunity to live and work in a historic and growing community located along the Atlantic Ocean. The Charleston County Park & Recreation Commission is a Special Purpose Public Service District created in 1968. It is responsible for providing diversified park and recreation services to Charleston County, the largest and second-most populated county in South Carolina with 295,000 residents. The county-wide park system owns 5,199 acres of parkland and its policies emphasize passive activities, the environment and beach access. Appointed by and reports to seven-member appointed Commission. The Executive Director leads a

(continued on page 18)

HELP WANTED

IMMEDIATE OPPORTUNITIES TO HELP KIDS

Some of the most important jobs in America, all you need is the determination to make the world a better place for kids. And some time and talent. With this winning combination, you can fill an important job in a working mom's life by driving a sick child to the doctor. Use your parenting skills to check on latchkey kids or a worried parent. Or put your letter-writing talents to work by sharing your perspective with a public official. You can help a child learn to read or mentor a math wiz. Organize a teen center or support a foster father with a gift of sports equipment.

All know families everywhere are doing the best they can, but need our help. Because it's tougher than ever to raise a child right. We're the Coalition for America's Children—more than 350 organizations united to help families be stronger than the problems they face. We know hundreds of ways you can take their side in your community. Call us at 1-888-544-KIDS about volunteering for these jobs and more. Or find us online at www.kidscampaigns.org.

Whatever you have to give—time, talent, leadership, emotional or financial support—there's a family that will use your help. We're fighting for the children—whose side are you on?

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| <p>LITTLE PATIENTS, BIG BENEFITS
 To a sick child, help a parent's hospital set up and gain a library of books, videos, recruit arts and science helpers to entertain medically ill and recovering children. For more information, contact your local children's hospital and ask for the volunteer coordinator.</p> | <p>STOP WASTING TIME MAILING TOO MANY RESUMES
 Make new contacts, get practical, on-the-job experience with hundreds of local children's service and advocacy groups. Find out who needs your talents by calling toll free 1-888-544-KIDS or reach us online at www.kidscampaigns.org/connect.html.</p> | <p>POLITICIANS
 who care for kids long after election day and offer solutions, not just promises. Contact your local child advocacy organization and offer to hold a town forum, to write an article on meeting children's needs or get ideas online of 10 things you can do to show you're accountable to kids at www.usakids.org/html/plate/brochure.html#candidates.</p> |
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COURT ADVOCATES
 to work on behalf of abused and neglected children, visiting them, writing reports to court, advocating services, etc. Great training for those with legal aspirations. Learn more about becoming a Court Appointed Special Advocate (CASA) volunteer at www.nationalcasa.org/volunteer.htm or call 1-800-628-3233 to find the CASA program nearest to you.

COMMITTED INDIVIDUALS
 Call The Volunteer Center of the United Way/ Crusade of Mercy at 1-800-916-3111. Callers are voice-mailed routed to the volunteer center nearest to the geographic area in which they want to volunteer.

MENTORS NEEDED
 Caring, responsible adults needed to aid children in reaching their full potential by becoming mentors. Flexible hours, great benefits. For more information, access The National Mentoring Partnership's website: www.mentoring.org or contact America's Promise at 1-888-55-YOUTH.

LEADERS
 Get ideas of how to show you're accountable to kids online at www.usakids.org/html/plate/brochure.html#candidates.

FATHER ROLE MODELS SOUGHT
 Learn everything you need to know on the Internet to help young men be better fathers (www.kidscampaigns.org/whoside/president/fathers.html).

TAX COLLECTOR

SANTA CLARA COUNTY, FLA.: Salary \$93,554-\$119,683 (depending on qualifications) + Co. pd retirement contrib. & generous Exec. Mgmt. benefit pkg. The County of Santa Clara is accepting applications for the position of Tax Collector. We are looking for a dynamic and qualified individual to plan, manage, organize and direct the billing and collection of secured and unsecured property taxes, and the maintenance of the County's tax roll. This Executive Management position is in our County's Finance Agency. **Qualifications:** Education and exp. equiv. to a Bachelor's degree with major course work in Accounting, Finance, Bus. or Pub. Admin., or closely related field and a min. of three (3) yrs. exp. in a gov't agency managing the tax collection function or a min. of five (5) yrs. management exp. with responsibility for a wide range of complex financial services involving large sums of money. Specific exp. with the CA Revenue & Tax Code is highly desirable. **Salary:** \$93,554 to \$119,683 (depending on qualifications) + Co. pd. retirement contrib. & generous Exec. Mgmt. benefit pkg. **Filing period:** Open until filled. Actual close date will depend on rate of response.

COUNTY OF SANTA CLARA

Employee Services Agency
 70 W. Hedding St., 8th Floor
 San Jose, California 95110
 Attention: Executive Management Services
 (408) 299-4355 ext. 207 or 209
 WEB SITE ADDRESS
<http://www.sccjobs.org>
 EOE/MFD

1-888-544-KIDS www.kidscampaigns.org

Coalition for America's Children

JOB MARKET/CLASSIFIEDS

(continued on page 17)

management team of seven division directors and an Associate Executive Director. General Agency Budget is \$5.9M with debt service budget of \$5.7M and enterprise budget of \$6.5M. 130 full-time and 700 part-time employees. Current Executive Director has announced his retirement after 21 years with the Commission. Selected candidate must have a Bachelor's degree in parks and recreation administration or applicable discipline with a related Master's degree preferred. Requires strong CEO or business manager with experience in administration, management, supervision, long-range/strategic planning, budget control and experience in a major department or agency in park and recreation as director, or similar management background. Understands and practices enterprise approaches to meeting park and recreation needs in a growing county. Requires effective communication, good interpersonal skills, good leader, ability to secure federal, state, local and private funding sources and a strong visionary. An apolitical person who can identify and analyze issues having an impact on public parks and recreation and is dedicated to success. Competitive salary and fringe benefit program. (Current Executive Director earns \$84,404/annum.) Residence within Charleston County will be required within three months of employment. **Recruitment Brochure available from The Mercer Group. Send resume by close of business February 16, 2001, to James L. Mercer, President, The Mercer Group, Inc., 5579B Chamblee Dunwoody Road, #511, Atlanta, GA 30338. Voice: (770)551-0403. Fax: (770) 399-9749. E-mail: mercer@mindspring.com. The Charleston County Park and Recreation Commission is an Equal Opportunity Employer.**

FIRE CHIEF — CITY OF WEST PALM BEACH, FLA.: Highly competitive salary with excellent benefits. (Population 80,000.) West Palm Beach 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 which includes a Charter prescribed City Administrator. The Fire Department has 188 employees (162 uniformed) and a current budget in excess of \$18 million. The Department operates six stations and provides EMS service to the City. The Fire Chief is appointed by the mayor and is responsible to the City Administrator for daily operations. **Requires** the equivalent of a Bachelor's degree in public or business administration, fire science or related, at least 10-years of uniformed fire experience including 7-years of supervisory/management experience. Must have proven leadership and technical skills with comprehensive knowledge of modern fire prevention, fire suppression and EMS principles and practices. Must also have demonstrated interpersonal skills necessary to establish and maintain effective work-

ing relationships with others and have excellent written and verbal communications skills. Must be willing to work as a team member with other City department heads. Must also build effective and cooperative relations with other local, county, state and federal agencies, the community and the media.

If you meet these qualifications and want to join an exceptional team of public executives working for a progressive, cohesive and stable city, please mail, fax or e-mail your resume **immediately** to:

Robert E. Slavin
SLAVIN MANAGEMENT
CONSULTANTS
3040 Holcomb Bridge Road,
Suite B-1
Norcross, Georgia 30071
Phone: (770) 449-4656
Fax: (770) 416-0848
E-mail: rslavin101@aol.com

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.

GRANTS ADMINISTRATOR (ADMINISTRATIVE SPECIALIST III) — PRINCE GEORGE'S COUNTY, MD.: Salary \$42,548-\$55,323 (top of the grade \$68,098). The Prince George's County Department of Parks and Recreation of The Maryland-National Capital Park and Planning Commission (M-NCPPC) is seeking an experienced Grants Administrator and Volunteer Services Coordinator. The Grants Administrator will research and identify sources of sponsorship and grant funding; aggressively seek grant funding from private and public entities on the local, state and federal levels; establish and maintain target priorities and initiatives; monitor grants to ensure compliance; perform budgeting, accounting, technical and administrative duties related to grant funding; and provide information required for the Operating Budget and CIP. Minimum qualifications include a Bachelor's Degree in Business Administration or Management and four years of responsible experience in Budget/Accounting with experience in setting up and maintaining computerized accounting and financial management systems or the equivalent. Successful candidate will have demonstrated skill in area of grants and writing technical documents. Salary \$42,548-\$55,323 (top of the grade \$68,098).

Excellent benefits. Response including SSN must be received in our office by close of business February 9, 2001. Send to:

M-NCPPC, Employment and Testing Office
Attn: Recruiter, Grants Administrator Adm. Spec. III, #12162
or Attn: Recruiter, Volunteer Services Coordinator, # 10200
6611 Kenilworth Avenue, Suite 103
Riverdale, MD 20737
Fax: (301) 454-1404
e-mail:
recruiting@mncppc.state.md.us
www.mncppc.org
EOE/AA/M/F/D Employer

HUMAN RESOURCES/ADMINISTRATIVE SERVICES DIRECTOR

TOR — YAKIMA COUNTY, WASH.: Salary \$64,454-\$97,933 annually DOQ. **Requirements — (Education and/or Experience):** Equivalent to a Bachelor's Degree in Human Resources, Public Administration, business, pre-law or a related field and seven (7) years progressively responsible human resources and labor relations work experience including four (4) years in a managerial capacity. **Description of duties or other pertinent data:** Yakima County announces an extraordinary opportunity for an experienced human resources leader to join the executive management team of dynamic county organization, replacing the retiring Director. Responsible for Labor Relations and the overall direction, management and supervision Human Resources, Risk Management, Purchasing, and Printing departments which provide internal support services to the organization. Directly accountable to the Board of County Commissioners. Works closely with the Board and executive team to identify alternatives on a broad range of county-wide policies, administrative projects and community service initiatives. Serves as a chief staff advisor to the Board, other departments and agencies on all personnel matters. **Final Filing Date:** January 19, 2001. **Apply to:** Yakima County Human Resources Department, 128 N. 2nd Street, Room 412, Yakima, WA 98901. (509) 574-2220. **Internet** www.co.yakima.wa.us. **E-mail:** human.resources@co.yakima.wa.us. **AN EQUAL OPPORTUNITY EMPLOYER.**

MANAGEMENT ANALYST INTERN — CLARK COUNTY, NEV.: Applications for one Management Analyst Intern position are now being accepted by Clark County, Nevada. Management Interns will be assigned a wide array of responsibilities as staff assistants in the County Manager's Office. Individuals interested in applying should contact the Clark County Human Resources Department at 702-455-3177, or visit our website at www.co.clark.nv.us., for a complete application package. The closing deadline to submit the application is 5:00 PM, February 2, 2001.

PUBLIC HEALTH DIRECTOR — ADAMS, ARAPAHOE AND DOUGLAS COUNTIES, COLO.: Salary is negotiable depending on qualification. Tri-County Health Department, a District Health Department serving Adams, Arapahoe and Douglas Counties in Colorado, three of the six metropolitan Denver Counties, has a position open for a **Public Health Director.** This position reports to the Board of Health, which is appointed by the Boards of County Commissioners in the District. The Public Health Director will have responsibility for the entire scope of the public health program for the District (993,000 residents). The individual will oversee fulfilling the mission of the Department by ensuring a safe and healthy environment; the control of communicable disease; health promotion and disease prevention, ensuring access to personal health services; and gathering, analyzing and assessing key health data for the

purpose of developing appropriate public health policies, programs and advocacy.

The Health Department receives only financial support from the three counties and no administrative support. Therefore, the Public Health Director has full responsibility for Budgeting, Accounts Payable, Accounts Receivable, Payroll, Human Resources, Purchasing, Information Systems, and Facilities Management in ten locations, etc. The Department employs 250 employees and has a budget of \$15 million. Its divisions include Administration and Finance; Planning; Information and Education; Dental; Environmental Health; Nursing; and Nutrition.

The position requires an individual with a Doctorate in Medicine or Osteopathy and possession of a current Colorado license to practice medicine or eligibility for such license, or a non-medical Doctorate in the area of public health, public administration, nursing, health services administration or other related discipline. A Masters Degree in Public Health is required for all candidates. A demonstrated record of success in a public health leadership position is essential. Candidate needs to have relevant experience, generally at least five years, and possess thorough knowledge of principles and practices of modern community health related to public and environmental health services; structure and functions of public health organizations; and current social, political, environmental and economic issues affecting public health. Excellent communication skills, both written and verbal are necessary.

Salary is negotiable depending on qualification. Applications can be obtained at 7000 E. Belleview Ave., Suite 301, Englewood, CO 80111 or by calling our Job Line at (303) 846-6221. A completed Department application and resume should be sent to the attention of Human Resources at the above address and must be received by 5:00 p.m. February 16, 2001. Equal Opportunity Employer.

PUBLIC INFORMATION COORDINATOR — JEFFERSON COUNTY, COLO.: Salary range of consideration \$68,300-\$78,600 per year. Along the foothills of the Rocky Mountains west of Denver lies Jefferson County. Under the direction of the elected Sheriff, performs administrative and professional public relations work. Oversees the dissemination of information

regarding the Sheriff's Office (JO) communicating and publicizing the priorities, policies and actions of the O. Serves as the official spokesperson, develops, implements and maintains media relations and public relations strategies. Works closely with the JCSO Community Relations Coordinator, PIO, Investigation and Training personnel, as well as the District Attorney's PIO, the County's PIO in writing, editing and producing a variety of printed materials. Bachelor's degree (preferably in journalism, public relations, criminal justice or a related field) and six years of related experience working in law enforcement and/or the media. This may be either sworn or civilian appointment. Range of consideration \$68,300-\$78,600 per year. Apply directly to Sheriff John S. Macey, Jefferson County Sheriff's Office, 80401, Jefferson County Parkway, Golden, CO 80401, e-mail: kmacey@co.jefferson.co.us also please visit our website at www.co.jefferson.co.us EOE.

PUBLIC WORKS WA QUALITY MANAGER — CITY OF TULSA, OKLA.: Highly competitive pay and excellent benefits. A *Trade* magazine "Top 12 Global" award winner, Tulsa, Oklahoma is one of America's most livable and family oriented, reasonably priced cities. Tulsa is located in Northeast Oklahoma on the banks of the Arkansas River. It is the heart of a metropolitan area of nearly 800,000. Tulsa offers big-town amenities clearly retaining its small-town atmosphere. Tulsa is governed by a highly regarded and stable Mayor-Council form of government. Responsible to the Mayor for the day-to-day operation of Environmental Operations to properly manage the Public Works Department Laboratory(s), the industrial wastewater stormwater pre-treatment program, environmental monitoring, the hazardous materials program and maintenance of the NPDES Stormwater permit. Oversees the work of approximately 50 employees.

Requires a bachelor's degree in business, industry, environmental science or related field and eight years of progressive experience involving complex regulatory laboratory processes (public utility type) including four years of supervisory experience. Possess an Oklahoma Class "D" Operator License, a Class "B" Water/Wastewater Laboratory License and a Class "A" Water/Wastewater Operator's License.

(continued on page 19)

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; \$75 per column inch, others.
- **Billing:** Invoices will be sent after publication.
- **Mail advertising copy to:** Job Market, County News, 440 First St., N.W., Washington, DC 20001.
- **FAX advertising copy to:** Job Market, County News, (202)393-2630.
- **Be sure to include billing information along with copy.**
- **Estimates given prior to publication are approximations only, and do not necessarily reflect final cost.**

For more information, call **Stacey Kennedy**, County News, National Association of Counties, (202)942-4256.

JOB MARKET/CLASSIFIEDS

(continued from page 18)

qualifications to obtain such licenses within a short time frame are also required. Must be a skilled manager who is organized and has outstanding communications abilities. Highly competitive pay and excellent benefits. Positions open until filled. Please apply immediately to:

Robert E. Slavin
SLAVIN MANAGEMENT CONSULTANTS
 3040 Holcomb Bridge Road, Suite B-1
 Norcross, Georgia 30071
 Phone: (770) 449-4656
 Fax: (770) 416-0848
 E-mail: rslavin101@aol.com
 Equal Opportunity Employer/Recruiter

RISK MANAGER, HUMAN RESOURCES — YAKIMA COUNTY, WA. Salary range \$47,366–\$69,873. **DOQ. Requirements — (Education and/or Experience):** Equivalent Bachelor's Degree in Public Administration, Business, Pre-Law or a related field and five (5) years of progressively responsible Risk and Safety Management experience. Experience must be at least two (2) years in a superior managerial capacity. **Description of duties or other pertinent data:** Yakima County announces the opening of a new Risk Manager position to serve as a key member of the Human Resources/Administrative Services management team. Responsible for the overall management and supervision of the day-to-day operations of the County's Management programs including developing, implementing, administering and coordinating reports, staff and activities. This position reports to the Human Resources/Administrative Services Director and works closely with the Civil Division of the Prosecuting Attorney's Office, other managers, department heads/officials and third party administrators to ensure a safe work environment for all employees and to eliminate loss exposure through probability and personnel perils.

Application Filing Date: January 19, 2001.
Location: Yakima County Human Resources Department, 128 N 2nd Street, Yakima, WA 98901. (509) 422-0220. **Internet:** www.co.yakima.wa.us. **E-mail:** human.resources@co.yakima.wa.us. **AN EQUAL OPPORTUNITY EMPLOYER.**

ROAD AND BRIDGE ADMINISTRATOR — RAINS COUNTY, TX. 26-30K. Road & Bridge Administrator, 250 road miles; 8 employees; excellent benefits in Rains County, East Texas. (903) 473-2555 and rainscountyleader.com.

SENIOR PLANS EXAMINER/INSURANCE OFFICIAL — TULSA, CITY OF TULSA, OKLA. Highly competitive pay and excellent benefits (population 397). A *World Trade* magazine "12 Global City," Tulsa, Oklahoma is one of America's most livable and reasonably priced cities. Tulsa is located in Northeast Oklahoma on the banks of the Arkansas River. It is the heart of a metropolitan area of nearly 800,000. Tulsa offers big-town amenities while clearly retaining its small-town atmosphere. Tulsa is governed by a highly regarded and stable Mayor-Council form of government. This is a high level professional position responsible to the Manager, Permitting Services. The work includes performing advanced and often independent professional plans review processes so as to integrate technical applications on a variety of construction plans and related documents to assure compliance with the City building, fire, sign, stormwater, water/sewer and zoning codes and ordinances. The work also includes providing leadership and direction to less experienced personnel, assisting in staff training and evaluation, serving as a technical specialist in this field, performing high level research on code related issues, preparing reports on complex projects and taking the lead in new code development both locally and nationally. Requires the equivalent of a five-year professional degree in architecture; or a bachelor's degree in civil engineering, construction management, business administration or related field; plus ten years of progressive experience related to construction, building design, structural systems, site development, legal practice or business administration in the field including five years of "responsible charge" work of broad responsibility. Possession of a valid driver's license and eligibility to obtain (within a short time) certain BOCA and CARBO certifications; preferred but not required is a licensed architect, professional engineer, licensed attorney and/or BOCA Certified Master Code Official. Must be a team player with a strong "customer service" orientation and outstanding communication abilities. Highly competitive pay and excellent benefits. Position is open until filled. Please apply immediately to:

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SLAVIN MANAGEMENT CONSULTANTS
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 E-mail: rslavin101@aol.com
 Equal Opportunity Employer/Recruiter

Public Technology, Inc.'s (PTI) Annual Conference, Transforming Government Through Technology, April 18–21 in Atlanta, Ga., will examine the latest technology innovations and applications and how they are being strategically deployed in communities. The conference will feature solutions-oriented workshops and opportunities to interact with fellow management and policy leaders.

The conference is free for PTI members. Non-member government registration fee is \$250 per person. To register, go to www.pti.org. For more information, contact Daniel Woltman, Public Technology Inc., 1 (800) 852-4934 or via e-mail at dwoltman@pti.org.

The American Planning Association is hosting its **National Planning Conference** at the Hilton Riverside and Morial Convention Center, March 10-14. The conference is designed not only for professional land-use planners, but also for those interested in everything from education and historic preservation to urban sprawl and smart growth. For more information and registration materials, contact Kim McKeeggie, public affairs assistant, at (202) 872-0611.

Join housing advocates from all over the country March 26-27, 2001 at the Washington Plaza Hotel in Washington, D.C., for the **National Low Income Housing Coalition's Annual Housing Policy Conference and Lobby Day**. There will be more than 50 workshops and institutes on: 2002 HUD Budget, public housing, housing vouchers, affordable housing production, affordable housing preservation, housing plus services, housing policy in the new administration and Congress.

For more information, contact NLIHC at (202) 662-1530.

Rebuild America will be hosting its bi-annual National Forum on March 13-15. Rebuild America helps communities save energy and money through the energy efficient retrofit of commercial, municipal, K-12 school, college and university and historic buildings. Rebuild America has more than 290 partnerships in 48 states and three territories. The forum will take place at the Westin Peachtree Plaza, 210 Peachtree Drive, NW, Atlanta, Ga. 30303. For additional information about the forum, contact Christina Van Vleck at (301) 588-4229 or visit www.rebuild.org.

Impacts of Electric Utility Deregulation on Property Taxation (published by the Lincoln Institute of Land Policy) presents papers and commentaries prepared for a Lincoln Institute seminar discussing the challenges of deregulation to the valuation and taxation of electric utility property. The book is edited by Phillip Burling, Esq., senior partner, Foley, Hoag & Eliot, LLP. Cost \$20. To order, call (800) LAND-USE (800) 526-3873 or you can e-mail at help@lincolnst.edu.

Does Your Government Measure Up?: Basic Tools for Local Officials and Citizens (published by Syracuse University Press) contains 60 checklists, 225 guidelines and several ready-to-go surveys to obtain citizen feedback, and more — all in an effort to help small counties and municipalities govern better. The book is written by William D. Coplin, Ph.D., director of the Public Affairs Program, and Carol Dwyer, M.A., director of the Community Benchmarks Program. Both are with the Maxwell School at Syracuse University. Cost: \$20. To order, call: 1 (800) 365-8929. For a peek at the *Tools*, go to www.maxwell.syr.edu/benchmarks.

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VOLUNTEER SERVICES COORDINATOR — PRINCE GEORGE'S COUNTY, MD. Salary range: \$37,659–\$48,790 (midpoint). [Top of the grade \$60,012]. The Volunteer Services Coordinator will plan, develop and implement as well as evaluate existing county-wide volunteer programs; develop relations with and serve as a liaison between community service groups. The successful candidate will develop and maintain a comprehensive database of all volunteer activity in the Department including volunteer assignments, supervisors, DHR requirements; identify and provide training to staff and volunteers and respond to public inquiries and requests. Minimum qualifications include Professional background and college level training in Human Resource Management and/or Parks and Recreation Administration and two years' experience related to planning, organizing and implementing volunteer or related programs. Salary range \$37,659–\$48,790 (midpoint). [Top of the grade \$60,012]. Excellent benefits. Response including SSN must be received in our office by close of business February 9, 2001. Send to:
 M-NCPPC, Employment and Testing Office
 Attn: Recruiter, Grants Administrator Adm. Spec. III, #12162 or Attn: Recruiter, Volunteer Services Coordinator, # 10200
 6611 Kenilworth Avenue, Suite 103
 Riverdale, MD 20737
 Fax: (301) 454-1404
 e-mail: recruiting@mncppc.state.md.us
www.mncppc.org
 EOE/AA/M/F/D Employer

NOTICES

CONFERENCES

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PUBLICATIONS

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 Riverdale, MD 20737
 Fax: (301) 454-1404
 e-mail: recruiting@mncppc.state.md.us
www.mncppc.org
 EOE/AA/M/F/D Employer

tact Denny Johnson, American Planning Association. (202) 872-0611.

A new report by the American Planning Association compares impact fees and excise taxes used by 15 cities and one county to fund growth-related transportation improvements. *Transportation Impact Fees and Excise Taxes A Survey of 16 Jurisdictions* analyzes transportation-related impact fees, as well as the factors involved in fee and tax evaluation.

For more information on this report, contact Denny Johnson, the American Planning Association. (202) 872-0611.

Incubating the Arts: Establishing a Program to Help Artists and Arts Organizations become Viable Businesses (published by the National Business Incubation Association) is a guide to all aspects of developing and managing an arts incubation program and serving clients. It covers program financing, development, marketing, technical assistance to clients, staffing, facility design and more. An extensive index contains sample forms and documents. Contact Sally Linder, director of publications, National Business Incubation Association, at (740) 539-4331. You can also visit their Web site at <http://www.nbia.org>.

OTHER RESOURCES

The President's Commission on White House Fellows is seeking to recruit qualified applicants for the 2000-2001 White House Fellowships. The White House Fellows is now accepting applications for the 2000-2001 Fellowships. Fellows are selected for their demonstrated leadership, character, professional contributions and commitment to community service. The application deadline is Feb. 1, 2001, and the applications take a while to complete. To obtain additional information about the program, call Jacqueline Lain at (202) 395-7470 or visit their Web site at www.whitehousefellows.gov.

Dear County Official,

You Are Invited

TO The NACo Inaugural Brunch

Date:

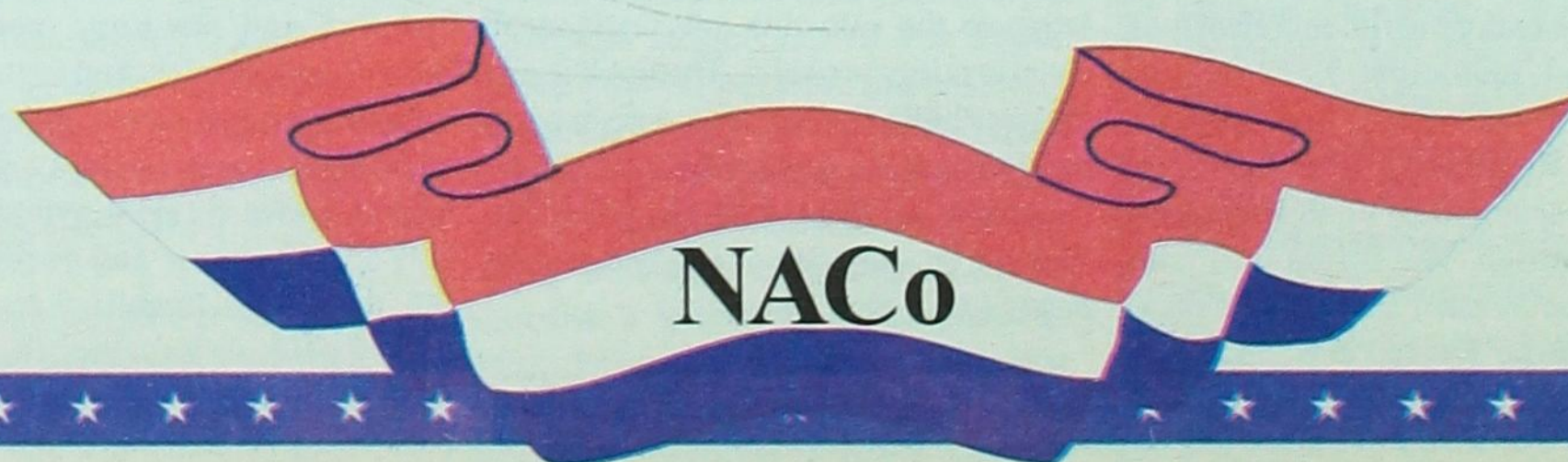
Saturday,
January 20, 2001

Time:

10 a.m. - 12:30 p.m.

Location:

The National Association of Counties
440 First Street, NW.
Washington, D.C. 20001



NACo

Cooperative Purchasing:

Keys to Savings

By Steve Swendiman
Managing Director of FSC

The advent of Internet buying created an image of huge savings through electronic purchasing. Part of the advertising on television, in magazines and on billboards gives the impression that traditional ways of buying goods and services have been replaced by electronic commerce. But local governments still need to procure goods and services through competitive bidding. How can your county get in on this savings revolution spawned by Internet?

Cooperative purchasing, which combines the buying power of diverse groups of purchasers, is not a new concept. Local governments have been joining buying cooperatives for decades. Usually, these cooperatives take the form of a regional buying group or a product-specific buying group. Regional groups often buy fuel, automobiles or rental services together. Product-specific groups might include hospitals or health clinics. A few groups offer counties the opportunity to piggyback on national contracts for office supplies, computer furniture, general and electrical supplies and other common consumable items used by all governments.

One of NACo Financial Services Center's most successful programs is the US Communities Government Purchasing Alliance (GPA). This

program provides nationally bid governmental contracts to all local governments and captures the buying power of over 8,000 public entities. A steering committee composed of professional public purchasing managers provides the oversight and day-to-day policy review for the program.

Cooperative purchasing provides a number of advantages for most counties. Because a bid is completed by one agency on behalf of many agencies, the time and cost of bidding is substantially reduced for the group members.

Significant pricing discounts can be achieved, as manufacturers and suppliers recognize the volume sales the group represents. Since the vendors do not have to re-bid the contract in each jurisdiction, they can factor in savings on the product offers that would have gone into staff resources used to respond to bids.

A cooperative can demand more than pricing considerations. For example, enhancements like free delivery, guaranteed fill rates, performance requirements and volume incentives can be included in the contract. Since 1996 this program has saved local governments over \$100 million through discounted purchasing.

To the extent that vendors are capable of providing electronic ordering and fulfillment systems, counties can receive incentives for using electronic ordering. Counties may also be able to reduce or elimi-

nate their warehousing systems, as just-in-time buying assures that the vendor is providing the warehousing function and the guaranteed delivery of products.

The Government Purchasing Alliance provides contracts for office supplies, furniture, computers and software, electrical and general supplies. Each contract was bid and awarded by a large local government on behalf of all local and state governments in the nation. Now how do you participate in this program?

Getting Started
Step 1 Sign and fax piggyback agreements (located at www.uscommunities.org)
Step 2 Contact vendor (listed below)
Step 3 Start placing orders.

The pricing discounts, delivery and service conditions, and the contract terms are available to any local government that is allowed to piggyback on a national contract. Since all contracts are discretionary, counties determine how much they want to use the program. There are no membership fees or charges to the county.

How much can your county save? In 2000, Fairfax County, Virginia saved over \$800,000 on office supplies. Tony DeLong, Presiding Commissioner from Stone County, Missouri, stated, "With just one purchase from the NACo Financial Services Center office supplies program, I saved my county more than the NACo membership dues for an en-

tire year! Now I know why they say 'Counties Save with NACo'. Large and small counties alike report significant savings, streamlined purchasing and reductions in administrative requirements when using the GPA.

Government Purchasing Advisory Committee

The Advisory Committee is composed of public purchasing managers of counties, cities and school districts. The Alliance goes out to bid on behalf of all local government providing oversight and day-to-day policy review for the programs.

- Maricopa County, Ariz.
- Harford County Public Schools, Md.
- National Association of Counties
- Hennepin County, Minn.
- National Institute of Governmental Purchasing
- City of Houston, Texas
- United States Conference of Mayors
- Los Angeles County, Calif.
- California State Association of Counties
- City of Baltimore, Md.
- Miami-Dade County, Fla.
- City of Chicago, Ill.
- Orange County, Fla.
- Dallas County, Texas
- Santa Clara County, Calif.
- Fairfax County, Va.
- City of Seattle, Wash.
- City of Fort Wayne, Ind.

County Reinsurance, Limited (CRL)

By Donna Smith
Director of Insurance
Related Services

How are your property, liability, and workers' compensation rates today? For some counties, the answer is "Not very good." County Reinsurance, Limited (CRL) is a member-owned reinsurance company organized and incorporated in 1997 to help counties stabilize their insurance costs.

NACo-FSC has been involved with this program since its inception. Current participants in CRL include self-insured pools in Arkansas, Georgia, Missouri, New Mexico, North Carolina, and Texas. Member equity has increased every year since the program's inception.

CRL is also known as a captive insurance company. A captive insurance company is one owned by the members. If you have a self-insured pool in your state, your members probably own the

cont'd page 2 CRL

Vendor Listings and Contact Information

SYSTEMS FURNITURE AWORTH 639.3611 Fairfax County Contract RQ9711116716C	STEELCASE 616.475.2377 Fairfax Contract #RQ9711116716C	COMPUSA 888.260.7993 Fairfax County Contract #RQ0034136016	IBM 800.426.2255 priority code USCOM Fairfax County Contract #RQ0034136016	WAREFORCE (888) 442-6226 www.wareforce.com LA County Contract #56881
NOLL, INC. 8574.0266 Fairfax Contract RQ9711116716C	OFFICE SUPPLIES OFFICE DEPOT 800.937.3600 ext. 81077 LA County Contract #55748	DELL 888.895.3471 Dell Contract #90079 www.dell.comsig /uscommunities	MICRON PC 800.952.6198 Fairfax County Contract #RQ0034136016 www.micronpc.com/gpa	ELECTRICAL PRODUCTS AND RELATED SUPPLIES GRAINGER 847.535.4455 Los Angeles County Contract #57128
BERMAN MILLER 6772.8751 Fairfax Contract RQ9711116716C	COMPUTERS AND PERIPHERALS COMARK 800.925.1910 Fairfax County Contract #RQ0034136016	GATEWAY 800.779.2000 Fairfax County Contract #RQ0034136016 Gateway Contract #34-360-16 www.esource.gateway.com/ uscommunities	SOFTWARE SPECTRUM 800.741.4394 Fairfax County Contract #RQ0034136016 www.softwarespectrum.com/ uscommunities	GRAYBAR 877.827.5517 Los Angeles County Contract #57128

For more information, contact Angie Upton-Caro at 202.942.4282. or visit U.S. Communities at their website www.uscommunities.org.

INSIDE

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Program 2

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Taking Care of Post Retirement Health Needs 4

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NACo/Lockheed Martin IMS Launch Debt Collection Program CRL

By Nancy Irish
FSC Contract Manager

cont'd from p 1.

Nationwide, counties are owed billions of dollars for everything from unpaid traffic fines and back taxes, to hospital bills and child support payments. In an effort to help local and state governments collect this lost revenue, NACo's Financial Services Center (FSC) recently launched a debt collection program in partnership with Lockheed Martin (IMS).

In the past, NACo has surveyed members and held focus groups to determine needs for programs and services. Our membership indicated debt collection was one of their biggest challenges. Although counties collect over 90% of accounts receivable, over \$2 billion is written off each year as uncollectable. Counties have outstanding balances for everything from unpaid traffic fines and back taxes to hospital bills and child support payments.

In response to this need, NACo issued a RFP for contingency fee based debt collection services. IMS was ultimately selected from a pool of over 20 qualified bidders based on their national presence, technological capability, understanding of local government, and competitive pricing. IMS works only with local and state governments providing traffic enforcement (red light cameras), electronic highway truck scales, electronic tollbooth passes, child support and welfare to work systems management, and debt collection services. Staffed mostly by former government administrators and employees, IMS is uniquely qualified to handle debt collection in the public sector.

Participation in this program requires no budgetary appropriation. All collections are done on a contingency fee basis based on the type, age and difficulty of the debt.

Additionally, IMS is committed to utilizing women and minority-owned business subcontractors, and actively participating in the local communities in which they do business.

How to Create an Effective Debt Collection Program

Having an effective collection program in place can help you recapture millions of dollars that would otherwise be lost to your county. Since the inception of credit, accounts receivable delinquencies, or debt, have become a part of our society. Businesses that extend credit or allow monthly payments to be made for services all need a sound program for accounts receivable management that is developed to meet their particular requirements. Although local governments are not in the business of lending money, many county and city departments extend credit by offering a wide variety of services (e.g., ambulance and EMS services, hospital care, airport access, water/wastewater service). Other monies due to counties for child support, business license fees, court fines, and traffic and parking fines can also end up as bad debt.

There are four critical elements necessary for sound accounts receivable management. They are:

Collecting Data About the Creditor

Financial institutions probably have the best-developed in-house practice of information gathering at the inception of any loan. As consumers, we all dread filling out the lengthy forms our banker presents to us for either a car or home loan. This process is performed by financial institutions for two reasons. First, they must make sure the ap-

plicant has the capacity to repay the loan.

Second, they need to learn as much about the applicant at the inception of the transaction to ensure they can locate the person should he or she ignore the responsibility for repaying the loan.

For counties, it is imperative that each department gather as much information about their customer as possible at the beginning of the transaction. Although this is not always possible given the nature of the services rendered, it will aide the collection process greatly.

A standard acronym used in the credit industry for this information gathering process is NAPES which stands for: name, address, phone number, employment, and social security number

These five basic pieces of information will allow a creditor to have enough information to start the location and/or collection process of any credit transaction.

Developing a Letter Writing Follow-Up System with the Client

One of the most important functions of accounts receivable management is having a policy regarding actions taken on accounts that become delinquent.

A very effective first step tool is a series of letters designed to make contact with the consumer and inform them that the account has become delinquent. Typically, these letters begin with a friendly tone, offer a reminder that payment is due and request that he or she contact the creditor. If no response is received, the urgency of each letter will progressively increase. The content of the letters need to be concise and clearly inform the individual of the next steps that will be

taken if they fail to respond.

Developing a Telephone Collection Campaign for a Delinquent Account

If letter writing fails to bring payment, telephone contact with the consumer is the next step. Initial in-house telephone collection calls should take the tone of customer service rather than true collection calls. During the first phone call the characteristic of the client and whether or not he or she has any intention of satisfying the obligation will be determined.

By asking the right questions based on the type of credit arrangement established with the client you can qualify the type of client being dealt with. People who do not pay their obligations typically fall into one of the following categories:

- People who cannot pay in full
- Irresponsible consumers
- Indigent consumers
- Stallers/Procrastinators

Once the client has been identified, staff can recognize the problem and begin to solve it by setting time frames to bring the account back to a current status.

Referring the Account to a Third Party Collection Agency

Now your staff can ascertain their ability to proceed in managing and collecting the account. Once all in-house resources are exhausted in motivating the client to pay the appropriate action is to place the account in the hands of a professional third party collection agency.

For more information on the Debt Collection Program, contact Nancy Irish at 202.661.8824.

equity has increased every since the program's inception

CRL is also known as a co's insurance company which ram that is one owned by the mem If you have a self-insured pd your state, your members prolt own the pool. CRL can be thsis of as a pool for pools. But mos become much more than thaber

The CRL's Board of Dirngs has authorized, and agreed to the for, a feasibility study to deteNA if the benefits enjoyed by ca Pr members can be emulated foal r individual counties. We are lookiabl counties interested in participiun in the feasibility study. Gooes didates will include countiend most of the following charate tics:

Currently self-insured or Re a large deductible of at least \$1(rl) for property and liability claimd at least \$200,000 for workers tie pension claims. The

Counties interested in stuy a self-insured program areve candidates if they are -- e p

■ Currently paying a al me 25 percent more in excess insu premiums than has been reimf AC by excess carriers in the las olu air dir

■ Interested in a long or approach to risk finance.

■ Interested in own va b and control of your own insu bes company. (You want to Em y f owner, not just a buyer.)

■ Committed to exc pro risk control and claims ma he ret

■ In excellent financiatax dition, including compliancesa GASB 10, and up-to-date actma review of claims information he

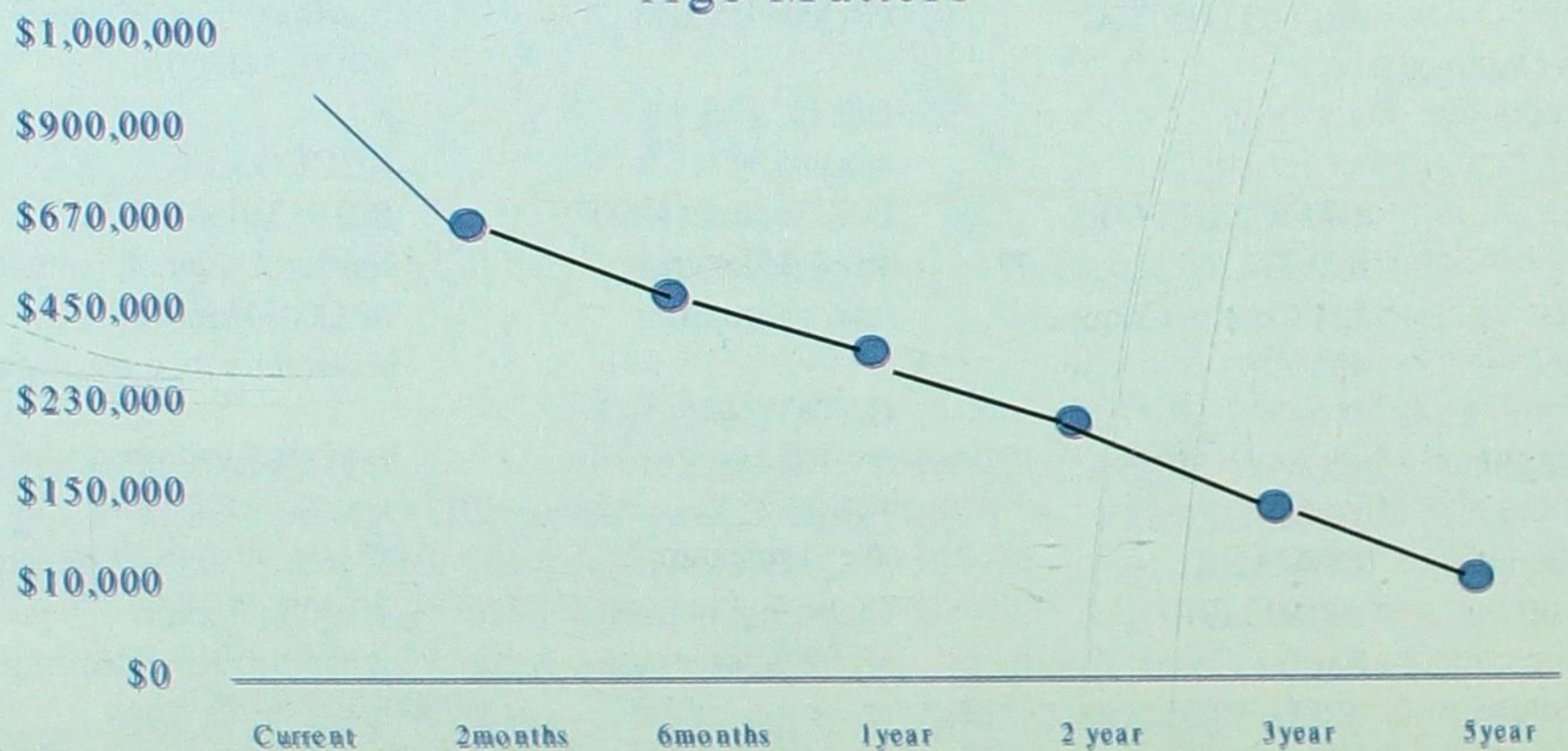
If you would like to firees how to participate in this fea/co study, please contact Donna b b at 505.890.5700.

Did you know ...

Did you know the age of delinquent receivables is the key factor in determining how much you'll actually be able to collect?

If you have \$1,000,000 of current debt today, in just five years the likely value of that debt is a mere \$10,000.

Age Matters



Top Ranked Program Helps County Employees Save for Retirement

By Lisa Cole

Director, Enterprise Services

NACo's Deferred Compensation Program is ranked at the top of these retirement programs nationwide based on an independent consultant's "competitiveness analysis" and study of the program. The most recent study, released on September 27, 2000, reconfirms the findings of previous studies and ranked the NACo program at the top. NACo's Deferred Compensation Program is the largest supplemental retirement income program available to county employees in the country. More than 380,000 employees from more than 2,500 counties and county special districts participate in the program. The NACo program is administered by Nationwide Retirement Solutions (NRS), formerly PEBSCO, and is also endorsed by 41 state associations of counties.

The NACo Program offers county employees a way to save and invest today for their retirement by postponing the payment of payroll (and, in many cases, state) taxes. By participating in the NACo program, county employees voluntarily contribute a portion of their wages to a special account that directs those contributions to one or more investment options. A valuable savings alternative for both counties and their employees. Employees benefit significantly from a deferred compensation program as it helps them save for their future and supplement retirement income, reduce current taxes, and maintain a systematic savings program because of automatic contributions from their paychecks. Another benefit to employees is the growth of their savings contributions on a tax-deferred basis.

Since one of the most frequently cited concerns of Americans is their ability to afford to retire, it makes sense that one way to attract and retain employees is for a county to help conquer that concern. As a result, counties can enhance employee morale and increase benefits by offering the NACo Deferred Compensation Program.

Deferred compensation programs also are frequently less expensive for a county to offer and maintain than a defined benefit pension program and can be designed to meet the county and employee requirements.

Program Features

The NACo program has many unique features that strengthen it and distinguish it from other programs. These include:

NACo

1. NACo has competitively secured a national program.
2. NACo maintains constant oversight of this program through its staff, its Advisory Committee, and its partnership with 41 state associations of counties from around the country.
3. The NACo program is the only program that includes oversight by an advisory committee composed of representatives of participating counties from around the country. NACo's Deferred Compensation Advisory Committee meets three times a year to review program activities and results, consult on retirement education concerns, and provide market development and marketing advice. A few deferred compensation program highlights illustrate the program's viability and popularity:

State Associations

In the last year, NACo's Deferred Compensation Program has continued to provide employers and employees alike with state-of-the-art technology and world-class products so that participating county employees can save conveniently for their retirement.

The executive directors of the state associations that endorse the NACo program attended a day-and-a-half meeting in Columbus, Ohio in September to learn how the deferred compensation program works, to meet with NRS state directors and many of the NRS headquarters-based staff that support our program, and to discuss marketing ideas to help recruit and retain participation in our program.

The state associations, NACo and NRS started developing and implementing annual marketing plans to help recruit and retain participation in the program.

NACo Deferred Compensation Advisory Committee

The NACo Deferred Compensation Advisory Committee, the only program in the country advised by its participants, met three times during the year to work with NRS and NACo staff on various business and marketing issues that relate to the program.

A Fund Advice Subcommittee of the full Committee was appointed by Committee Chair, Commissioner Bobbie Steele of Cook County, IL, to act as a sounding board for NRS as it constantly evaluates investment options that are offered in our program. This subcommittee is focusing on how funds are brought into the program and on the inclusion of minority fund managers.

Chair Steele also appointed a Marketing Subcommittee of the full Committee to advise both NACo and NRS on marketing efforts and to assure that the right message is being sent.

Retirement Education

The development of the "Grow Your Nest Egg" campaign – an effort to help counties provide training to their employees on saving for their retirement – was begun and tested. The rollout for this program is expected for the last three quarters of 2001. (See article, "Retirement Education Continues" p4.)

Nationwide Retirement Solutions (NRS)

Within the last year, NRS has significantly enhanced the ways in which counties and their employees can learn about deferred compensation, enroll, administer their accounts and obtain assistance.

As a result of its business reorganization in 2000, NRS has made the program more accessible to employers and employees alike. For instance, staffed by more than 100 telephone representatives, the NRS customer service organization has enhanced its capabilities through additional people and up-to-date call center technology. This group is the front line for all participants.

In addition, the Entity Support Unit services all plan administrators but is particularly focused on plans with assets of less than \$500,000. A group of Internal Account Executives is in regular contact with program administrators in counties with assets between \$500,000 and \$5,000,000 and executive directors from endorsing state associations to assure that service, enrollment and education needs are being met.

Another NRS team – the Direct Access Group – is composed of 47 financial advisors who are registered representatives, licensed and certified to provide financial advice over the telephone. Through them, all plan participants can get specific account information, learn about different investment vehicles, and fully administer their accounts.

All of these "in-house" and "live" access options complement NRS' upgraded on-line services. Via the Internet, a plan participant can administer his or her account, can learn about deferred compensation generally, the NACo/NRS program specifically, and get information on available investment options. If assistance is needed beyond what is available on line, the participant can e-mail questions or call the direct access group and get "live" assistance. In addition to employee reports, employers can also go on-line and generate customized reports on their county's program.

These telephone and computer forms of assistance complement and are complemented by an NRS state director who is assigned to each state and lives in that state or nearby.

The state director and NRS representatives located in each state work directly with the counties and conduct on-site educational and enrollment seminars (at least one annually) as well as respond to specific questions that may arise.

For more information contact NRS at <http://www.nrsretire.com> or 1.877.677.NRS.FORU (1.877.677.3678)

How to Save One Million Dollars

The earlier you can begin to save and the longer you have until retirement, the less you will need to save. For example, this chart shows what can happen if you start saving early.

If you start at age 25, you need to save \$6 a day. To achieve the same results at age 35, it's \$17 a day to get your \$1 million. (These results are based on the assumption that your portfolio will earn an average 10%).

Age	One Time	Monthly Investment	Yearly Investment
20	\$ 13,700	\$ 100	\$ 1,400
25	22,100	160	2,300
30	35,600	260	3,700
35	57,300	450	6,100
40	92,300	750	10,200
45	148,600	1,300	17,500
50	239,400	2,400	31,500
55	385,500	4,900	62,800
60	621,000	13,000	163,800

Source: *Let's Talk Money!* by Dee Lee and David Caruso

Taking Care of Post Retirement Health Needs

Headlines across the country warn seniors of the rising cost of prescription drugs. Politicians argue about national health coverage and managed care. The federal government grants its employees access to long-term care. Where does that leave you and your county employees?

The federal government has provided special consideration to government employees to set aside money tax-free in order to provide for their future health care needs after employment ends. These Post Employment Health Care Plans (PEHP) allow the government employer to set aside funds in a trust account for each employee. When the employee leaves employment, he or she may use the accumulated funds to pay for any qualified medical expense, including health care premiums, prescription drugs, hospitalization and long-term care.

The NACo Financial Services Center and Nationwide Retirement Solutions (NRS) designed a PEHP program in 1996, and more than 185 local governments have adopted such plans for their employees. In 2000, NRS simplified the plan—now, a county may contribute unused sick leave or vacation pay to the accounts without making a continuing contribution from payroll. NRS has lowered the asset management fees by 47 percent and has instituted a minimal annual fee for the administration of the program.

How does the plan work? A county agrees to set up the plan on behalf of a specific employee group or for all county employees. The county decides how to fund the accounts. The county may set aside: a percent of payroll for each employee, a set dollar amount per pay period for each employee, a portion of unused sick or vacation leave for each employee, or a combination of any of these.

In some counties, over-funded retirement systems have made an initial contribution to the accounts, and then a percentage of payroll has been used to sustain the funds.

After the account is set up, each employee determines how to invest his or her funds, selecting from a menu of investment options the program provides. The accounts accumulate both contributions and earnings. When the employee leaves county employment, he or she may elect to use these funds to pay for specific health-related costs. The former employee submits claims to

NRS and reimbursements are made for the health care expenses incurred. The funds are also available for use by the employee's spouse, dependent children and dependent adults in the household.

Advantages exist for both the employer and the employee. The employer contributes money FICA-free to the individual accounts. The employer gains a definable benefit that will assist the employee after employment. This program can assist with early retirement incentives as well.

Employees gain a health benefit that can help link them to Medicare or can be used to pay for continuing health insurance after retirement and before Medicare kicks in. Employees also create a hedge against long-term care costs. All of these benefits are tax-free to employees.

Both employers and labor organizations recognize the need to plan ahead in order to offset the continuing rise in the cost of health care. A PEHP program is one of a number of long-term planning tools that employers and employees should use to secure the retirement futures of our nation's county workers.

For more information, contact John Piper at Nationwide Retirement Solutions toll-free at 1-877/313-0040 or Steve Swendiman at NACo Financial Services Center, 202/942-4282.

Retirement Education Continues

By Lois Kampinsky
Director, Education and
Telecommunications

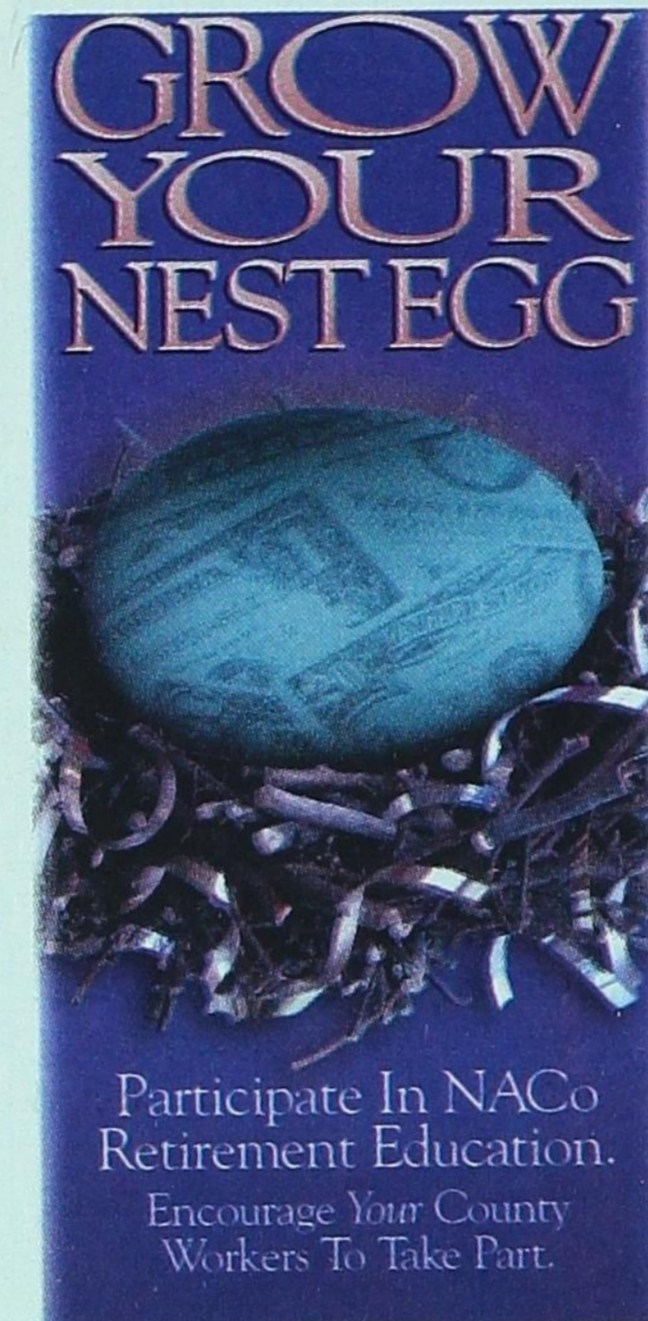
NACo's "Grow Your Nest Egg" Retirement Education campaign proved a hit in the five states it landed in during its 15-month trial period. Whether in North Dakota, Minnesota, Arizona, Alabama, or Virginia, county officials and human resources directors all gave the all-day "Grow Your Nest Egg" seminars a thumbs up to materials, trainers, and formats.

The highly positive evaluations mean NACo will roll out more education to these groups next year. NACo also plans to create training materials for our primary end user group as well, county employees themselves.

The initial idea was to provide general education about financing retirement so county employees would be motivated to set aside more of their money for their futures, no matter what plan they belong to. Officials were to learn how to get this message across because studies show that county employ-

ees are not setting realistic goals. They are not saving and investing as much as they could for themselves and their families. The situation is critical.

But first, officials and HR directors had to recognize how counties benefit when employees plan



and save and how they lose when they don't. For example, audiences learned that employee motivation and on-the-job morale are affected by the ability to plan, save, and invest. Studies correlate high job satisfaction with this ability. Interestingly, a county's ability to find and keep good employees also depends on financial education. That's because financial information is such a high-demand workforce benefit. Providing a workforce with financial management knowhow can mean the difference between filling and not filling county jobs and keeping or losing valuable employees.

Probably of most importance, of the hundreds who attended the sessions, all gained a *personal* understanding of key financial planning strategies. The question "what's in it for me?" was answered every second as attendees learned the differences among defined contribution and defined benefits plans, and among stocks, bonds, mutual funds, and other financial instruments.

Everyone left upbeat and thankful that they'd attended for their own sakes and that of their counties. Most eagerly asked, "when will the employee training sets be ready?" To which NACo answered, "they're coming soon. Look at County News and on the NACo website."

Deferred Compensation Matching Program Available

In addition to the traditional deferred compensation program, NACo's Financial Services Center and Nationwide Retirement Solutions offers a Deferred Compensation Matching Program. The program, which became available in April 2000, is open to any county with a NACo Deferred Compensation Program in place or to counties desiring to start a deferred compensation plan.

A matching program operates very much like a private sector 401(k) plan. Employers may offer a matching contribution to the employee in order to create an incentive for the employees to participate in the retirement plan. Under the NACo program, employees contribute to their individual 457 deferred compensation accounts.

The county contributes a matching amount (either a percentage of pay or a specific dollar amount) into the 401(a) defined contribution plan accounts that are set up on behalf of the county employee.

In counties that offer the match program, deferred compensation participation has increased significantly—frequently going from a participation level of 30% to greater than 70%.

Both the employee and the county benefit from the program.

Employees are motivated to begin participating or increasing their contributions to the deferred compensation plan. Employees receive retirement funding from two sources: their 457 and 401(a) accounts, thus increasing the total amount they may defer tax-free each year.

Also, employees are always 100 percent vested in the 401(a) accounts and 401(a) assets can be rolled over to an IRA or other qualified plan if the plan accepts rollovers. Investments in both accounts are employee-directed and the investment options are identical.

The employer determines the dollar amount of the match, thus controlling the budgetary aspects of the program. Since the programs are coordinated with the existing deferred compensation program, there are limited additional administrative costs to the program.

For employers that are members of the Social Security system, the contributions to the 401(a) are gen-

erally not subject to FICA or FUTA. The employer also creates the opportunity to provide lump-sum rollover distributions of the 401(a) account into another qualified plan if that plan accepts the rollover.

Employees participating in NACo Deferred Compensation Matching Programs can call the toll-free line for customers, use the same Internet, and have the investment options for both accounts.

Counties can easily implement the program through their existing Nationwide Retirement Solutions (NRS) or PEBSCO representative. "The program is a huge incentive for participants to begin saving for their retirements," said Larry Naake, NACo executive director. "The matching program is an exciting new addition to our very successful deferred compensation program. I hope all counties will examine it carefully for implementation for their employees."

National Association of Counties (NACo)

ENTERPRISE SERVICES

Lisa Cole, Director
202.942.4270
lcole@naco.org

Hirut Ayele
202.942.4240
hayele@naco.org

Kaye Braaten
202.942.4291
kbraaten@naco.org

Renata Hart Lipscomb
202.942.4233
rlipscom@naco.org

Tom Sweet
916.327.7500 ext 556
tsweet@naco.org

FINANCIAL SERVICES CENTER (FSC)
Steve Swendiman, Director
202.942.4282
sswendima@naco.org

Nancy Irish
202.661.8824
nirish@naco.org

Angie Upton-Caro
202.942.4282
acar@naco.org

Donna Smith
505.890.5700
dks@cybermesa.com

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