

# County News

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## Gonzales unveils NACo Homeland security plan

By BEVERLY SCHLOTTERBECK  
EXECUTIVE EDITOR

County public health departments say they are ill-prepared to determine chemical or biological risks against the public because of inefficient funding and staff, according to a recent survey conducted by NACo, and released by NACo President Javier Gonzales during remarks at the National Press Club, 28 in Washington, D.C.

The survey, which sought to determine how well-prepared county officials feel about responding to bioterrorism or chemical warfare or event, found that less than 10 percent of the respondents felt "fully prepared" to handle a bioterrorism case. The percentage dropped even lower when it came to chemical at-

tacks. Less than 5 percent felt prepared enough to address the fallout from a chemical attack.

Gonzales used results from the survey as part of a major policy speech at the Press Club during which he unveiled a six-point NACo plan for homeland security before the national media. He also called on President George W. Bush to address the plan during the president's State of the Union Address the next day.

The plan, which reflects the county experience as frontline responders in times of crisis, suggests that Congress and the Administration

1. Establish a Homeland Security Tax Credit.
2. Rebuild the public health system.
3. Approve the Homeland Security Block Grant.

4. Give Homeland Security Director Tom Ridge budget authority.

5. Establish a Homeland Security Fund to provide money to state and local governments.

6. Strengthen the ability of public safety departments to communicate.

The proposed federal tax credit would enable a company to make a direct contribution to homeland security in its community, Gonzales explained. For example, a company could donate directly toward building their county's security infrastructure. The donation could be used for purchasing fire trucks or police cars, communications equipment or high-tech security for water or power facilities.

See **HOMELAND** on page 3

## Bush proposes anti-terrorism block grant

By JEFF ARNOLD  
DEPUTY LEGISLATIVE DIRECTOR

At a meeting with local elected officials late last week, President George W. Bush outlined portions of his homeland security agenda, including an initiative to enhance homeland security capabilities by providing for a \$1.5 billion block grant to dramatically enhance the homeland security response capabilities of America's first responders. This is consistent with the NACo Homeland Security Task Force's recommendation pre-

sented in October to Gov. Tom Ridge, director of the White House Office of Homeland Security.

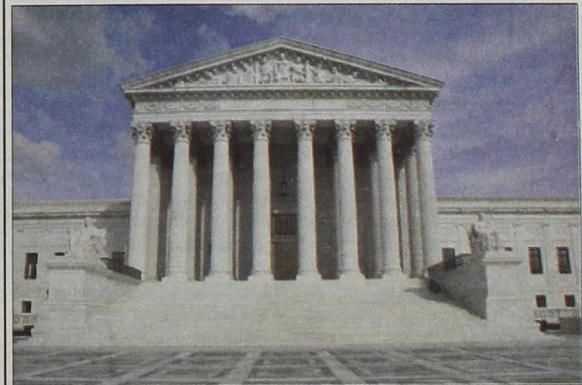
If approved by Congress, the block grant would be administered by the Federal Emergency Management Agency. It would provide \$105 million to support state and local governments in developing comprehensive plans to prepare for and respond to a terrorist attack; \$2 billion for equipment for "first responder" agencies; \$1.1 billion to train firefighters, police/sheriffs and emer-

gency medical technicians to respond and operate in dangerous environments; and \$245 million to support a coordinated regular response exercise program.

"We are encouraged by President Bush's announcement today of a new initiative to provide \$3.5 billion in fiscal year 2003 to enhance the homeland security response ca-

See **GRANT** on page 5

## U.S. Supreme Court tackles 'takings'



U.S. Supreme Court

By BEVERLY SCHLOTTERBECK  
EXECUTIVE EDITOR

Temporary moratoriums on development figure prominently in efforts to get a handle on rapid and insistent demand for growth. But is the planners' tool a "taking" under the Fifth Amendment and are property owners entitled to compensation because of it?

Later this session, the U.S. Supreme Court will rule on this issue, in a case out of Nevada and California involving a three-year moratorium on development of property near Lake Tahoe.

The justices heard arguments, Jan. 7, in the case of *Tahoe Sierra Preservation Council v. Tahoe Regional Plan-*

*ning Agency*. It is the first time the court has been asked to decide whether a temporary moratorium on development constitutes a taking, per se.

It was also the first time the U.S. Solicitor General argued a takings case before the Supreme Court. The federal government stepped in on the side of the Tahoe Regional Planning Agency, which is a multi-jurisdictional, bi-state agency formed in 1969 to protect Lake Tahoe. NACo, as well as other local and state government associations, and the American Planning Association also filed *amicus* briefs in support of the planning agency.

See **COURT** on page 3

## County News

## Quik Takes

### Top 5 Coldest Counties in the 'Lower 48'

County	Average (F)
Koochiching County, Minn. (International Falls)	36.8
St. Louis County, Minn. (Duluth)	38.5
Aroostook County, Maine (Caribou)	38.8
Marquette County, Mich. (Marquette)	39.1
Chippewa County, Mich. (Sault Ste. Marie)	39.7



Source: National Climate Data Center

## Wanted: Leaders for NACo

### President-elect Mayfield recruiting for top spots

NACo President-elect Ken Mayfield is making preparations to take the reins of the Association in July. To facilitate his transition, he is asking county officials interested in serving as steering committee leaders to contact him as soon as possible.

Mayfield is "looking for hardworking individuals who have time to devote to leading and taking charge of committees, and engaging all members by working with vice chairs and others as leadership team."

He would like to complete the appointment process well in advance

of the annual conference. He is committed to appoint a dynamic and diverse leadership team that will aggressively pursue NACo's legislative and regulatory agenda.

NACo has 11 policy steering committees: Agriculture and Rural Affairs, Community and Economic Development, Environment Energy and Land Use, Finance and Intergovernmental Affairs, Health, Human Services and Education, Labor and Employment, Justice and Public Safety, Public Lands, Telecommunications and Technology, and Transportation.

Each steering committee has a chair, vice chairs, and subcommittee chairs and vice chairs.

If you are interested in serving, contact Mayfield at the following address: The Honorable Ken Mayfield, Commissioner, Dallas County, Dallas County Administration Building, 411 Elm St., Dallas, Texas 75202.

If you are not interested in a leadership position, but would like to serve on one of the steering committees, contact your state association of counties for a nomination form.



# State budget woes trickle down to counties

By M. MINDY MORETTI  
SENIOR STAFF WRITER

Long before Sept. 11, the fiscal outlook for many states was grim and counties began preparing for the budgetary repercussions. Then, factor in the terrorist events of September and the fallout, and you get what Tennessee Gov. Don Sundquist dubbed the "perfect storm" of economic factors.

With at least 36 states implementing or considering budget cuts or holdbacks to address fiscal problems, county governments are suddenly faced with decreased, or in some cases, eliminated funding from states.

When the state's budget projections began faltering, Ashtabula County, Ohio commissioners approved a temporary budget in late 2001 that allows the county to continue paying its employees and keep the lights on until the end of the first quarter, but the permanent budget isn't expected until late February.

And when that final budget does arrive, county commissioners are prepared for many to be unhappy with the results because of major cutbacks.

"This isn't the first time the county has passed a temporary budget, but recently we've worked to pass permanent budgets," explained Deborah A. Newcomb, county commission president. "But because of changes in revenue projections from the state, we decided to pass the temporary budget until we got a better idea of how we fared on the state level."

The biggest hit Ashtabula (pop. 102,728) has taken so far is in their welfare-to-work programs. The state of Ohio diverted TANF funds causing the county to eliminate innovative programs they had just started such as in-school programs with at-risk teenagers.

"Our goal is to be able to at least maintain what we're doing now," Newcomb said. "It was a good feeling to be creative and implement these new programs, but now it's about maintaining what we can."

In Knox County, Tenn. (pop. 382,032) the county felt the statewide budget crunches long before Sept. 11. Since 1997, the amount of money the county receives from the state has decreased from 45.2 percent to 40.4 percent.

"It's a formula driven funding system," explained Kathy Hamilton, the county's director of finance and administration. "But if the pot that's being divided was growing more, we feel like we wouldn't be in this situation."

And the situation Knox County is in is indeed troublesome. Hamilton said the county relies on many reimbursement-based grants from the state and worries the money from these grants will be spent long be-

fore the county receives notification from the state that the fourth quarter payments will not be available.

The state has also cut funding for certain programs, such as the statewide inter-library loan program based in Knox County. Hamilton said that while the county appreciated the importance of this fairly long-running program, they didn't feel that the local funds were available to make up for the lack of state funding.

Further complicating matters for Knox County is its reliance on sales tax. Twenty-three percent of the county's budget comes from sales tax and when people aren't spending, the county is not making money.

"I think we have a concern here in Tennessee that we could have a couple more years of problems," Hamilton said. "So much of our state budget is made up of sales taxes and in addition to the problems with our economy, we're also very aware to the whole Internet sales issue. We're fairly exposed and we're not that hopeful."

And for some counties, particularly the smaller, more rural counties, the uncertainties of the state

budget woes are simply too abstract to consider until states either ante up, or not, the money promised through grants.

"We're not really sure how this is going to affect us," explained Ted Lasley, Baca County, Colo. commission chair.

Lasley said the county (pop. 4,517) continues to operate under the notion that the monies promised will arrive, but is also keeping an eye on ways to keep the county fiscally stable through the crisis.

Even though the need to cut or scale back some programs has arisen in counties nationwide, most county leaders are looking internally to make up for the shortfall.

"We've offered early buyouts and asked our department heads to tighten their belts so to speak," explained Newcomb. "What we're doing is looking at where we're going a little more cost effectively. We don't want the budget woes to affect the people."

And while the short-term outlook is indeed grim experts say, long-term, states and ultimately county

governments are in a much better place than they were during the recession 10 years ago.

"I'm trying to be optimistic," Newcomb said. "I've been through these downturns before and we're bet-

ter prepared and we're continuing our economic stimulus package we've offered and we have some projects that we're still going through. It's just a matter of tightening belts for the time being."

## Budget Cutting States

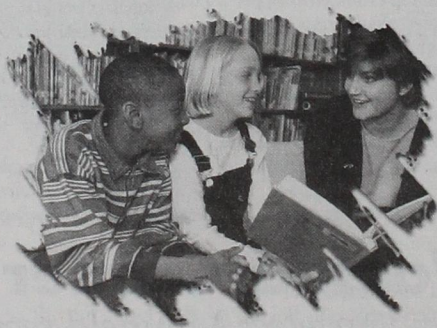
Thirty-six states are implementing or considering cuts to their 2002 budgets to deal with financial shortfalls.

Alabama	Massachusetts
Arkansas	Michigan
Arizona	Minnesota
Colorado	Mississippi
Connecticut	Missouri
Delaware	Nebraska
Florida	Nevada
Georgia	New Jersey
Hawaii	New York
Idaho	North Carolina
Illinois	Ohio
Indiana	Oregon
Iowa	Pennsylvania
Kansas	South Carolina
Kentucky	Utah
Louisiana	Vermont
Maine	Virginia
Maryland	Washington

Source: The National Conference of State Legislatures Nov. 2001 survey of state legislatures

## Counties Care for Kids

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For more information,

- visit the NACo Web site at [www.naco.org](http://www.naco.org)
- e-mail your request to [tgoodman@naco.org](mailto:tgoodman@naco.org)
- or call (202) 942-4222

**Together, we can make a difference.**

## Bulletproof vests' program gets more funds this year

By JACQUELINE BYERS  
DIRECTOR OF RESEARCH

In late 2000, former President Bill Clinton signed a bill increasing the amount of funding for the Bulletproof Vest Partnership Grant Act from \$25 million per year to \$50 million per year and extending it to 2004. The grant helps local jurisdictions purchase bulletproof vests for their public safety officers.

In addition to the increased funding level, the new act provides funding priority for smaller jurisdictions with populations below 100,000. Under the new act, approved smaller jurisdictions will receive 50 percent of the requested funds in approved applications.

Larger jurisdictions, those with a population above 100,000, will receive up to 50 percent of the total costs of vests based on the funds remaining after the smaller jurisdictions have been reimbursed. This new formula may result in some larger jurisdictions receiving less than 50 percent reimbursement.

This year, for the first time, the

Department of Justice is urging jurisdictions not to order vests which reimbursement is sought until their application is approved. The jurisdiction has the full year to apply for the vests.

The 2002 application period is until April 13, and applications include any National Institute of Justice approved vests purchased after March 1, 1999.

According to the new act, jurisdiction that is a unit of government recognized by the U.S. Census Bureau is eligible to apply for funding. This includes cities, towns, villages, boroughs, parishes, counties, states, special government districts and Native American tribes. The jurisdiction also employ eligible law enforcement officers.

As in the past, the application must be completed and submitted to the Internet at <http://vests.ojp/index.jsp>. If you are unable to access this site on the Internet, contact the Office of Justice Programs at toll-free number (877) 758-3333.



# The Big Seven' meet with White House staff to discuss homeland security

By M. MINDY MORETTI  
SENIOR STAFF WRITER

Representatives from the state and federal government groups met with members of President George W. Bush's staff to discuss the details and formation of the state and federal government advisory committee on homeland security, Jan. 14. Major topics of discussion were the appointment of members to the advisory committee and a proposed National Threat Advisory System. NACo President Javier Gonzales, First Vice President Ken Ryfield and Executive Director Gary Naake joined other members of the "Big Seven," organizations representing the governors, mayors, cities, state legislatures, state governments, and other government organizations, at the White House meeting. Led by Ruben Barrales, deputy assistant to the president and director of the White House Office of Intergovernmental Affairs, the meeting's first focus was the appointment of the permanent committee members.

In an address to members of NACo's own Homeland Security Task Force in Oct. 2001, Gov. Tom

Ridge, director of the Office of Homeland Security, announced the formation of an advisory committee that would include representatives from all levels of state and local government. A few legal problems have come up with how the appointment process will work including the committee's composition. But Admiral Steve Abbot, deputy Homeland Security advisor, assured the members of the Big Seven that their organizations would all be equally represented on the committee.

The other significant item to come out of the meeting was discussion of the creation of a National Threat Advisory System, something that would be similar to the Emergency Broadcast System. The White House staff conceded that the ambiguity of some alerts, issued by Ridge and Attorney General John Ashcroft in the wake of Sept. 11, made it difficult for local law enforcement officials and citizens to know just what the alerts meant.

This new five-tiered alert system would be more specific, and allow citizens and local law enforcement officials to take the necessary precau-

tionary actions. The five levels are: routine, ready, alert, serious and critical. Each level would have a set of criteria and guidelines for preparedness. Members of the Homeland Security Office are currently working on several different drafts of how this new program would work. The drafts will be distributed to the members of the Big Seven as well as various forms of law enforcement, for feedback.

One thing that is certain is, depending on the type of threat; citizens will not always know when an alert has been issued. Sometimes, only law enforcement officials will be made aware of a specific threat. This does not mean citizens will be uneducated about the system. Naake said the Homeland Security Office is relying on organizations such as NACo and its members to educate the public about the system and how it works.

There is no specific timeline for when the new system will be in place.

This was the second meeting of this group, and while there are no future meetings planned at this time, the Big Seven were assured of their future participation in homeland security issues.

2001. Gonzales acknowledged that President Bush has already addressed this point when he announced, Jan. 23, a \$3.5 billion grant for localities to use in funding anti-terrorism activities. However, Gonzales had one caveat about the proposal: "Our ... concern is that this money must be allocated directly to counties and cities. It should not be passed through states. Direct allocation will ensure that the resources are spent on local programs as the president intends and not lost in a state legislature or in state political battles."

The subject of money figures prominently in the fourth point. Gonzales added NACo's voice to a growing chorus that believes Homeland Security Director Tom Ridge should be given budget authority. He said: "In Washington, the reality is that money is power. Success in bringing together departments, agencies and other levels of government to implement a comprehensive homeland security plan without the authority to deliver funds is not impossible, but would be extremely difficult.

## Homeland Security Fund

The Homeland Security Fund, NACo's fifth point, would provide

a way for all Americans to participate in the war effort. The fund, Gonzales explained, would "supplement, not supplant, federal, state or local funding."

To provide revenue for the fund and to keep the American public engaged, NACo suggests reprising an idea from the World War II era — selling bonds — Homeland Security Bonds, to be exact. "The Homeland Security Bonds would allow people to participate in the war effort, keeping Americans involved in the struggle and involved in the solution."

Gonzales relayed another NACo idea to support the fund — a \$1 contribution check-off box on income tax returns.

The sixth and final point of NACo's Call to Action concerns the need for first responders, such as county public safety and emergency personnel, to communicate easily. Towards that end, NACo supports the HERO Act, which would open up more radio communication frequencies to public safety personnel so they communicate with one another across county boundaries, he said.

(For the complete text of President's Gonzales' remarks at the National Press Club, please see p. 10)

## COURT

from page 1

In its brief, NACo pointed out the far-reaching consequences of the case if the petitioners win:

"Due to petitioners' radical argument, the stakes in this case extend far beyond Lake Tahoe .... Petitioners' *per se* rule would require compensation not only for temporary development moratoria, but also government — compelled temporary facilities closures and many other regulatory actions that temporarily prohibit the use of land.

"... these temporary restrictions would require compensation no matter how narrow in scope, no matter how slight the economic impact on the landowner, and no matter how weighty the government justification."

The moratorium at issue had been tied to the study and drafting of development standards to prevent the pollution of Lake Tahoe, as prescribed in a regional planning compact. The Tahoe Sierra Preservation Council, representing developers and other property owners in the Lake Tahoe area, took the planning agency to court over the takings issue and won. But lost ground when the U.S. 9th Circuit Court of Appeals overturned the lower court's ruling. The case before the Supreme Court was an appeal of that decision.

The 9th Circuit noted in its ruling that "temporary development moratoria prevent developers and landowners racing to carry out development that is destructive of a community's interest before a new plan goes into effect. Such a race-to-development would permit property owners to evade the land use plan and undermine its goals."

Some Supreme Court watchers predict a close, but nevertheless favorable decision for local governments: i.e. a ruling against the plaintiffs in the case. Others fear any ruling may play mischief with the moratorium process. A ruling is expected sometime before June.

## Park use permit regulations

In another ruling of interest to local governments, the Supreme

Court, on Jan. 15, said Chicago's park-use permitting guidelines do not impede free speech since they apply equally to all groups regardless of viewpoint.

The city's 13-point guidelines were challenged by the Windy City Hemp Development Board, which advocates legalizing marijuana. The group had often applied to use the parks for demonstrations, and had a mixed experience of approvals and denials. They challenged the guidelines, claiming they prevented the free exercise of speech under the First Amendment. The court's unanimous decision in the case, *Thomas v. Chicago Park District*, supports the authority of local governments to regulate political demonstrations.

## Flow Control

In a victory for local governments — in this case, Oneida and Herkimer counties in New York — the court decided not to hear an appeal of a lower court ruling on flow control, letting stand a decision that allowed the counties to control the flow of solid waste within their borders.

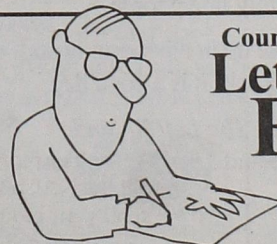
In July, the U.S. 2nd Circuit Court of Appeals ruled that Oneida and Herkimer counties could require all solid waste produced in the counties be sent to a specific, publicly-owned waste disposal facility. The counties' flow control measure had been challenged by a group of waste haulers and disposal companies as violating the interstate commerce clause of the Constitution.

The ruling, even though only applicable to states in the second circuit (Connecticut, New York and Vermont) is the first victory in a long time for local flow control ordinances that have been all but shut down by the Supreme Court's 1994 ruling in *Carbone v. Clarkstown*.

## Coming up:

### Tow truck regulation

In April, the Supreme Court will hear arguments in *City of Columbus v. Ours Garage and Wrecker Service*, a case involving the right of local governments to regulate tow truck companies and prevent them from charging exorbitant rates or whisking away illegally parked vehicles without authorizations.



## County News invites Letters to the Editor

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

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

## HOME LAND

from page 1

The second point in the NACo — rebuilding the nation's public health system — means a long-term commitment from Congress and the administration. As the NACo survey showed, many local health departments are underfunded and under-staffed, and do not feel well prepared to handle a public health emergency. Gonzales related a conversation with a health director in Iowa that shows how drastic the situation is. "He has no staff. He has no funds. And he has no supplies. ... If he were faced with a major public health incident, he would have three-point plan would go something like this: Call for help. Hope someone comes. Stack the bodies in the gymnasium."

"This is a terrible situation. We can't continue to risk the health of the American people," Gonzales stated. "Improvements must be made immediately."

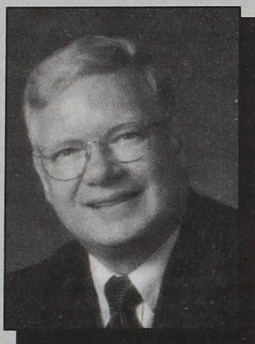
## Homeland Security Block Grant

NACo first proposed the enactment of a Homeland Security Block Grant, its third point, in October



# PROFILES

## in service...



**Leslie  
Korgel**

**County Treasurer  
McLean County, N.D.**

**NACo Board  
of Directors**

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

**Years in Public Office:** 16 years

**Occupation:** County Treasurer

**Education:** B.S. Agricultural Economics, North Dakota State University

**The hardest thing I've ever done:** Perform in a play in front of 1,500 people with only three rehearsals.

**Three people (living or dead) I'd invite to dinner:** John Candy, John Wayne and my grandfather.

**A dream I have is to:** Have my own farm.

**You'd be surprised to learn that I:** Am a volunteer film projectionist at the local movie theater.

**My favorite sport is:** Basketball.

**I'm most proud of:** My wife and kids.

**Every morning I read:** The Minot Daily News.

**My favorite meal is:** BBQ ribs, corn on the cob, hash browns and chocolate pie.

**My pet peeve is:** Habitually late people.

**My motto is:** When I wake up in the morning and can walk, talk and feed myself, it is a good day.

**The last book I read was:** The Left Behind Series by Tim F. LaHaye and Jerry B. Jenkins.

**My favorite movie is:** Kelly's Heroes.

**My favorite music is:** Oldies and rock'n'roll.

**My favorite president is:** John F. Kennedy.

## Enron bankruptcy has little effect on surrounding counties

By M. MINDY MORETTI  
SENIOR STAFF WRITER

In early December 2001, Enron, the seventh largest company in the country, filed for Chapter 11 bankruptcy and laid-off 4,500 employees. At the same time, the company disclosed that many former and current Enron employees had lost their entire retirement nest eggs when the company's stock devalued to less than \$1 per share.

And while the news and scandalous fallout of the Enron bankruptcy has been page one material since the story broke, it's business as usual for the officials in the counties that surround the Houston-based company's headquarters.

"The impact on the county has been minimal," explained Harris County (Texas) Judge Robert Eckels.

"What happened to those employees is tragic, but Harris County's economy remains strong and there will be no impact on the county's budget."

According to officials in Fort Bend, Harris and Montgomery counties, home to Enron and many of its employees, the local impact of the bankruptcy has been minimal.

In Fort Bend County, a "bedroom community" for many of the white-collar workers at Enron, there have been no noticeable effects and none are actually expected. While the number of Fort Bend residents laid-off was unavailable, County Judge James C. Adolphus' office said the only impact the county could potentially feel is if many of those laid-off employees relocate for job reasons. However, since that is such

an intangible, county officials in Bend are confident this national crisis will have little bearing on county and its coffers.

Because the laid-off employees of Enron will receive unemployment assistance from the state, not the counties, there has been little impact on county social services nor is any anticipated.

Some community organizations such as the Greater Houston Community Foundation and former Enron employees have set up special funds to assist laid-off employees.

"People realize, however, that events at Enron do not reflect Houston or Harris County," Eckels said. "Again, our county remains strong and our community has come together for those who have lost their jobs."

## Bureau of Land Management helps counties preserve open space

By CYNTHIA MOSES-NED  
BLM LIAISON

"It is the best example I've seen in 15 years of public office of federal agencies, local elected officials and citizens working together toward a common goal!" With a voice of enthusiasm, Gerry Hyland, Fairfax County, Va. commissioner hails completion of the Meadowood Farm-Lorton Land Exchange as the epitome of collaboration between governments and its citizens.

On Dec. 18, 2001, Reps. Tom Davis (R-Va.) and Jim Moran (D-Va.), federal, state, and county officials along with citizens of the Mason Neck region in Fairfax County celebrated the culmination of more than two years working together to preserve more than 800 acres of open-space land on the Mason Neck Peninsula.

Hyland seems almost amused as he recalls the idea for the land swap coming from a Mason Neck citizen who, with the county's help, was able to get legislation introduced through Moran and Davis. "Getting to this point in such a relatively short period of time is unprecedented," he said.

The land exchange was a complicated deal involving the General Services Administration, the BLM-Eastern States, the county, a developer and a private landowner. But it was a natural for the Mason Neck community, which is already home to nearly 6,000 acres of protected land, cooperatively managed by the U.S. Fish

and Wildlife Service, the Northern Virginia Regional Park Authority, the Commonwealth of Virginia and now the BLM-Eastern States division. The area's open space provides both recreation for Mason Neck residents and protection of wildlife habitat.

The Mason Neck project is one more example of how BLM has worked with local governments to preserve open space and habitat in the crowded

Metropolitan Washington area. BLM-Eastern States also joined the state of Maryland, Charles County, Md. and the Conservation Fund to preserve nearly 1,300 acres in Charles County, south of Washington, D.C.

(If you would like more information, contact Cynthia Moses-Ned, NACo liaison to the Bureau of Land Management at (202) 942-4257.)

## County News

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

President: Javier Gonzales

Publisher: Larry Naake

Public Affairs Director: Tom Goodman

Executive Editor: Beverly Anne Schlotterbeck

Senior Staff Writer: Mindy Moretti

Graphic Artist: Jack Hernandez

Editorial Assistant: Stacey Kennedy

Advertising Staff:

Beverly Schlotterbeck, national accounts representative  
Stacey Kennedy, Job Markets/Classifieds  
(202) 393-6226 • FAX 202/393-2630

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# GRANT

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ilities of America's first respond-  
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Javier Gonzales.

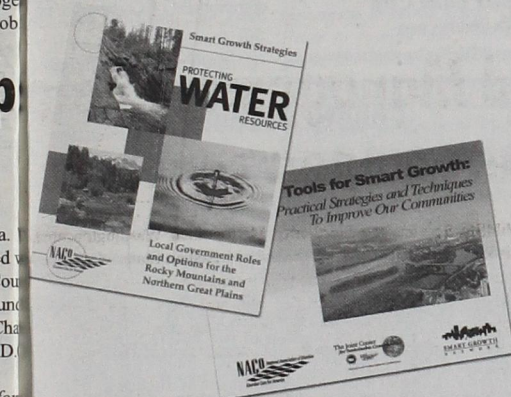
"While we are heartened by the  
initiative, we are concerned, that to  
do it, he is not taking away criti-  
cally needed funds in other domestic  
programs upon which local govern-  
ments rely. It would not be prudent  
to take money away from other pro-

grams in order to turn around and  
provide it back to local governments  
through another mechanism."

Gonzales also noted, "It is criti-  
cally important that the money goes  
directly to local governments, rather  
than sent to the states, where it can  
become mired in the political in-  
trigue that often accompanies large  
infusions of federal dollars."

More information on the initia-  
tive can be found on the White House  
Web site at: [www.whitehouse.gov/news/releases](http://www.whitehouse.gov/news/releases).

## NACo Smart Growth Publications...



What land use tools are available to counties faced with growth  
and development challenges? How can counties protect water re-  
sources critical to the public health, economic stability and environ-  
mental quality of their communities? These questions and many  
more are addressed in two new publications:

*Local Tools for Smart Growth: Practical Strategies and Tech-  
niques to Improve Our Communities* presents tools, resources and  
case examples to help local governments make their own smart  
growth decisions. This publication was produced by NACo, the Joint  
Center for Sustainable Communities and the Smart Growth Network.

*Smart Growth Strategies, Protecting Water Resources: Local  
Government Roles and Options for the Rocky Mountains and North-  
ern Great Plains* provides an overview of how local governments can  
utilize land use tools to protect water resources. While case examples  
are specific to the Rocky Mountains and Northern Great Plains  
region, counties across the country may benefit from the tools,  
resources and a smart growth checklist for water resources protection  
available nationwide.

Both publications are available in hard copy and pdf versions.  
*Local Tools for Smart Growth* can be accessed at [www.naco.org/programs/enviro/sources/localtools.pdf](http://www.naco.org/programs/enviro/sources/localtools.pdf), and *Smart Growth and  
Water Resources* at [www.naco.org/programs/enviro/sources/smartgrowth.pdf](http://www.naco.org/programs/enviro/sources/smartgrowth.pdf).

(To order a free hard copy, contact Stacey Kennedy at  
[skennedy@naco.org](mailto:skennedy@naco.org). For more information on NACo technical  
assistance on water resources and smart growth, contact Abigail  
Friedman at (202) 942-4225 or [afriedma@naco.org](mailto:afriedma@naco.org).)

## LID training hits the road

By JAMES DAVENPORT  
ENVIRONMENTAL ASSOCIATE

Friends of the Rappahannock, a conservation organization dedi-  
cated to promoting the protection  
of the natural, scenic and historical  
values of the Rappahannock River  
and its tributaries, held a workshop  
on Low-Impact Development  
(LID) earlier this month in  
Fredericksburg, Va. Up to 40 local  
government elected officials, plan-  
ning commission members and  
planners from Spotsylvania,  
Stafford and Fauquier counties and  
the City of Fredericksburg attended  
the workshop.

The LID approach to stormwater  
management minimizes site alter-  
ations as much as possible by incor-  
porating natural landscape design  
techniques to control runoff both  
during and after construction. The  
purpose of the workshop was to  
expose local government officials  
in the Rappahannock River Basin  
in Virginia to the differences be-  
tween LID and conventional  
stormwater management practices,  
and how LID techniques can be  
incorporated into a site design to  
address stormwater runoff in a more  
cost-effective way.

Arlington County (Va.) Super-  
visor Paul Ferguson, briefed the at-  
tendees on the various conservation-  
oriented development programs in  
the county. He cited a pilot project in  
the county designed to award appro-

priate bonus density points to devel-  
opers who incorporated "green tech-  
nology" in their building designs,  
and his work with nonprofit organi-  
zations such as the Northern Vir-  
ginia Conservation Trust, a private  
nonprofit land trust, which works to  
preserve open space in Arlington.

He also recognized the efforts of  
another nonprofit, the Arlingtonians  
for a Clean Environment, which pro-  
vides environmental education and  
volunteer opportunities to county  
residents and is supported primarily  
by the Arlington County government  
under a grant from the Department  
of Environmental Services Solid  
Waste Division.

Many other speakers were on  
hand to introduce the attendees to  
the basic principles of stormwater  
management and LID, including  
Richard Street, director of the Tri-  
County/City Soil and Water Conser-  
vation District, Larry Gavan, Urban  
Programs manager from the Virginia  
Department of Conservation and  
Recreation, Neil Weinstein, execu-  
tive director of the Low-Impact De-  
velopment Center in Prince George's  
County, Md. and John Slusser, town  
manager of Wausau, Va.

Near the end of the meeting, John  
Tippett, executive director of the  
Friends of the Rappahannock, de-  
scribed the Central Rappahannock  
Roundtable Consensus Process,  
which was conceived as a joint  
project of the Center for Watershed

Protection and the Friends of the  
Rappahannock.

Tippett explained that the  
roundtable consisted of 35 mem-  
bers — from Stafford and  
Spotsylvania counties and City of  
Fredericksburg — who identified  
local codes and ordinances that im-  
pede conservation oriented site de-  
sign, and developed recommenda-  
tions on how these codes might be  
amended to foster more environ-  
mentally-friendly development.

The workshop ended with a field  
trip to view a demonstration of a  
local bioretention practice, a land-  
scaped island of plants and small  
trees that treat and control stormwater  
runoff from a parking lot in one of  
the larger shopping centers in  
Fredericksburg.

Friends of the Rappahannock and  
the Tri County/City Water Soil and  
Water Conservation District plan to  
hold another LID workshop for local  
engineers and planners in the next few  
months. For more information on the  
Friends of the Rappahannock activi-  
ties and the LID Workshop, please  
contact John Tippett at (540) 373-3448,  
e-mail at [cleanriver@pobox.com](mailto:cleanriver@pobox.com).  
Their Web address is  
[www.for.communitypoint.org](http://www.for.communitypoint.org).

(For more information on the  
NACo's education and outreach pro-  
gram on stormwater management,  
please contact James Davenport at  
(202) 661-8807)

## Attend a free, national symposium ... without leaving your desk.

### Safe and Secure: CyberSecurity and Local Government February 4—8, 2002

Log in now — at [www.riskinstitute.org](http://www.riskinstitute.org) — to receive the program's presentations.

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program during which you can learn more about managerial and technology practices that reduce the  
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Sign up in the Symposium Center now and receive a Symposium presentation via e-mail each morning.



Safe and Secure: CyberSecurity and Local Government is presented as a public service of the Public Entity Risk Institute, which  
provides information, training support, and grant funding to help improve local government  
risk management.

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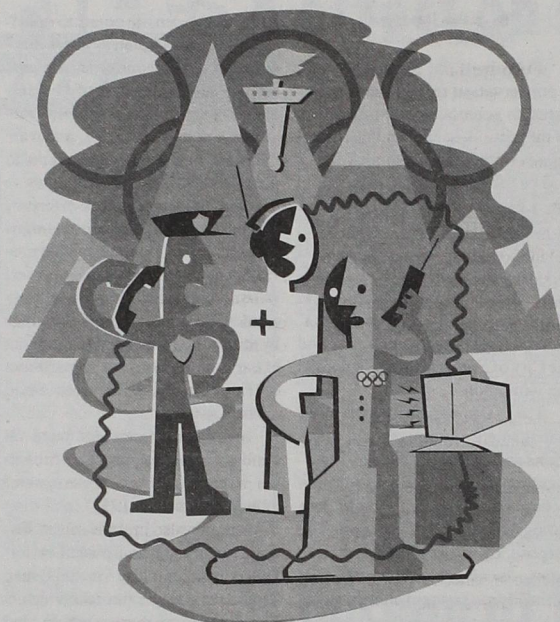


# Securing the Olympics: New radio system a gold medal contender

By RICK MURPHY  
AND ROBERT E. LEE, JR.

If you ask sports fans, they will tell you that this February, Salt Lake City will host one of the largest and most impressive gatherings of athletes in history. But ask any of us who work in public safety, and we'll tell you that Salt Lake City will be managing one of the greatest security challenges ever. For the sports fans, success will be measured in gold medals. For the public safety community, success will mean keeping thousands of people safe and happy under challenging conditions.

But like the athletes, Salt Lake City will be ready. To meet this challenge, city, county, state, and federal officials will have at their disposal a wide-ranging arsenal of new technologies and equipment to head off any threat to the peace of the games. Among their weapons: improved, interoperable communications for local, state, and federal public safety officials.



## The problem

Years before Sept. 11, public safety officials, not just in Salt Lake City but nationwide, identified a critical radio communications problem, one that could severely cripple the response time of public safety personnel in an emergency. Put simply, public safety officials from neighboring jurisdictions often could not talk to each other over their radios. Nearly a third of public safety officials indicate that emergency calls have failed because of a lack of radio interoperability.

The challenge to improve

interoperability is complex. Most of the country's public safety radio systems are old, employing outdated technology. In addition, the United States is geographically diverse and population density varies. Consequently, officials across the country have adopted different technologies to accommodate their jurisdiction's specific needs. Unintentionally, this practice has led to interoperability problems.

Closed-system architectures and proprietary technologies further compound the problem, which makes it difficult for neighboring areas to communicate when they have equip-

ment from different vendors.

The challenges are not just technical. Radio frequency spectrum, which is crucial for interoperability, is in short supply. Public safety radio frequency spectrum allotments are currently located in small bands spread over the entire spectrum, and public safety agencies are forced to compete with powerful commercial interests for additional "air space." In addition, public safety communications projects are often low funding priorities, although a national survey determined the Nation's current public safety mobile radio equipment value at more than \$18 billion.

## The solution

To address this problem across the country and to field possible solutions, the federal government established the Public Safety Wireless Network (PSWN, or "piz-win") Program.

The PSWN Program is jointly sponsored by the Department of the Treasury, and the Department of Justice (DOJ). With guidance from the Federal Law Enforcement Wireless Users Group and an executive committee composed of local, state, and federal public safety officials, the PSWN Program works with the public safety community at all levels of government. Its goal: to achieve seamless, coordinated and integrated public safety communications for the safe, effective, and efficient protection of life and property.

Long before the 2002 Winter Olympics came to Salt Lake City, the PSWN Program had identified the area as a location for piloting technical

solutions to address interoperability problems in the region. The program conducted a case study to identify the right solution to make public safety communications equipment in the region "interoperable."

The PSWN Program initially identified an optimal, long-term solution to achieve regional interoperability, a solution that would involve implementing new equipment and require extensive funding and cooperation among public safety agencies. When the Winter Olympics came into the picture, the PSWN Program looked for a more immediate, short-term solution to improve communications in the area by February 2002. The result, a console-to-console patching solution, allows current systems to interoperate at a minimal cost.

## The Salt Lake City PSWN Program

The PSWN Program designed

the Salt Lake City effort as a project to demonstrate a cost-effective solution that communities across the country could also implement. Specifically, its goals were to,

- achieve interagency communications among local, state, and federal public safety organizations
- reduce operational costs through efficient reuse of existing infrastructure and limited procurement of equipment, and
- enhance functionality of current systems through comprehensive radio coverage and seamless interoperability with minimum patcher intervention.

Working with the Utah Communications Agency Network (UCAN), Salt Lake City, Salt Lake County and the DOJ, the PSWN Program the interconnection of three main communications systems to pro-

See *INTEROPS* on page 7

## County Resources: The Public Safety Wireless Network (PSWN) Program

No man, woman, or child should lose his or her life because public safety officials cannot talk to one another. Planning for and fostering interoperability among wireless communication networks is the primary mission of the Public Safety Wireless Network (PSWN) Program.

Jointly sponsored by the Department of Justice and the Department of the Treasury, the PSWN Program helps facilitate collaboration at all levels of government (i.e., local, state, federal and tribal), and among a variety of public safety disciplines and agencies (i.e., law enforcement, fire, and emergency medical services). The program strives to achieve the vision it shares with the public safety community—seamless, coordinated, and integrated public safety communications for the safe, effective, and efficient protection of life and property.

Among the actions the program is taking in support of interoperability are:

- initiating pilot projects to demonstrate technical interoperability solutions for wireless communications public safety challenges
- hosting regional symposiums that bring together local, state, federal, and tribal public safety officials to identify the most prominent challenges limiting wireless interoperability, formulate solutions to address these challenges, and network with other public safety officials
- providing input to the Federal Communications Commission (FCC) that highlights the need for adequate, appropriate public safety spectrum resources
- establishing a national strategy — Public Safety Wireless Interoperability National Strategy — that provides proven, high-level implementation guidelines, best practices, and innovative technical and policy solutions to help the public safety community improve and implement interoperable communications networks, and
- publishing and distributing informational guides and resources related to the five key policy issues to improve interoperability: coordination and partnerships, funding, spectrum, standards and technology, and security.

## The PSWN Program and You

County officials can be integral links in helping to achieve wireless interoperability for public safety agencies in their own jurisdictions and across the nation. The PSWN Program encourages you to,

- attend and participate in a regional symposium to learn about best practices regarding interoperability
- join a group focused on improving interoperability in your state (i.e., your state's executive-level interoperability committee)
- promote the critical need for wireless interoperability and about the specific need for adequate spectrum and funding resources, and
- partner with neighboring public safety agencies to share and implement wireless interoperability solutions.

The PSWN Program is committed to assisting localities with their plans to address and improve public safety communications. To find out more specifically about how to advance the efforts of wireless interoperability or attend a PSWN Program regional symposium, visit the PSWN Program Web site at [www.pswn.gov](http://www.pswn.gov) or call (800) 565-PSWN (7796).



# INTEROPS

page 6

activity between separate dispatch consoles. As a result, multiple agencies across the Salt Lake City Metropolitan Area can now intercommunicate using existing equipment throughout the area. This solution provides the radio infrastructure support for coordinated emergency response, special operations, and disaster preparedness.

Three years after the start of the effort, residents of and visitors to the Salt Lake City area are safer because the people who help them in an emergency can talk to each other when they need to. Down the road, the State of Utah will complete the long-term solution to further increase interoperability in the region. But for now, long after the Olympic Games are over and the residents have left town, Salt Lake City will be left with a much improved public safety communications system that allows local, state, and federal public safety officials to talk to one another.

In mid-December 2001, the PSWN Program's Salt Lake City console-to-console patching pilot was completed successfully. Although Salt

Lake still faces its most intense security challenge—protecting the Olympics—this effort to improve public safety communication has already provided important findings and solutions that can be used by other cities and counties around the country.

The interoperable communications systems that are up and running will be an important element in keeping Salt Lake City and its visitors safe during the Olympics—and long afterward. This experience prepares the PSWN Program to provide best practices and implementation guidelines to assist the public safety community in similar interoperability efforts.

For more information about how PSWN can help your county, visit the PSWN Program Web site at [www.pswn.gov](http://www.pswn.gov), or call (800) 565-PSWN (7796).

(Robert E. Lee, Jr. and Rick Murphy, PSWN program managers, co-chair the Federal Law Enforcement Wireless Users Group. Prior to joining the PSWN Program, Lee was an instructor at the FBI National Academy in Quantico, Va. and the International Law Enforcement Academy in Budapest, Hungary. After working at the Department of the Interior for 23 years, Murphy now works for the Department of the Treasury.)

## 2001 Ops survey results released

By JOSEPH HANSEN  
RESEARCH ASSISTANT

NACo recently released the results of its annual Operations Survey. The survey, now in its third year, takes a look at the programs and services counties provide to their citizens.

### Results

In the wake of Sept. 11, the importance of county emergency management plans has never been greater. The results of this survey, completed before the tragic events, show that 95 percent of the responding counties have developed a disaster plan and 62 percent have strategic plans to handle acts of terrorism.

Counties continue to lead the way in other important areas as well, including the environment. Sixty-two percent of the responding counties said they are working on watershed planning or management efforts, which compares favorably to last year's 69 percent and 1999's 68 percent. A large number of counties also have authority over land use planning in their states (64 percent this year, 67 percent last year and 76 percent in 1999).

The 2001 survey also mirrored

statistics from previous years in the areas of health, human services and education about county leadership and programs. For instance, 53 percent of the responding counties reported they fund an Area Agency on Aging. In 2000 and 1999, this figure was 59 percent and 52 percent, respectively. The percentage of libraries funded by counties remains high (51 percent in 2001, 51 percent in 2000 and 2001, and 55 percent in 1999) as well. The operation of programs in this area also shows that counties play a pivotal role in providing these types of services. Thirty-eight percent of responding counties in 2001 report they operate child support enforcement programs. This number is fairly consistent with the two previous surveys (38 percent in 2000, 43 percent in 1999).

Counties also provide many different means of transportation for their constituents. In the 2001 survey, 70 percent of the respondents reported they are responsible for the maintenance of roads and bridges. This is a large task, considering that many of these counties (46 percent) have more than 500 road miles. Thirty-four percent of the respond-

ing counties report having 100 or more bridges.

Airport service is also provided by counties. Twenty-four percent answered they both own and operate an airport. This is compared to 22 percent from last year's survey and 21 percent from 1999. Combine these with other transportation services that the counties provide, such as parking lots and elder transit, and the county governments have a large responsibility in this area.

### Method

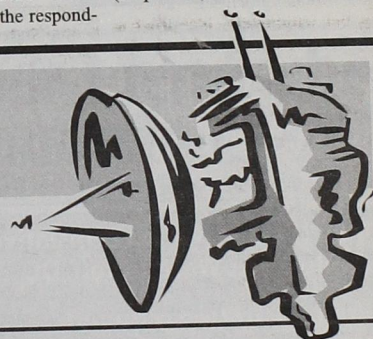
The survey group for 2001 was made up of 365 counties, of which 85 responded. That is a response rate of 24 percent. Surveys were received from counties in all four census regions (Northeast, Midwest, South and West) as well as from eight population groups.

By total number (18) and percent (31) of returned surveys, the population group of 50,000–99,999 was the most well-represented. For geographic regions, the Midwest returned both the most surveys (31) as well as had the highest response rate (32 percent).

## Mark Your Calendar for a Critically Important Satellite and Web Broadcast...

### “First Responders Combat Bio-Terrorism”

Satellite and Web broadcast on preventing and mobilizing against bio-terrorism



**When:** Thursday, March 21, 2002 • 1-3 p.m. Eastern Time (test & tone 12:30-1 p.m.)

**Where:** Satellite downlink sites nationwide and on the Internet.

**Why:** To showcase and promote a regional approach to bio-terrorism threats by county, city, state, and federal agencies, especially by the “first responders” of local government.

**Who:** Anyone responsible for a community's well being should attend—county and city officials, emergency response personnel, sheriffs, fire departments, public health officials and workers, transportation and infrastructure managers, school system administrators, power plant managers, water system administrators, etc.

**How:** The broadcast/Web cast will demonstrate the necessity for regional approaches to bio-terrorism and strategies for achieving region-wide cooperation. It will feature a simulation of various catastrophic factors

besetting a fictional community. It will also show examples of approaches counties and cities have taken for several of the factors in the simulation.

Satellite downlink sites and Web broadcast sites involving groups must register and pay a \$150 fee. An individual at a single computer (desktop) must register and pay a \$25 fee. Satellite downlink coordinates, computer passwords, and Downlink Guides will be provided when registration and payment are made.

### Sponsors:

The NACo Association of Counties (NACo)  
The National League of Cities (NLC)  
The International City/County Management Association (ICMA)  
The National Association of Development Organizations (NADO)  
The Cooperative State Research, Education, and Extension Service (USDA—CREES)  
The National Association of County and City Health Officials (NACCHO)  
The International Association of Emergency Managers (IAEM)

**Contact:** [Education@naco.org](mailto:Education@naco.org)

**More details plus press materials will be available soon.**







# Legislative Conference Workshop Schedule

A laser-sharp focus on homeland security and the flailing economy characterizes NACo workshop sessions for this year's Legislative Conference, March 1-5, in Washington, D.C.

You can choose from sessions on securing your infrastructure to securing your retirement. In between are sessions on cyber warfare and congressional warfare over election reform, welfare reform and remote sales tax collection.

There is still plenty of time to register. See the adjacent page and plan to travel to Washington, D.C. March 1-5. And see below for a list of your workshop options.

## Sunday, March 3 9:30-11 a.m.

- Forging a Local Anti-Terrorism Block Grant
- Best Practices in Delivering Human Services in an Emergency
- Protecting Workers' Long-Term Economic Security: Safe-Guarding Workers' Retirement Benefits in a Time of Great Economic Uncertainty
- Federal Budget and Appropriations Process
- Crisis Communications
- Budget Balancing Initiatives and Using a Customer Service Request System for Homeland Security Disaster Response
- HIPAA: Impact on Your Local Government

## 3:30-5 p.m.

- Will Congress Pass Election Reform Legislation This Year?
- How Safe is Our Drinking Water and Wastewater Infrastructure from Potential Terrorist Attack?
- How to Influence Congress Without Leaving Home

- Getting the Best Deals on Emergency Equipment
- Will You Be Able to Retire?
- Blended Threats and Information Warfare

## Monday, March 4 10:15-11:45 a.m.

- Counties and Endangered Species — Everything You Wanted to Know, But Were Afraid To Ask
- Will Congress Do Anything This Year on Remote Sales Taxes?
- Counties 101
- The Congressional Outlook for Reauthorizing the 1996 Welfare Reform Law
- Securing the Home Front — CDBG and HOME
- Is Your County Prepared? Public Health's Response to Disease Outbreaks — Building Community Health Surveillance
- *Inexpensive E-Government for Rural America: The NACo Solution*

## 2-3:30 p.m.

- Preparing County Officials for the TEA-21 Reauthorization
- The Role of FEMA in Promoting Countywide and Multi-County Strategies for Preventing Terrorism
- NACo/ESRI Technology Grant Training
- Enhancing County Revenue by Debt Collection
- Crisis Response: Meeting the Mental Health Needs of Your County after a Disaster
- Responding to America's Economic Crisis: Workforce Development, Public Sector Jobs and Public-Private Partnerships
- Spectrum, Interoperability and Lessons Learned



## Advanced Leadership Training Pre-Conference Seminars

The full descriptions of pre-cons can be found at [www.naco.org/events/training/schedule.cfm](http://www.naco.org/events/training/schedule.cfm)

March 1-2 at NACo's Legislative Conference, Washington, DC

Pre-registration required.  
Use Registration Form on page 9

### Pre-Conference Seminar #1 "What's That You Said?" Crafting and Developing Your County's Message

Friday, March 1, 2002 • 9:00-4:00  
Co-sponsored with The National Association of County Information Officers (NACIO)

In this NACo-NACIO program, county information officers and elected officials will learn strategies, tips, and techniques for developing and delivering their message from a veteran Washington insider and consultant to C-SPAN - John Splaine.

Splaine will provide a candid look at national and local media - from flatfoots to the bureau chiefs. He'll share his insights on what they want and what kind of message is best for which media - print, radio, TV, and web sites.

Program includes interactive role-play, message writing, and focus group feedback.

Presenter: John E. Splaine, Amos B. Hostetter, Jr. Chair, University of Denver; and consultant to C-SPAN, on Capitol Hill, Washington, DC

### Pre-Conference Seminar #2

**High Impact Communication Skills:  
Persuade, Encourage, Reassure, Convince**  
Saturday, March 2, 2002 • 8:30-12:00 noon

Clear and consistent communication is often the key to success in any endeavor. In times of confusion and change, people look to their leaders for information and reassurance. Striking the balance between enough and too much; important and inflammatory; or calming and deceiving can be difficult. In this session, learn skills that will help you take the initiative and accept responsibility for keeping constituents and staff informed in ways that build trust and confidence.

Presenter: Judith Pollock, Language At Work, Washington, DC

### Pre-Conference Seminar #3

**Leading With Influence - Overcoming  
Resistance to Change**  
Saturday, March 2, 2002 • 1:00-4:30 p.m.

This seminar will help you work more effectively with your county's greatest asset - people at all levels of county government and people throughout the community. This seminar will help you understand that people don't resist change - they resist being changed. You will be introduced to a practical framework for leadership and specific tools that will help you create a shift in peoples' minds sets and attitudes. You'll learn tools and tips for overcoming negativity and fear of the unknown.

This seminar with Enlightened Leadership is the core program in NACo's Advanced Leadership Training. It is presented at NACo, in counties, and at state association conferences.

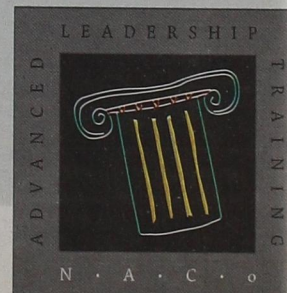
Presenter: Jo-Anne Pitera, facilitator, Enlightened Leadership International, Englewood, Colorado

### Pre-Conference Seminar #4 **Asserting County Advocacy: Our Leadership in New Times With New Challenges**

Saturday, March 2, 2002 • 1:00-4:30 p.m.

This seminar will enable you and your colleagues to expand your influence and improve your results in advancing legislative and other policy interests. You will learn ways to think strategically about good public policy and focus the county agenda at the state level with a unified voice. You'll learn first hand how county officials and their state associations, working with speaker Carl Neu are implementing insightful new approaches for their advocacy work during the 2002 state legislative sessions.

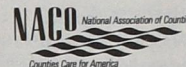
Presenter:  
Carl Neu, Jr.,  
Center for the  
Future  
of Local  
Governance,  
Lakewood,  
Colorado





# Registration Form

**NACo Legislative Conference**  
March 1-5, 2002  
Hilton Washington & Towers



## CONFERENCE REGISTRATION FORM

Please type or print clearly all applicable information requested below. Information following asterisks (\*) will appear on your Conference badge. Please make a copy of this form for your records.

### Special Services:

Please let us know if you require any special assistance by attaching a separate sheet outlining your needs.

\*Last Name \_\_\_\_\_  
\*First Name \_\_\_\_\_  
\*Title \_\_\_\_\_  
\*County/Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
\*State \_\_\_\_\_ Zip Code \_\_\_\_\_  
\*Badge Name \_\_\_\_\_  
Telephone (\_\_\_\_) \_\_\_\_\_ Fax: (\_\_\_\_) \_\_\_\_\_  
Email \_\_\_\_\_

Spouse Full Name \_\_\_\_\_

Youth Full Name \_\_\_\_\_

Spouse and youth registration fees include admission to all General Sessions, the Conference Reception and Luncheon.

### REGISTRATION FEES

Check box that applies

	EARLY postmarked by 1/31	ADVANCE postmarked after 1/31 & On-Site
Member County	<input type="checkbox"/> \$385	<input type="checkbox"/> \$435
Corporate Member	<input type="checkbox"/> \$385	<input type="checkbox"/> \$435
Non-member County	<input type="checkbox"/> \$485	<input type="checkbox"/> \$535
Other Government	<input type="checkbox"/> \$435	<input type="checkbox"/> \$485
Private Sector	<input type="checkbox"/> \$510	<input type="checkbox"/> \$560
Spouse	<input type="checkbox"/> \$ 95	<input type="checkbox"/> \$110
Youth	<input type="checkbox"/> \$ 95	<input type="checkbox"/> \$110

### Pre-Conference Workshop #1

(Co-sponsored with the National Association of County Information Officers - NACIO):

*"What's That You Said?"*

*Crafting and Developing Your County's Message*

Individual	<input type="checkbox"/> \$150	<input type="checkbox"/> \$150
Team (3 or more)	<input type="checkbox"/> \$140	<input type="checkbox"/> \$140

### Pre-Conference Workshop #2:

*High Impact Communication Skills: Persuade, Encourage, Reassure, Convince*

Individual	<input type="checkbox"/> \$ 75	<input type="checkbox"/> \$ 75
Team (3 or more)	<input type="checkbox"/> \$ 65	<input type="checkbox"/> \$ 65

### Pre-Conference Workshop #3:

*Leading with Influence - Overcoming Resistance to Change*

Individual	<input type="checkbox"/> \$ 75	<input type="checkbox"/> \$ 75
Team (3 or more)	<input type="checkbox"/> \$ 65	<input type="checkbox"/> \$ 65

### Pre-Conference Workshop #4:

*County Advocacy - Asserting Our Leadership in a New Time with New Challenges*

Individual	<input type="checkbox"/> \$ 75	<input type="checkbox"/> \$ 75
Team (3 or more)	<input type="checkbox"/> \$ 65	<input type="checkbox"/> \$ 65

### PAYMENT METHOD Select One

☐ Check ☐ VISA ☐ MasterCard ☐ PO or Voucher ☐ AMEX

Card Number: \_\_\_\_\_

Exp. Date: \_\_\_\_\_

Signature: \_\_\_\_\_

### PAYMENT POLICY

Conference registration fee **MUST** accompany this form. Send check, voucher or company purchase order, made **payable to the National Association of Counties, to the Conference Registration Center**. A purchase order will only **HOLD** a registration. All fees must be paid in order to obtain your badge and event tickets at the conference.

### CANCELLATION POLICY

Refund of Conference registration fee, less an administrative fee of \$50 (or 1/2 of spouse/youth fee) will be made if written notice of conference registration cancellation is postmarked no later than **January 31, 2002**. Cancellation requests of any registration postmarked February 1, 2002 or later will be subject to an administrative fee equal to one-half of the registration fee. After **March 6, 2002**, NO REFUND REQUESTS WILL BE HONORED. Sorry, no telephone cancellations can be accepted.

### NEW TO NACo? (Please check any of the statements below that apply to you.)

☐ My county is a new NACo member ☐ This is my first NACo Conference  
☐ I am a newly elected county official

## HOTEL RESERVATIONS

YOU MUST REGISTER FOR THE CONFERENCE IN ORDER TO REQUEST A ROOM RESERVATION. Please return your hotel reservation preference with your conference registration.

Please check here if you do not require hotel accommodations: \_\_\_\_\_

Last Name \_\_\_\_\_

First Name \_\_\_\_\_

Prefix (circle one) Mr. Mrs. Ms.

Arrival Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ Departure Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

**Suites:** All suite requests must be made through the Conference Registration Center. Please indicate your needs and you will be contacted with rates and availability:

**Special Services:** If you require any special assistance, please attach a separate sheet outlining your needs.

## HOTEL PREFERENCES

1. Indicate your first choice with a "1". Then, number other choices from 2 to 6 in the order of preference. If your first choice is unavailable, a reservation will be made at the next available hotel according to your ranking.
2. Each reservation requires a one-night deposit at the time of booking in order to secure/guarantee reservations. **Please note: A one-night deposit may be charged to your credit card by the hotel at the time the reservation is made.**

RANK	HOTEL	SINGLE	DOUBLE
_____	Hilton Washington & Towers	\$160	\$180
_____	Hilton Washington - Tower Level	\$203	\$235
_____	Washington Courtyard	\$160	\$177
_____	Churchill Hotel	\$158	\$178
_____	Jurys Normandy Hotel	\$137	\$154
_____	Omni Shoreham Hotel	\$157	\$157

Please check one of the following:

☐ Single (one person) ☐ Double (two people)

Roommate Information:

If you are requesting a "Double" room, please indicate the 2nd person's name.

## HOTEL DEPOSIT

Please complete the credit card information below. We will request your room and send you an acknowledgement of your room request. Your room will not be guaranteed until proper payment has been received. Proper payment must be received by the hotel by **January 21, 2002**, or your room will be released.

## HOTEL CONFIRMATION

The NACo Conference Registration Center will send you an acknowledgment within two weeks of receipt of this form. The hotel will also send you a confirmation after your credit card is confirmed or payment is received.

**Send check payment for hotel reservations directly to the hotel.** Please bring your confirmation to the hotel for prompt check-in.

## CREDIT CARD AUTHORIZATION

☐ Visa ☐ MasterCard ☐ American Express

Card Number: \_\_\_\_\_

Exp. Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Cardholder's Name: \_\_\_\_\_

Signature: \_\_\_\_\_

The NACo Housing Center is authorized to use the above card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to arrive for my assigned housing at the confirmed date, or if I depart earlier than I have confirmed, unless I have canceled my reservation with the hotel at least 72 hours in advance.



## RETURN COMPLETED FORM TO:

NACo Conference Registration Center  
PO Box 26307, Akron, OH 44319

Conference registration may be faxed to (330) 963-0319

For any questions, please call (330) 425-9330

On-line registration available at [www.naco.org](http://www.naco.org)



# A Front Line Report: Safeguarding America's Communities from Terrorism

Below is the full text of the speech delivered by NACo President Javier Gonzales at the National Press Club, Jan. 28.

It is truly an honor to be speaking here today. Growing up in Santa Fe County, I never dreamed that I would have an opportunity like this—speaking at the National Press Club, where Presidents, national leaders, diplomats and heads of state from other countries have stood at this podium.

But that is what makes America so great. And why I love this country.

Throughout our country's history our strength has been evident in times of adversity and crisis. That strength and the greatness of our nation were again seen in the aftermath of the September 11th terrorist attacks. The outpouring of love and sympathy and the willingness to contribute and volunteer was truly inspiring.

Let me say how proud I am of the police officers and firefighters who risked and lost their lives to save others on September 11th. What is amazing is that men and women like them risk their lives every day, often without anyone noticing.

Our thoughts and prayers also go out to the victims of this tragedy and their families. Our legacy in their name will be to protect future generations. It is painful for all of us to think about that day.

*But we must never forget the thousands who lost their lives.*

*We must never forget the attack against our institutions.*

*We must never forget the challenge to our freedom.*

President Bush's decision for America to wage this war is the correct one. Internationally, we must stop terrorism and track down the perpetrators of the September bombings.

At home, the war is focused on making our homeland secure, and county governments have been drafted into this battle. We accept this role willingly. County public safety, public health and other workers have always been on the front line in the fight to protect the people of America and safeguard our communities.

These county workers are average men and women. They are your neighbors, belong to your church, and have children that attend school with your children.

When a crisis hits, these workers are always the first to respond. They play a key role, whether it is a natural disaster or a terrorist attack.

They are responsible for putting out fires, enforcing the law, caring for the injured, organizing evacuations, establishing quarantine areas and informing the public.

The critical job facing counties now is to prepare, prevent and minimize. They must prepare emergency response plans, work with other levels of government to prevent future attacks and develop methods for minimizing the effects of new attacks.

County officials across the country support President Bush in the war against terrorism, and recognize that in this battle all Americans have a role to play because it affects the future for everyone.

My wife and I have a beautiful three-year-old daughter, Cameron. Fortunately, she knows very little about September 11th. She can, however, now sing a wonderful version of "America the Beautiful," which touches my heart each time I hear her sing it.

But even if she were aware of the devastation caused by the attacks, it would be impossible for her to comprehend the evil that caused the tragedy. Frankly, I have a difficult time understanding it.

But what I do understand is that my job as a father, a county official and an American is to ensure that she and other children, like her, grow up secure and able to enjoy freedom and a good quality of life.

The acts of September 11th changed our world, and as a nation we were fearful and angry. But soon thereafter, deep within our emotions, we found strength, bravery and compassion.

As we now know, this battle against terrorism will be long and difficult. To ensure a comprehensive response, NACo has developed a "Call to Action," which requires cooperation among different levels of government, the involvement of all Americans and strong action by President Bush and Congress.

This is our six-point plan for securing our homeland:

- **Number 1.** Establish a Homeland Security Tax Credit
  - **Number 2.** Rebuild the Public Health System
  - **Number 3.** Approve the Homeland Security Block Grant
  - **Number 4.** Ensure that Homeland Security Director Tom Ridge has authority to direct needed resources
  - **Number 5.** Establish a Homeland Security Fund to provide needed money to state and local governments
  - **Number 6.** Strengthen the ability of public safety departments to communicate
- President Bush must address these proposals in his State of the Union tomorrow, and then Congress needs to act quickly on them. I have a letter here that we will deliver to the White House this afternoon outlining our plan.

Let me start first with the tax credit. Establishing a Homeland Security Tax Credit would allow businesses and corporations to make contributions showing the same generosity they exhibited in the immediate aftermath of September 11th.

A federal tax credit has numerous advantages. It would spur investment in communities, build capacity for local security measures and provide tax relief to businesses.

A tax credit would enable a company to make a direct contribution to homeland security in its community. The company could, for example, donate \$2,000 directly toward building its county's security infrastructure. The donation could be used for purchasing fire trucks or police cars, communications equipment for first responders, or high-tech security for water or power facilities.

That company could then claim a \$2,000 tax credit. This provides benefits to everyone. It will stimulate the economy, give counties and other local governments needed resources, and allow the company to do its part to protect our homeland.

Our second proposal deals with the Public Health System. No one disputes that the system needs to be improved. There are 3,000 public health departments in the country and nearly all are understaffed and underfunded. Estimates suggest that 15,000 more public health workers are needed nationwide.

Congress recently appropriated \$865 million for state and local health departments. This is an excellent first step. But the President and Congress must make a long-term commitment to improving the system.

The system critically needs funding for training of medical and administrative staffs along with upgrading computers, communication technology and infrastructure elements. Many departments are so underfunded, understaffed and under trained that they are not ready to effectively handle a major crisis.

To get an accurate reading on the situation nationally, NACo recently conducted a survey of county health departments. We are releasing the results of that survey today, which show that less than 10 percent of the county health departments in the country are fully prepared to respond to a bioterrorism crisis in their communities. Of the counties with populations above 250,000, none said they are fully prepared.

Twenty-one percent of the counties say they are not prepared at all to handle a bioterrorism crisis. Most of the counties in this category are the smaller, rural counties.

For a chemical warfare crisis, only 5 percent say they are fully prepared and 43 percent say they are not prepared at all.

The greatest obstacle to becoming prepared is funding. Forty-two percent listed funding as the greatest problem that would prevent an appropriate and timely response. Insufficiently trained medical staff and insufficiently trained administrative staff, both at 40 percent, followed funding as other obstacles.

A conversation with a county health director in Iowa, who participated in the survey, reveals how drastic the situation is.

*He has no staff.*

*He has no funds.*

*And he has no supplies.*

The health director was asked to come up with an emergency response plan. If he were faced with a major public health incident, he said, his three-point plan would go something like this:

*Call for help.*

*Hope someone comes.*

*Stack the bodies in the gymnasium.*

This is a terrible situation. We cannot continue to risk the health of the American people. Improvements must be made immediately and a long-term plan for rebuilding the system must be developed. (pause)

Our third proposal, calling for a Homeland Security Block Grant, was addressed when President Bush announced last week to provide \$3.5 billion for localities in a block grant to use for anti-terrorism activities. We applaud the President's action. We are also pleased that Congressional leaders have indicated they will act quickly to approve this proposal.

Our one concern is that this money must be allocated directly to counties

and cities. It should not be passed through states. Direct allocation will ensure that the resources are spent on local programs as the President intends and not lost in a state legislature or in state political battles.

This block grant would enable local governments to enhance regional planning and coordination toward preventing, preparing for and managing a response to terrorism.

It will allow counties to plan and implement emergency management plans, improve capacity to fight fires, increase police intelligence of terrorist activities, and raise security levels for key local facilities.

A NACo survey conducted late last year showed that 94 percent of all counties have emergency plans to deal with disasters, but that only 49 percent have plans to deal with terrorist activities.

The good news is that nearly 100 percent of all urban counties have plans to respond to terrorism. But the bad news is that many rural counties have no plans and some of these rural counties surround federal installations.

In my state, the Los Alamos National Laboratory is bordered by rural counties that are not equipped to deal with a major terrorist attack.

And almost all counties need additional resources to put their emergency plans in place and to improve their infrastructures.

This funding is essential because, like many businesses, counties are feeling the impact of the recession. Revenues are down making it difficult to fund essential services. Additional local funding for homeland security is stretching already tight budgets.

Our fourth point recommends that Homeland Security Director Tom Ridge be given absolute authority to direct spending for homeland security. This will go a long way toward ensuring the effectiveness of his operation.

In Washington, the reality is that money is power. Success in bringing together departments, agencies and other levels of government to implement a comprehensive homeland security plan without the authority to deliver funds is not possible, but would be extremely difficult.

Both the block grant and the Homeland Security Fund should be allocated at the discretion of Governor Ridge's office. The Homeland Security Fund, our fifth point, provides a way for all Americans to have a role in fighting terrorism. The fund would be established to supplement—not supplant—federal, state or local funding.

To provide revenue for the fund, we recommend that the federal government sell Homeland Security Bonds like those sold during World War II. Money raised would be distributed from the fund to local governments.

Homeland Security Bonds would allow people to participate in the war effort, keeping Americans engaged in this struggle and involved in the solution.

The stories of young students raising money and communities holding bake sales and car washes to help buy fire trucks for New York City and support the

victims of the tragedies, makes me believe that there is plenty of goodwill among our citizens and that this proposal will have widespread support.

Americans should also have the option to donate to the fund by checking a box on their income tax returns. A contribution from Americans filing taxes would make a big impact.

In times of crisis, the most important elements are cooperation and communication among responding agencies, providing telecommunications by strengthening the ability of public safety departments to communicate with each other, our final point and is essential for securing our homeland.

The HERO Act, which Congress should approve, would open up the use of communication by freeing the megahertz band, allowing first responders to work across county and department lines. A coordinated response is our defense in any crisis situation.

This six-point plan is a comprehensive proposal that involves all levels of government and all Americans in this fight. We must take this action to preserve our freedom and make our homeland secure.

The attack on September 11th is the first time that our nation has been challenged so completely. Pearl Harbor was the one that is familiar to most of us, but there was another attack that also was devastating.

In the summer of 1814, Washington, D.C., the new capital of our nation, was under siege. Invading British troops marched down Constitution Avenue, looting and destroying every building connected to the government, including the White House—only a few blocks away where we are today.

For a young nation struggling in infancy, this was a terrible blow. They were people who thought that the nation itself, would not survive. But survive it did and grew stronger because of resolve and a strong belief in freedom.

James Madison, who was President during that war, was confident in our nation's future and prophetic when he said in his State of the Union Address in 1813: "The war has proved...that our government, like other free governments, though slow in its early movements, requires, in its progress, a force proportioned to its freedom."

A powerful force of freedom is rising in us now. We must harness that force and use it to ensure our readiness. Not in Washington in 1814, at Pearl Harbor or on September 11th, though danger was eminent. We must never get that the threat of future attacks is a reality.

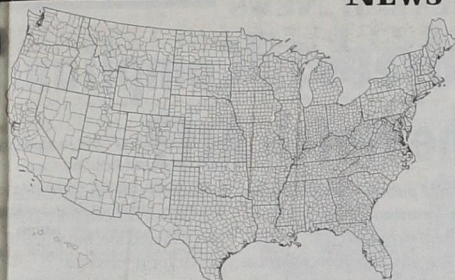
American firefighters, police officers and public health workers are on the line, serving and securing America as we arm our forces overseas with the latest equipment—as we should do. We need to think about our children and our state and local government with the tools to defend our homeland.

Thank you.

*Javier M. Gonzales*



# NEWS FROM THE NATION'S COUNTIES



## CALIFORNIA

In an effort to promote economic development along one of its west corridors, **FRESNO COUNTY** has entered into a partnership with six cities.

The project was awarded a \$100 Federal Highway Administration grant to finance a transportation and economic development study. According to an article in *The Fresno Bee*, the agreement will look at issues that affect the county and cities such as economic development, telecommunications, and aesthetics.

This is not the first time Fresno County, where the Public Works Department maintains the largest road system in the state, has collaborated with cities and towns along its borders.

While past projects have focused on identifying specific roadways, the Union Avenue project goes much further. This project will include modifying policies and procedures considered obstacles to the creation of industrial and commercial sites along the way; identifying development areas to give each community its identity; synchronizing traffic and accommodations for mass transit; and improving rural transit.

According to a recent article in *Los Angeles Times*, about 50,000 property owners in southeast **LOS ANGELES COUNTY** will no longer be protected by the federal government to obtain flood insurance now that a \$100 million restoration project along the Los Angeles River is complete.

The project, completed five years ago, cost \$154 million under budget, and reduced the flood risk for property owners in 11 cities and unincorporated areas.

Since 1998, about 250,000 property owners have paid an estimated \$100 million for the mandated insurance. When the Army Corps of Engineers said the lower river could not sustain a so-called 100-year flood, FEMA maps were redrawn to indicate risk and lenders insisted on insuring with annual premiums of about \$100 a year.

Many policyholders considered the new maps a "flood tax" and constantly lobbied politicians.

Championed by local politicians, including County Supervisor Don

Knabe, the restoration project called for raising the riverbanks, or levees, by four feet or more on each side. The work was conducted by the Corps of Engineers and workers from the county department of public works.

## FLORIDA

It's not every day a county department is faced with the "dilemma" of spending millions of available dollars on an assortment of projects, but that's just what the **BROWARD COUNTY** Housing Authority is facing.

The \$3.3 million available comes from federal allocations for Section 8 housing vouchers since the 1970s. The amount received by the county has surpassed the amount going to help people with housing. Now, with more than \$13.3 million reserved, the Authority has approved spending a portion of the money.

Some of the proposed expenditures include central air conditioning for public units; landscaping improvements; handheld computers for managers and property inspectors; reading programs; and purchasing additional property after selling some properties to permanent tenants.

## MICHIGAN

The Michigan Association of Counties (MAC) is no longer meeting face to face with members from **GENESEE COUNTY**. Instead, with the help of the Michigan State University Extension's videoconferencing system, the Genesee council was able to receive an up-to-the-minute legislative report in addition to an open question and answer session.

MSU Extension offices throughout the state received the necessary videoconferencing equipment in an attempt to enhance technology and communication. The county department heads took advantage of the Extension office's location across the street from their usual meeting location to include MAC in recent meetings.

Armed deputies will soon replace unarmed security guards in several **OTTAWA COUNTY** courthouses. At a cost of \$324,000 annually, five, non-certified officers will protect the courthouses in Grand Haven, Holland and Hudsonville.

Two deputies will replace the private security firm at Grand Haven

working the entrance to the building and roaming the building. Two deputies will also be assigned to the Holland district courthouse and one deputy will split time between the Hudsonville and Fillmore Street complex courthouses.

Because the officers are non-certified, they do not have the power to make arrests, however, judges in the courthouse can instruct the deputies to make arrests.

## NEW YORK

Recently, **SUFFOLK COUNTY** Executive Robert Gaffney and Presiding Officer Paul Tonna signed new local legislation that will toughen existing regulations against distributing free tobacco products in public places countywide.

The law prohibits the distribution of free promotional samples of cigarettes, cigars, chewing tobacco, powdered tobacco, herbal cigarettes or other tobacco products to any person, adult or minor, within the county.

Tonna introduced the resolution in August after a tobacco company contacted the Department of Health Services regarding plans to distribute free cigarettes in county bars. The goal of the bill was to extend the county's original 1990 ban to cover adults as well as minors in a more stringent manner. The only exceptions to the ban now are distribution at private, social functions and coupons redeemable by individuals in face-to-face transactions where age can be verified.

In his 2002 budget, Gaffney dedicated \$3.3 million of the county's share of the national tobacco settlement to the Department of Health Service's comprehensive tobacco control program.

## OHIO

While many counties have increased the shifts of sheriff's deputies to 12-hour shifts in wake of the terrorist events of Sept. 11, the **GEAUGA COUNTY** recently instituted 12-hour shifts as a way to save money.

When the county commissioners cut 5 percent from the budget, the department suddenly had to find ways to save \$300,000. By changing the schedules to two shifts per day (5 a.m. to 5 p.m. and 5 p.m. to 5 a.m.), the department was able to eliminate part-time overlap help at a savings of \$40,000.

And the deputies, who actually suggested the change in shifts, are enjoying the benefits their new working hours provide.

"I really enjoy it," Lt. Tom McCaffrey told a local television station. "Although it's a lot of work — 12 hours — you get a lot of time off, which I can spend with my kid."

Currently, the idea is on trial and if, in six months the program is still

working and creating savings, the eight-hour workday will be eliminated entirely.

While the odds are great that many county employees were among the thousands who carried the Olympic torch on its way to Salt Lake City, **HAMILTON COUNTY** gave *County News* a heads up about one of its very own torchbearers. Lois Smith, administrative technician at the Millcreek Treatment Plant Central Maintained Facility, was one of the torchbearers for Cincinnati on Dec. 18 in the Salt Lake Olympic Torch Relay. Smith was selected based on her participation in numerous community activities and services.

Smith has always taken an active role at MSD (Metropolitan Sewer District) fund drives such as United Way and the Saint Nicholas Brigade. She walked for multiple sclerosis (MS) for the past 11 years and is one of the top 50 contribution collectors in the southwest region. This year Smith collected \$1,800 of which she credits the majority to her fellow MSD employees.

## OREGON

Farmers in **KLAMATH COUNTY** are concerned that the U.S. Bureau of Reclamation has not released an operating plan for the 2002 season despite a snowpack that is 131 percent of normal.

In early summer 2001 (*County News* June 18, 2001), a drought forced the Bureau to cut off irrigation water to 220,000 acres of farmland in the Klamath Reclamation Project irrigation system. According to the Bureau, there was not enough water for both irrigation and fulfilling the Endangered Species Act, which mandates the protection for endangered suckers and threatened coho salmon.

In a move that prompted the posting of federal police at the irrigation canal, protestors ignored federal no-trespassing signs and pried open the headgates.

Because the Bureau has yet to release the irrigation plan, the U.S. Fish and Wildlife Service and National Marine Fisheries Service cannot issue biological opinions. These opinions could begin a fresh battle between conservationists and farmers.

Klamath Water Users Association Executive Director Dan Keppen said he hopes the delay indicates that the agencies involved are taking a wider view of the implications of their decisions but that ultimately, Keppen said it's hard to get a clear assessment of where they stand on this year's water availability.

One thing is certain though; the Klamath county farmers now have the ear of President George W. Bush. On a recent flight on Air Force One, Rep.

Greg Walden and Sen. Gordon Smith spent one hour of the two hours allotted with the president, discussing the water situation.

## TEXAS

The **EL PASO COUNTY** Commissioners Court is considering giving disabled homeowners a break on their property taxes.

The proposed changes would raise the county's residential homestead exemption for the disabled — not including those with military service-connected disabilities — from \$15,000 to \$20,000. These changes would make the exemption for the disabled the same as the exemption for homeowners older than 65.

Several commissioners appear ready to pass the changes, but County Judge Dolores Briones is worried how the changes may affect the local hospital and wants a legal opinion from the county attorney's office first.

The county collects nearly \$65 million in property taxes a year and would lose about \$81,000 by raising the current exemption for the disabled to \$20,000.

## WASHINGTON

A new master plan for the Off-Road Vehicle Sports Park in **THURSTON COUNTY** that is intended to make the park self-sustaining in five years, could actually force some park-goers to stay away.

The plan suggests reducing the number of organized events by more than half as well as increase use fees, invest in improvements to the park and increase promotion to the park.

The park receives about \$100,000 a year in state grants, but county officials worry, that in light of the current economy, the grants may be cut.

"We've been on the brink of closure, and that's one of the things we want to address with this master plan process," County Parks Director Michael Welter told *The Olympian*.

The proposed plan was met with opposition from many frequent users who said the plan would alter the character of the park and push away dedicated users who volunteer time to improve the park.

"We needed a master plan, but I'm feeling this master plan is not a good one," said Angie Mareck, a member of the Pacific Northwest 4-Wheel Drive Association.

County commissioners will consider public testimony as they review the proposed master plan and whether to adopt it. In the meantime, park officials say they are holding off scheduling some events for the park this year.

(News from the Nation's Counties is compiled by M. Mindy Moretti, senior staff writer. If you have news, please call (202) 942-4223 or e-mail [mmoretti@naco.org](mailto:mmoretti@naco.org).)



# Hats Off to...

## 2001 Achievement Award Winners... Libraries

### Relax and Read! Adult Summer Reading Program Henrico County, Va.

Summer programs to encourage reading for children and teens have been provided for many years by the Henrico County, Va. Public Library. Adults, however, also wanted and needed a summer reading program. The *Relax and Read!* program was developed and offered to Henrico County library users during summer 2000.

The intention was to design a program that met the busy schedules of adults. A reading log to record reading or listening selections was devised, as well as genre reading suggestions. The reading suggestions took the form of colorful bookmarks that participants could easily pick up and use. Awards for reaching goals were offered by the Friends of the Henrico County Public Library.

The Friends are volunteer library advocates whose donations of time and money benefit libraries at the branch and systemwide levels. Mugs were designed with a theme logo and were earned after reading or listening to eight books.

Gift certificates to restaurants located within each library community were offered as a grand prize drawing at each of 11 participating libraries. The idea of a reading program combined with awards seems to motivate people to explore and expand reading interests. The program cost a total of \$3,525. The Friends funded \$2,250 while the library funded the additional \$1,275.

The summer reading program for adults was the first effort to target the general adult population of library users who may not be interested in joining a book talk group, but would still like to maintain personal reading interests. An author visit was scheduled during the program for adults interested in a lecture program.

The objectives of the program were to encourage and share the enjoyment of reading, promote the collections of the Henrico County's public library and its reader advisory services, and to increase usage of the collections and library services.

By all accounts, measured against the goals, the program proved successful. The final statistics show 1,293 participants and 547 who finished the eight-item requirement and received a mug.

### Disability and Sensitivity Awareness Puppet Shows Macomb County, Mich.

Nothing ever comes easy to children with disabilities. This includes school, using the library, and explaining or defending their differences to fellow classmates. By providing free puppet shows in schools and in libraries with life-sized puppets that have physical disabilities, the Macomb Library for the Blind and Physically Handicapped (LBPH) is making children aware that their peers' differences are nothing of which to be afraid.

The need for the program arose when the LBPH realized that children with disabilities were at a disadvantage over their "non-handicapped" peers. Students with disabilities were teased and not understood by their fellow classmates. Because of the teasing, the students with disabilities felt less comfortable in carrying out their daily school activities.

In October 1998, LBPH's director wrote a federal grant requesting funds to purchase 24 child-sized disabled puppets, scripts and props. The funding was awarded in February of 1999. The puppets, script and props cost \$23,699. For this program, only two puppeteers are needed, a librarian and the LBPH Talking Book Consultant.

In the program's first year, the LBPH booked 164 shows with a total attendance of 10,593 people. This averaged about 65 people per show. In 2000, with booking limitations placed on the puppeteers, there were 129 shows with a total attendance of 7,745 people.

*(Hats Off To ... was compiled by Joseph Hansen, research assistant, and features 2001 NACo Achievement Award winners. For more information, call (202) 661-8834.)*

## RESEARCH NEWS Are Your Employees in Compliance with the Hatch Act?

Since this is an election year for many county governments, it is a good time to provide a reminder about the federal Hatch Act and how it applies to county government employees.

The Hatch Act was originally written to restrict the political activities of employees of the executive branch of the federal government, the District of Columbia government and certain state and local agencies.

In 1993, Congress passed amendments to the act that allowed federal and D.C. government employees to engage in many political activities. These amendments did not alter the restrictions on state and local employees.

Local government employees covered by the Hatch Act are those who are principally employed by state or local executive agencies who work for programs financed, in whole or in part, by federal loans or grant funds.

Under the current Hatch Act, county employees who are paid with federal funds may,

- run for public office in nonpartisan elections
- campaign for and hold office in political clubs and organizations
- actively campaign for candidates for public office in partisan and non partisan elections, and
- contribute money to political organizations and attend political fundraising functions.

Under the act, county employees who are paid with federal funds may not:

- be candidates for public office in a partisan election
- use official authority or influence to interfere with or affect the results of an election or nomination, or
- directly or indirectly coerce contributions from subordinates in support of a political party or candidate.

Several opinions issued by the U.S. Office of Special Counsel addressed questions raised by covered employees:

**When would a covered employee of a county department of social services have to resign in order to run for district attorney in a partisan election in that county?**

The prohibition against political activity extends to all preliminaries leading to a formal announcement, such as canvassing or soliciting support and any other preparatory activities, not just to the formal announcement of candidacy.

**If employment in a covered county position as emergency services director is part-time and the majority of the individual's income is derived from a**

**non covered position, is running for office in a partisan election a violation of the Hatch Act?**

The special counsel concludes that the individual is not covered by the Hatch Act because more time is devoted to and more income is earned from the non-federally funded position. Therefore, the Hatch Act would not prohibit the individual from running for election in a partisan election.

**If an employee works for a county program that is 75 percent funded with federal funds and the money is used for general operating expenses, is the employee considered covered by the Hatch Act and therefore unable to run for public office in a partisan election?**

The individual employee clearly has duties in connection with a federally funded program and is prohibited from running in a partisan election.

**Can a covered employee be appointed to fill a vacancy for an elective office?**

Yes, a covered employee may be

appointed to finish out the unexpired term of an officeholder elected in a partisan election, but will not be able to run for re-election.

**Can a covered supervisor or employee be appointed to a fundraiser in the workplace?**

No, a covered supervisor violates the act by advising employees that they may purchase tickets to a fundraising event.

**What are the penalties for violation of the act?**

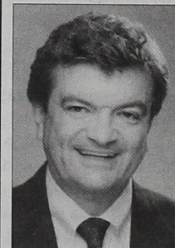
Dismissal of the employee who commits the violation or forfeiture of a portion of federal assistance is equal to two years salary of a violating employee.

*(Information from the Political Activity and the State and Local Government Employee, a fact sheet by the U.S. Office of Special Counsel and the Office of the Special Counsel's Web page at [www.osc.gov/hatchact.htm](http://www.osc.gov/hatchact.htm) was used in this article.)*

*(Research News is written by Jacqueline Byers, director of research.)*

## NACo ON THE MOVE

### NACo OFFICERS / COUNTY OFFICIALS



Randy Johnson

• The National Institute of Justice recently appointed Hennepin County Minn. Commissioner **Randy Johnson** to the National Institute of Justice Force of Interoperability.

Johnson has led efforts to implement a Twin Cities Metro 800 Megahertz communications system that will include more than 200 local governments.

• NACo First Vice President **Karl Miller** of Boone County, Mo. and Supervisor **Jean Raymond** of Saratoga County, N.Y. made a presentation on Jan. 21.

at the Transportation Research Board meeting in Washington, DC. The session was organized by the Federal Highway Administration and included representatives from the Montana and Wisconsin departments of transportation.

• On Jan. 17, President **Javier Gonzales** addressed the annual conference of the Delaware Association of Counties in Dover.

• President **Javier Gonzales**, President-Elect **Ken Mayfield** and First Vice President **Karen Miller** attended the annual meeting of the State Association Presidents/Executive Directors Jan. 9-11 in Washington, D.C.

### NEW STAFF

**Scott Stefan** joined the NACo IT staff in mid-January as a network administrator. His duties at NACo will include working on network projects and issues, a system upgrade and PC support. Stefan has a wealth of experience performing technical support and network administration. He previously held positions at Crovis Corp., Legg Mason and Shire Laboratories.

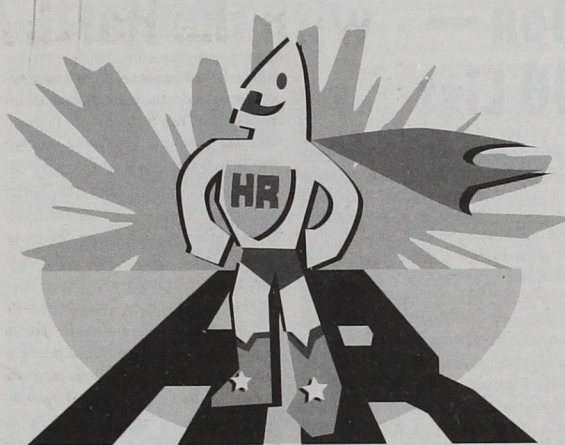


Scott Stefan



# THE H.R. DOCTOR IS IN

## Behold ... the Age of HR



### The revolutionary helps develop the next generation of colleagues.

he "Age of HR" is coming to an end near you! Public sector human resources is in the midst of a revolution no less important and full of opportunity than when civil service began to replace the spoils system of our generations ago.

There is no choice about participating in this revolution. Its effects are inevitable. The choices facing administrators are to embrace the changes coming our way and make the most of them, or resist and cling to old processes and approaches of a bygone model.

For the other option is to consider the advantages of early retirement. Retirement option will be very attractive to many since it is often thought of as a means of escape from the discomfort which can accompany change.

In many places, when the agency head or Personnel or HR is mentioned, eyes glaze over with thoughts of paper-intensive, plodding operation, which may not understand the needs and interests of the agencies.

However unjustly, HR is often accused of pouring epoxy into the joints of government. The layer of entitlements, process restrictions, and bureaucracy which we find in many agencies, especially large ones, retards the government's ability to react to changing circumstances and to be nimble in a world where movement as fast as a banana slug is not rare to help meet service expectations and urgent situations.

Most HR Doctor articles have focused on the need for change in the public service paradigm and the need for the simple gift of exceptional customer service. Getting to nimble and exceeding expectation is what the Age of HR is all about.

One consulting firm estimates that the number of HR transactions increased by 224 percent over the last five years. That increase in pace reflects the complexity of doing public service business.

Will the number of staff members, or the budgets of HR operations increase by anything like 224 percent? "Unlikely" is the short and simple answer.

The real answer is to participate in the HR revolution. In fact, the business of being an HR revolutionary is monopolized by the HR staff! All managers and supervisors are HR professionals. All elected officials have a stake in the success of the HR revolution. Imagine trying to operate an efficient and successful sheriff's office, mental health agency, public

works or parks department, finance operations — any public agency today — if the human resources components are failing! The liabilities are simply too many and too serious.

Fortunately, the HR revolution features ample opportunity to improve processes, harness technologies and change attitudes to an extent which will benefit an entire organization! What does the uniform of an HR revolutionary look like?

It features a proactive advocacy for ethics and service. The HR revolutionary also takes a daily dose of innovation and develops a positive vision of the future to articulate and share with others. This is a vision of what could be rather than what is or what was. Add a strong mixture of the philosophy of "Don't walk by something wrong" and stir in the ingredients of recognition and appreciation of the efforts of others.

The revolutionary helps develop the next generation of colleagues, engages in active community service and involvements and believes that "...fun is the most important discipline of all."

The world of HR change reflects the greater mobility of the workforce, its growing technological power, the competition faced by agencies to attract and retain the best and the brightest, and changing demographics. The latter will feature an aging workforce, the departure of the current generation of administrators, and concern about workforce skills and work habits.

HR has a critical role in representing the agency in meeting every one of these challenges. That role can be successful and the revolution

can be won if Seven HR Essentials are fostered. They begin with reducing the risks of acute HR liabilities, such as workplace violence, sexual harassment and race and gender discrimination. Second, recruitment and retention success must be increased by applying tools such as the Internet, creating a career center, using imaging technologies and even outsourcing certain services.

A third step in the new HR is really a very ancient one — serve the client at the client's convenience in a timely manner. This can be

facilitated if we understand that not all HR issues conveniently arise between 8 a.m. and 5 p.m., Monday through Friday.

HR in a public agency must have a 24/7 capability to respond to problems and opportunities. Automation can help, but so can human availability, such as in an "HR ER" (see the HR Doctor's article of the same name at [www.hrdtr.net](http://www.hrdtr.net)).

Managerial skills, knowledge and confidence must be enhanced through on-going learning opportunities, succession planning, staff development and networking. This applies to the HR staff members themselves. In short, learning must be an honored organizational imperative. It should not be the first casualty in a short sighted budget battle.

HR processes, forms, timetables and methods can be improved and enhanced. Decentralizing to a client's work site with an outstationed HR officer, online forms and imaged records, a classification management plan, and "rapid reward" recognition authority for managers are some of the tools available in this part of the revolution.

The sixth essential is to enhance the variety and availability of benefits. This is necessary as life stages change and recruitment success in an increasingly diverse applicant pool is recognized. The HR revolutionary will be well positioned to meet the need to deal with the superstar, free agent applicant.

Finally, and perhaps most critical to a successful revolution, besides the vision of an efficient, innovative and human HR operation, is the integration of HR into top management decision-making.

The head of HR will occupy a place at the table of the top management cabinet, every bit as important as the chairs already occupied by legal and financial advisors. This is not a role to be well played out if the HR function is warehoused in the basement of the finance department or in a general services organization. Increasingly, the organizations that use the HR storage model will be less well served than those that allow, encourage, and, yes, demand HR service excellence.

Are we as public administrators up to the challenge of a successful revolution? The optimistic HR Doctor says "absolutely!" Just as the great World War II poster on the theme of the contribution of American women to the war effort reminded us ... "We Can Do It!" We can do it by a combination of creating a vision, providing the leadership and — something hard for any of us to do often whether as parents or as administrators — get out of the way and let great staff members excel!

The HR Doctor hopes your revolution will be a great success, with zero casualties.

**Phil Rosenberg**

The HR Doctor • [www.hrdtr.net](http://www.hrdtr.net)

## NOTICES

### CONFERENCES

■ Public Technology Inc. (PTI) is joining with Public Entity Risk Institute (PERI) to present *Safe and Secure: CyberSecurity and Local Government*, an electronic symposium program on Internet security for local governments. The symposium, Feb. 4-8, will be held in the symposium center on PERI's Web site. The symposium will enable government officials to learn more about management and technology practices that reduce the risks of Internet security to local government.

Included with the symposium will be an Issues and Ideas Paper addressing an important aspect of cyber security. It will be sent each morning via e-mail to anyone who requests the papers. For more information or to receive the daily Issues and Ideas Papers via e-mail, complete the request form in the symposium center at [www.riskinstitute.org/symposium\\_signup.asp](http://www.riskinstitute.org/symposium_signup.asp), or e-mail PERI's Dennis Kouba at [dkouba@riskinstitute.org](mailto:dkouba@riskinstitute.org).

### PUBLICATIONS

■ Building Technology Inc. (BTI) published *Smart Codes In Your Community: A Guide to Building Reha-*

*bilitation Codes*. The report gives an overview of the general regulatory environment governing the use and reuse of existing buildings. It also provides examples of state and local efforts to reduce regulatory complexity and suggests possible strategies to help spur reinvestment in the existing building infrastructure. For more information and a copy of the report, contact the Office of Policy Development and Research's Web site at [www.huduser.org](http://www.huduser.org).

### OTHER RESOURCES

■ The Governor's Center at Duke University, now the Office of Executive Education, is offering expanded programs designed for state and local officials who wish to expand their expertise of public policy leadership and management. The programs, which will be offered in May and June include: *Effective Negotiation, Strategic Leadership, Rethinking Tax Policy, Rethinking Cost Benefit Analysis and Rethinking Risk Management*. For more information, visit the Web site at [www.pps.aas.duke.edu/centers/xxed](http://www.pps.aas.duke.edu/centers/xxed) or call (919) 613-7373.

(Notices is compiled by Stacey Kennedy, editorial assistant.)



## FINANCIAL SERVICES NEWS

## JOB MARKET/CLASSIFIEDS

# NACo's Deferred Comp Program Beats the Competition — NRS Joins Forbes 400 List

NACo's deferred compensation program, administered by Nationwide Retirement Solutions, placed first among its competitors for its return on the fixed annuity option offered to county employees. The study, conducted by the firm of Buck Consultants, reviewed the fixed annuity option offered by NRS and its eight largest competitors. The NACo program is the largest deferred compensation program in the country for county employees. The report was released at the fall/winter meeting of NACo's deferred compensation advisory committee, held earlier this month in Dublin, Ohio.

This study has been performed every year since 1989, and the NACo program has always come out on top. The competitiveness study is only one feature of NACo's

deferred compensation program — the largest in the country for county employees — that distinguishes it from others. The program is also the only one in the country that is overseen by an advisory committee that includes program participants.

In addition, a committee composed of NACo and NRS representatives meets annually to review program progress and issues in order to be responsive to the program's more than 380,000 county participants.

While the NACo deferred compensation program ranks first among its competitors, Nationwide Financial, the NRS parent company, has earned the distinction of joining the 2002 Forbes Platinum 400 list.

"I am pleased to share with you that Nationwide Financial was recently placed on The Forbes Platinum 400

list in its first year of eligibility for the recognition. The Forbes Platinum 400 list ranks the 'Best Big Companies in America' by reviewing the profitability, five-year growth rates, and projected earnings of publicly traded corporations with revenues of at least \$1 billion," said Jerry Jurgenson, president of Nationwide Financial.

For the past three years, Nationwide Financial has been ranked on the Forbes Global 500 List. The Forbes Global 500 List includes corporate America's most powerful companies, and rankings are a composite score based on four measures: sales, profits, market value and assets.

(Financial Service News was written by Lisa Cole, director, NACo Enterprise Services. For more information call NACo FSC at (202) 942-4270)

## WEB WATCH

### Homeland Security Resources

• Maybe you should tell your doctor about this site. The American Medical Association's Webresource center at [www.ama-assn.org/ama/pub/category/6206.html](http://www.ama-assn.org/ama/pub/category/6206.html) offers information about biological and chemical weapons; resources for coping with disaster; and medical journal articles about biological and chemical weapons, bio-terrorism preparedness and diagnosis and treatment of biological weapons.

• The National Emergency Management Association's Web site ([www.nemaweb.org/Trends\\_in\\_Terrorism\\_Preparedness/Index.htm](http://www.nemaweb.org/Trends_in_Terrorism_Preparedness/Index.htm)) features information on trends in state terrorism preparedness, including sources of information, key issues, contact information at the state level, and legislative initiative information.

### How Friendly is Your State's Web Site?

If you live in California, Maine, North Carolina, North Dakota and Pennsylvania: you've got a friend. But, Web life isn't so easy for citizens hoping to access services in New Jersey, South Dakota, West Virginia, Nevada and Tennessee.

So says a newly released report,

based on a study conducted by researchers at Indiana University on behalf of PricewaterhouseCoopers. The study, reported by Newsbytes, found that the states with the best Web sites offered citizens a chance to customize the sites by creating personal profiles and choosing relevant content based on those profiles. The report awarded the highest marks to states that organized online service delivery around events such as vehicle registration — rather than government departments. Yet researchers found that many sites failed to offer even basic contact information.

You can read more, and access the full report, by going to [www.washtech.com/news/govt/14712-1.html](http://www.washtech.com/news/govt/14712-1.html).

### But Poor Design Doesn't Stop Users

More Americans did business with a government Web site last year

than paid their credit card bills or traded stocks online, according to a study conducted by the Center for e-Service at the University of Maryland and Rockbridge Associates.

About 55 percent of adults with access to the Internet visited a government Web site last year, said the National Technology Readiness Survey. The study was reported in *The Washington Post*. If you're interested in learning more, you can access the report at [www.rhsmith.umd.edu/ces/National%20Technology%20Readiness%20Survey.htm](http://www.rhsmith.umd.edu/ces/National%20Technology%20Readiness%20Survey.htm)

### Congratulations to Brunswick County, N. C.

Brunswick County, N. C. has become the first jurisdiction in the state to offer an online database as well as images of not only real estate recordings but also all vital records. The Web address: [www.co.brunswick.nc.us/rod8.asp](http://www.co.brunswick.nc.us/rod8.asp).



Web Watch is compiled by Beverly Schlotterbeck, executive editor. If you have a site you would like featured, please e-mail [bschlott@naco.org](mailto:bschlott@naco.org).

### ASSISTANT REGISTRAR OF VOTERS — SACRAMENTO COUNTY, CALIF.

**Approx salary:** \$70,345–\$77,548 plus excellent benefits.

This class serves as chief of a major division in the department and may serve as director in the absence of the Registrar of Voters. Under the general direction of the Registrar, the incumbent is responsible for planning, organizing, implementing, coordinating and evaluating election-related and administrative and fiscal activities in the administration of federal, state and local elections.

**Qualifications:** Any combination of experience and education or training that is likely to provide the required knowledge and abilities. A typical way to obtain the knowledge and ability would be two years experience administering a voter registration and elections program or supervising a staff engaged in voter registration and election activities at the county or municipal level or above, at the level of Election Supervisor in Sacramento County service.

**Application info available at:** Sacramento County Employment Office, 609 Ninth St., Sacramento, CA 95814 (916) 874-5593, [www.sacountyjobs.org](http://www.sacountyjobs.org), EOE

**Application deadline: February 22, 2002 by 5 PM**

### ASSOCIATE DIRECTOR — CARL VINSON INSTITUTE OF GOVERNMENT, UNIVERSITY OF GEORGIA

Applications are invited for the position of Associate Director, Carl Vinson Institute of Government, to head its newly created Governmental Services Division. As a member of the executive management team, the position reports to the Institute's Director. The position requires a distinguished record in management and leadership in state or local government, or a university public service and outreach program; ability to communicate and work effectively with state and local government officials, leaders of state and national organizations, and administrators and faculty of the University System of Georgia; evidence of strong written and verbal communication skills and a record of high ethical standards throughout the applicant's career. Position would lead efforts to secure external funding for the Institute, particularly for the division's state and local government projects. A master's degree in public administration, or a human service discipline, or other related field is required; a doctorate is preferred. The salary is competitive for a senior administrative or teaching position and will be based upon the qualifications and experiences of the successful candidate. Please send a cover letter and resume to Dr. James Ledbetter, Director, Carl Vinson Institute of Government; The University of Georgia; 201 N. Milledge Avenue, Athens, GA 30602-5482. Applications received or postmarked by February 28, 2002, will receive full consideration. Letters of reference should not be submitted with initial application.

The University of Georgia is an Equal Opportunity Employer

### CIVIL ENGINEERING, HIGHWAY — LANCASTER, PA.

Robson Lapina is a multi-discipline forensic engineering firm practicing

throughout the eastern and central U.S. We seek a mature professional, experienced in design, construction, and maintenance phases of roadways, for inspecting and challenging jobs. Must be duly licensed and registered, with excellent analytical and communication skills. Full training offered. Lancaster, Pa. More information and apply via [www.RobsonLapina.com](http://www.RobsonLapina.com)

### COMMUNITY DEVELOPMENT DIRECTOR — JACKSON COUNTY, MEDFORD, ORE.

**Starting salary:** \$86,590 annually. Jackson County, in the beautiful Rogue Valley, desires an energetic, pro-active & experienced individual who will bring vision & leadership in planning, development, transportation, recreation programs. Requires a Bachelor's in Public Administration or Business Administration or related field of business, planning, engineering, park management or other. Master's preferred, with 5 years executive management experience. Starting salary annually including an excellent benefits package. For further information, request an application package (required), call (541) 774-6036 or visit our Web site at [www.jacksoncounty.org](http://www.jacksoncounty.org). Closes 2-28-02.

### DIRECTOR, PARKS AND RECREATION — LANCASTER COUNTY, PA.

**Minimum salary:** \$39,998. The County of Lancaster, Pennsylvania, is seeking a Director, Parks and Recreation. This position, reporting to the County Administrator, oversees the management of the County's park system of over 2,000 acres, consisting of regional parks, natural areas, recreation trails, pool, skate park, lighted ball fields and active and passive facilities with a budget in excess of \$3 million. Essential functions include, but are not limited to staff supervision, acquisition and development coordination, park planning, design, budget and project management and public relations. Individuals with a Bachelor's degree in Parks and Recreation, planning, environmental science, landscape architecture or related field and 10 years of progressively responsible experience in park/land management, recreation planning or related areas are encouraged to apply. Minimum salary \$39,998. Send resume to: Ashworth, Personnel Specialist, Duke St., Lancaster, PA 17603 (717) 293-7269. Deadline for applications: February 15, 2002. EOE.

### EMERGENCY MEDICAL SERVICES DIRECTOR — LANCASTER COUNTY, CALIF.

**Salary:** \$66,741–\$81,477. **THIS POSITION** is a department head position that is appointed to serve at the pleasure of the Board of Supervisors. The EMS Director creates the County's emergency medical resource capabilities, and the effectiveness and capacity of the system meet the current and projected demands. The Director develops and recommends standards, procedures, protocols, agreements to govern system operation.

See **JOB MARKET** on page 15



## JOB MARKET/CLASSIFIEDS

**MARKET** from page 14

and assure its continued service quality and effectiveness. Other responsibilities include negotiating and administering contracts with service providers, and timing services with and among emergency facilities, private providers, public safety and agencies. The EMS Department provides regional paramedic training. **COU DEPARTMENT** is authorized to fill positions and has a budget of approximately \$1 million. The Department registers an additional \$1.2 million in an agency Medical Service Fund paid to private physicians and hospital uncompensated emergency medical services.

**THE MINIMUM QUALIFICATIONS** for this position are a Bachelor's degree in management or health related field and at least five years experience in planning, coordinating and developing health care projects within a broad community. Experience in an EMS system is strongly desired, and experience in computerized data management systems is recommended.

**THE IDEAL CANDIDATE** is an experienced administrator with knowledge and a practical understanding of emergency services and issues of emergency services at a local government level as well as the laws and regulations governing the system. The ideal candidate will also have a thorough knowledge of the practices and procedures of emergency medical transport services, the ability to assume command of emergency transport activities in the event of a large incident, and the ability to negotiate contracts and establish standards and protocols while maintaining positive and cooperative relationships. The ability to work effectively and collaboratively with health care groups, governmental agencies, professional, technical, and public agencies, and the ability to communicate effectively with individuals and groups with varied backgrounds and diverse interests is required. The ability to manage and administer budgets and financial resources and to direct and supervise the activities of staff are key skills. Additional public relations skills are a must for successful performance in this position.

**THE COMPENSATION** range for this position is about \$66,741 to \$81,477 annually with a comprehensive benefit package including a cafeteria benefit plan and 8 percent of salary.

**KERN COUNTY**, located in the southern end of the San Joaquin Valley, is a county of deserts, mountains, and a valley floor, each providing a wealth of recreational opportunities — world-class white water rapids, lakes for fishing and boating, and an abundance of opportunities for family outings. Kern County has the lowest housing prices in the state of California. The Department's offices are located in Bakersfield, the largest metropolitan area in the County.

**TO APPLY** for this position submit a resume and a detailed summary of qualifications and experience to: Kern County Administrative Office, 1115 Truxtun Avenue, 5th Floor

Bakersfield, CA 93301  
Telephone: (661) 868-3198  
Fax: (661) 868-3190  
E-mail: [aklein@co.kern.ca.us](mailto:aklein@co.kern.ca.us)  
Resumes must be received by 5:00 p.m.  
PST on February 28, 2002

### FIRE CHIEF — GWINNETT COUNTY, GA.

Seeks a highly motivated and experienced leader to fill the position of Fire Chief. Salary: From the low \$90s.

Gwinnett County, Georgia, metro Atlanta's fastest growing county, is located 30 miles northeast of Atlanta and spans 437 miles of urban, suburban and rural areas. The County is a prosperous community with a diverse population of approximately 600,000 citizens. Gwinnett County has an outstanding school system and an active Parks and Recreation Department that provides many athletic and cultural activities.

The Fire Chief is responsible to the County Administrator to properly direct all operation of fire rescue, fire prevention and emergency management. Currently, the Department employs 600 individuals and staffs 23 fire station and 14 med units, with plans for additional growth.

Requirements include a Bachelor's degree in Fire Technology or a related field; a Master's degree in Public Administration or related field is preferred. Graduation from the National Fire Academy Executive Fire Officer Program and the National Fire Service Staff and Command School is also desired. Twelve years of progressively responsible experience in a fully paid fire department of a comparable size and complexity to include at least five years in upper management (battalion chief or above) or equivalent public safety-related experience. Directly related private sector or military experience will be considered.

Salary from the low \$90s with an excellent benefits package.

Please send resume by March 8, 2002 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: [rsalavin101@aol.com](mailto:rsalavin101@aol.com)

For additional information, visit the Gwinnett County Web site at [www.co.gwinnett.ga.us](http://www.co.gwinnett.ga.us)

Equal Opportunity Employer/Recruiter

### PLANNING, RESOURCES AND DEVELOPMENT DIRECTOR — DUNN COUNTY, WIS.

Salary: \$49,941–\$61,402-D.O.Q.

Dunn County is seeking an experienced, assertive manager to lead the County's planning efforts and refine the consolidation of a multidisciplinary Planning, Resource, and Development Department. Dunn County is a growing, progressive, rural community of 40,000 located in west central Wisconsin 60 miles east of the Twin City metropolitan area.

This position will head a department of nineteen employees who address land

use, surveying, land conservation, solid waste and land information issues. The 2002 budget is over \$2.5 million.

A demonstrable ability to manage an operation of this size with diverse functional goals and to create a cohesive work unit will be viewed as a major asset. The person selected will coordinate/direct work programs, assign staff responsibilities, handle personnel issues and act as an advisor to staff, committees and communities who are engaged in developing a comprehensive response to Wisconsin's "Smart Growth" mandate.

A Master's degree in Planning, Urban Studies, Public Administration or related field or equivalent combination of education, training and experience is required. 3 to 6 years of progressively responsible managerial experience in a planning agency at a county or regional level preferred. 2002 salary range is \$49,941–\$61,402-D.O.Q. There is an extensive fringe benefit package.

An application and resume will be required. Applications must be submitted by Monday, February 25, 2002. A recruitment package may be obtained by contacting the Dunn County Department of Administration, Dunn County Government Center, 800 Wilson Ave., Menomonie, WI, (715) 232-2429, [Admin@dunncounty.net](mailto:Admin@dunncounty.net)

### PUBLIC WORKS DIRECTOR — THE CITY OF TACOMA PARK, MD.

Salary: \$66,533–\$73,892.

The City of Takoma Park, Md., population of 18,000, is seeking an experienced local government professional with strong leadership, communications and interpersonal skills and significant management experience in a comparable organization. Requires a leader able to focus on the overall picture, committed to a team concept and empowering staff to take responsibility for the work of the organization and to be responsive to the needs of the citizens they serve. Technical and/or management experience in the assigned functional areas is essential; a working knowledge of Public Works required, a licensed PE is desirable. Takoma Park is a culturally and racially diverse community which is politically active and prides itself on citizen participation. The Public Works Director is a department head position responsible for an annual operating budget of \$2.8 million, a Capitol Improvement Budget of \$900,000 and a staff of 34. Functional areas include Building Maintenance, Equipment Maintenance and Fleet Management, Right-of-Way and Parks Maintenance, Solid Waste Management, Urban Forest, and Stormwater Management. The salary range is \$66,533–\$73,892, negotiable DOQ, with excellent fringe benefits.

Confidential resumes should be sent to Mr. Robert E. Slavin, Slavin Management Consultants, 3040 Holcomb Bridge Road, Suite B-1, Norcross, Georgia 30071-4656; Phone: (770) 449-4656; FAX: (770) 416-0848, e-mail: [rsalavin101@aol.com](mailto:rsalavin101@aol.com). Position open until filled. City of Takoma Park is an Equal Opportunity Employer. Minority candidates are encouraged to apply.



### FIRE CHIEF — SANTA CLARA COUNTY, CALIF.

Salary: \$138,099–\$167,861 annually.

The Board of Directors (consisting of the Board of Supervisors of the County of Santa Clara) and the County Executive seek a proven and innovative leader with extensive governmental fire suppression and prevention experience to fill this critical position. The **FIRE CHIEF** directs and manages the operations and staff of the Central Fire Protection District, serves as the Local Mutual Aid Fire and Rescue Coordinator, and delivers outstanding services to the community. \$138,099–\$167,861 annually (depending on qualifications).

Executive Management Services  
70 W. Hedding Street, 8th Floor  
San Jose, CA 95110  
(408) 299-5894  
[www.sccjobs.org](http://www.sccjobs.org)  
Comprehensive Benefit Package



### DEPUTY DIRECTOR, MENTAL HEALTH PROGRAM OPERATIONS

#### SANTA CLARA COUNTY, CALIF.

Salary: \$87,805 to \$112,180 Annually\* (\*Depending on qualifications).

The **County of Santa Clara** is looking for an accomplished leader with exceptional interpersonal and communications skills to fill this critical Executive Management position. The Deputy Director assists the Director in the planning, organization and direction of the staff and the functions of the Mental Health Department. Our ideal candidate should possess a high level of cultural competency to successfully render services in a manner that is congruent with the language and culture of our diversified community members.

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### ADMINISTRATIVE SERVICES MANAGER — SANTA CLARA COUNTY, CALIF.

Salary: \$89,562–\$114,437\* Annually (\*Depending on Qualifications).

The **County of Santa Clara** seeks a visionary manager with excellent planning and communication skills to fill this critical executive management position. Our ASM is responsible for providing leadership to the financial, budgetary, human resources, information systems and administrative function in the **Department of Correction**. We are looking for a proactive strategic thinker with significant administrative/financial experience in the public sector who possesses the ability to work collaboratively to ensure the timely and successful completion of assigned responsibilities within a culturally diverse work environment and community.

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### ASSISTANT ASSESSOR — SANTA CLARA COUNTY, CALIF.

The **County of Santa Clara** is

looking for an accomplished and visionary leader with an understanding of the principles of public service and California assessment practices to fill the critical unclassified executive management position of **Assistant Assessor**. This highly visible position reports to the elected County Assessor and requires an outstanding communicator, technically and fiscally competent, and customer and employee focused to manage the operations of the six divisions of the **Office of the Assessor**: Assessment Standards and Services, Real Property, Business, Exemptions, Information Systems and Administration.

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## County News Job Market / Classifieds

### Get the word out...

Contact **Stacey Kennedy**, County News Job Market representative for more information and rate schedules:  
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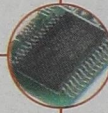


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