County News

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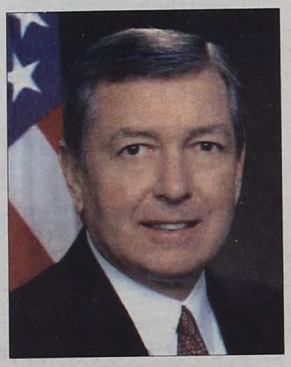
omeland security tops Legislative Conference agenda

Beverly Schlotterbeck
Executive Editor

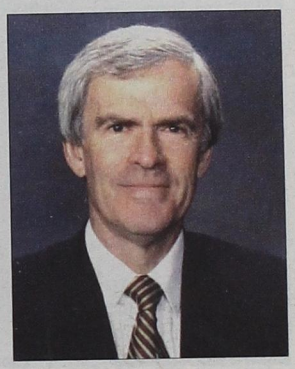
en Attorney General John ft addresses delegates to s Legislative Conference on 4, he will provide the cli- a dramatic program honor- unties' first responders to 11 events. Monday's lun- program captures the spirit conference theme, which s on homeland security and nty role as first responder. re than 2,000 delegates are ed to attend the conference, officially kicks off on Sun- arch 3. In a variation on the of homeland security, y's keynote speaker, John ompson, heads the nation's Internet security company, tec – publisher of the popu- rton Anti-Virus software m.

nce joining Symantec in April Thompson, chairman and has led the transformation of npany from a consumer soft- ublisher to a global leader in et security solutions for indi- s and enterprises. Symantec re than 100 million custom- rldwide, and 98 of the For- 100 companies. Ashcroft is a distinguished list of top nistration and Congressional s who will address delegates. ns. Bill Frist (R-Tenn.) and ingaman (D-N.M.) are on tap onday's general session. Frist, onsor of the Senate's bill on public health and bioterrorism, the "Bioterroism Preparedness Act of 2001," is a practicing physician and a second term senator. He is the ranking member of the Senate Subcommittees on Public Health and African Affairs.

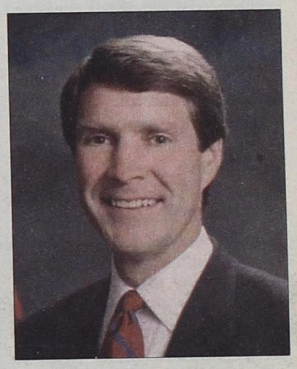


John Ashcroft
U.S. Attorney General

John W. Thompson
CEO, Symantec



Jeff Bingaman
(D-N.M.)



Bill Frist
(R-Tenn.)

Bingaman, first elected to the Senate in 1982, chairs the Senate Energy and Natural Resources Committee. He is the sponsor of the Democrat's energy policy bill, the "Comprehensive and Balanced Energy Policy Act of 2001."

Also scheduled for Monday's general session is Rep. Bob Ney (R-Ohio), who chairs the Committee on House Administration, which has jurisdiction over federal elections. Ney introduced the "Help America Vote Act of 2001," an election reform bill which NACo supports.

The director of President George W. Bush's USA Freedom Corps, John Bridgeland, will also be on hand Monday afternoon. Prior to his appointment, Bridgeland directed the White House Policy Council and was a member of the Bush transition team. He is the former chief of staff to Rep. Rob Portman (R-Ohio.)

Additional Highlights

This year's conference will be studded with workshops on homeland security. Some of them include the Infrastructure Security workshop on Monday at 10:15 a.m., with panelists: John Flaherty, chief of staff to U.S. Transportation Secretary Mineta; Capt. Chris McMahon, special assistant for security at U.S. DOT; and Sam Whitehorn, chief counsel, Senate Aviation Subcommittee.

Securing your information technology systems is the focus of another workshop, "Blended Threats and Information Warfare," on Sunday at 3:30 p.m., while panelists from the U.S. Marine Corps, county government and the media discuss "Crisis Communications in the Aftermath of September 11 — What Worked and What Didn't," on Sunday morning.

The Women Officials in NACo (WON) Award Luncheon on Sunday will feature as its guest speaker, Cynthia Williams, special assistant for Women's Outreach in the White House Office of Public Liaison. Williams will discuss the Administration's agenda on women's issues, opportunities for women county officials to partner in achieving those goals, and the White House initiative on behalf of the women in Afghanistan. She will speak at 11:30 a.m.

Senate farm bill more costly than House counterpart

By Eric Ciliberti
Associate Legislative Director

The Senate passed a five-year version of the farm bill on Feb. 13 after several weeks of debate. The House version of the bill, passed in October, covers 10 years.

The House bill spends $36 billion in new money in the first five years, but the Senate bill spends between $44 billion and $45 billion in new money in the first five years and contains many other provisions not currently in the House bill. (see page 8)

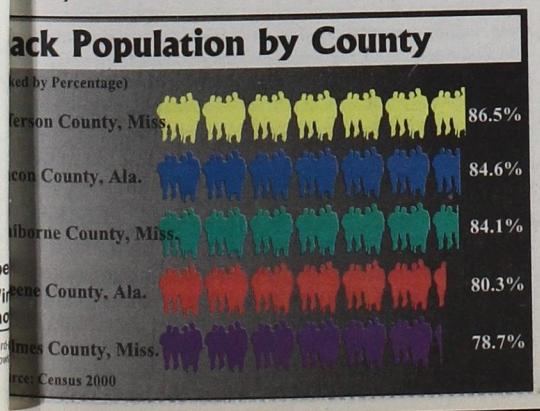
Action on the bill heated up as the Senate addressed several controversial amendments, including one to establish a $275,000 per year limitation on federal farm payments. The amendment passed 66-31 with sometimes lengthy debate about overall farm policy. The payment limitation is likely to be a contentious issue in conference with the House, which has set a payment limitation of $550,000.

The chairman of the Senate Budget Chairman, Kent Conrad (D-N.D.) recently stated it is "possible and important" to finish the House-Senate conference on the farm bill before the two-week Easter recess, "because of the budget considerations." The FY02 congressional budget resolution contains $73.5 billion in additional farm spending for agriculture over 10 years. Congress is expected to write a new budget resolution this spring, and sources on Capitol Hill fear some members will not agree to such a level of new farm spending, especially in a time of homeland defense and the war on terrorism.

The Senate and House are expected to conference on the bill during the next several weeks. Final passage of a farm bill is slated for late March.

(For a comparison between the House and Senate farm bill provisions, see the table on page 8.)

unty News Quik Takes



Faith-community-based initiative bill compromise reach

By Marilina Sanz
Associate Legislative Director

Sens. Joseph Lieberman (D-Conn.) and Rick Santorum (R-Pa.) introduced the Charity Aid, Recovery, and Empowerment Act of 2002 (CARE, S. 1924) a new faith-and community-based initiative proposal that has White House support. The Senate bill does not have the controversial provisions contained in the House-passed bill, H.R. 7. Additionally, it has several provisions NACo and other public interest groups requested.

The CARE act tries to partially restore the cuts to the Social Services Block Grant (SSBG) made over the last few years. Under the bill, SSBG would increase from the current funding level of $1.7 billion to nearly $2 billion in FY03 and to $2.8 billion in 2004. It would also restore the flexibility to transfer 10 percent of the Temporary Assistance for Needy Families Block Grant to SSBG in for FY03 and thereafter.

Unless Congress acts to restore the 10 percent transfer it will be reduced to 4.25 percent next fiscal year. The House bill does not have any restoration of SSBG funding or transfer authority. Restoring SSBG has been one of NACo's funding priorities for years. This bill offers a good start, but it does not make the restoration permanent.

Another provision NACo and the other public interest groups requested was limiting legal action against state and local governments to injunctive relief in the appropriate state court. The Senate bill incorporates this language. The House bill also limits legal action to injunctive relief but in federal rather than state court.

The organizations also asked Lieberman and Santorum to include technical assistance funding for state and local governments. The Senate bill in fact mandates the Secretary of Health and Social Services (HHS) to provide this assistance under the Compassion Capital Fund. It also allows the secretary to give seed money to states and local governments to establish offices of faith and community based initiatives. The House bill does not have the state and local government language.

The Compassion Capital Fund provides more than $150 million in FY03 to HHS, the Department of Justice (DOJ), the Department of Housing and Urban Development (HUD) and the Corporation for National and Community Service (CNCS) for the above-mentioned activities and technical assistance and grants to community-based organizations.

The funds are divided among the agencies as follows: $85 million for HHS, $35 million for DOJ and $15 million each to HUD and CNCS. Funding in subsequent yeas is "such sums as may be necessary."

The most controversial provision in the House bill is language interpreted as allowing faith-based grantees to discriminate in their employment practices. The Senate bill does not include this provision. Additionally it does not include language that would require states and local governments to extend the charitable choice provisions of the Temporary Assistance for Needy Families program (TANF) to federal programs.

Because it no longer mandates charitable choice, another provision removed from the House version was a mandate for state and local governments to provide parallel services to those who object to faith-based services, without authorizing additional funds to do so.

The CARE Act also has a number of tax incentives, including the following:

- charitable tax deduction of up to $400 for individual taxpayers and $800 for couples who do not itemize on their tax returns
- allowing IRA holders to make charitable contributions from their accounts, and
- an enhanced deduction for donations of food and books to charitable organizations.

The tax provisions are estimated to cost $8 to 10 billion. The CARE bill also incorporates another Lieberman/Santorum bill that expands the use of Individual Development Accounts (IDAs). IDAs are special savings accounts that are operational on a demonstration basis in some areas of the country.

They offer matching contributions from a sponsoring bank or organizations to help low-income individuals buy a home, expand a small business, or pay for post-secondary education.

The CARE bill would provide a dollar-for-dollar tax credit to offset the matching contributions up to $500 per account. The sponsors of the bill estimate that this proposal would cost $1.7 billion over the next 10 years, and create as many as 900,000 new IDAs.

The bill also includes other provisions. It would establish an EZ Pass system to help community-based organizations obtain federal tax exempt status faster. Additionally, it would make matern homes eligible for funding Runaway and Homeless Y and provide $33 million f and such sums as may be n in subsequent years.

The sponsors hoped would go straight to the Sen but the Senate Finance Co has reportedly expressed tion to consider the bill. It is at this time whether the H agree to the Senate bill or w on a conference.

Senate ups food stamp funding

By Marilina Sanz
Associate Legislative Director

The Senate reauthorization of the farm bill includes $6.2 billion in increases to the food stamp program. The Senate changes in the food stamp program are nearly twice as much as the House bill, which increased funding by $3.6 billion. Many of the changes included in the committee action were included in the resolution NACo approved this summer.

Perhaps the biggest change is that the bill restores many of the benefits denied to legal immigrants in the 1996 welfare reform law. These include restoring eligibility to all legal immigrant children, lifting the seven-year cap on eligibility for refugees and asylees, and restoring benefits to disabled immigrants who were in the United States as of Aug. 22, 1996.

Additionally, legal immigrants will only need a work history of 16 weeks instead of 40 to qualify for food stamps.

The bill also makes many other benefit and simplification changes. One of the most significant benefit changes is that the standard deduction for families with four to six people is adjusted for inflation. As a result, families with children will receive increased benefits.

Another significant change was made to the eligibility threshold for single, able-bodied adults. Under the 1996 law, this group of individuals could only receive benefits three out of 36 months. The new provision would allow them to receive benefits for six out of 24 months.

Some of the simplification change will not only make it easier for counties and states to administer the program but they may also increase benefits or make more families eligible.

Transitional benefits for families that leave the Temporary Assistance for Needy Families (TANF) program have also changed.

Under current law, they can receive up to three months of transitional benefits without having to be recertified. The new bill would extend the transitional benefit to six months. Another such change is allowing states to conform the food stamp asset rules to their TANF rules, which in some states are higher than the food stamp program's.

Finally, the bill also calls for significant changes to the quality control system. The program would change from an overly punitive system based on the degree of benefit and eligibility mistakes to one that rewards good performance and adjusts the error rate downward for enrolling working families and immigrants.

Counties and the environment at a glance

What issues are important to local officials? How county officials across the county tackling these issues? W taken a glimpse into the what's ,who's and how's of co environmental issues and programs.

Focus on: Land Use Plannin

Who has authority over land use planning in your state?

County planning commission	**41 perce**
State planning commission	**4 perce**
Regional planning commission	**8 perce**
Combined	**28 perce**
Other	**12 perce**

If your county has authority of land use planning, what typ authority does your county have?

Comprehensive planning	**67 perce**
Zoning	**53 perce**
Development review	**45 perce**
Transportation planning	**35 perce**
Wetlands protection planning	**28 perce**
Impact fees	**21 perce**
No county land use authority	**15 perce**
Other	**6 perce**

These figures were taken from NACo's 2001 Operati Survey. The counties selected to participate in this ye survey were divided into eight population categories. F these categories, a stratified sample of 365 counties repres ing 47 states were selected to participate, with 85 counties f 39 states responding.

(For more information on NACo's Operations Survey, order a copy of the complete survey, contact Joseph Han research assistant, at (202) 661-8834 or jhansen@naco.org learn more about NACo's Environmental Programs, co Abigail Friedman at (202) 942-4225 or afriedma@naco.org

Quik Takes Correct

It is with heartfelt chagrin that we note several inaccurac our Valentine's Day Quik Takes (Feb. 11 issue). Much as love Idaho, there is no county there by that name. North D lost one of its counties to Oregon, and we'd like to set things with a salute to LaMoure County, N.D.

avidson County inmates take 'Time to Paws'

By M. Mindy Moretti
Senior Staff Writer

everyone can say they love b. But talk to Becky Levy, or just a few minutes, and no denying the joy she finds work she does.

ever thought I would find a job," Levy said. "But getting with people to help them and g with animals too, this is just erfect."

y is the coordinator for the o Paws program in Davidson , Tenn. The only known pro- fits kind in the country, Time s pairs up inmates in the county o are part of the domestic therapy program with abused glected dogs in the Metro l Services Center.

ile there are other programs hout the country that pair in- with service dogs, no one re- ew what to expect when Chief Daron Hall approached the and Metro Animal Services Director Judy Ladebuche, the idea of creating this new program.

d what they got, so far, is an ly successful program that costs ntional money and has prisoners iting list to get involved.

set up a meeting with the di- of the facility and what I basi- wanted to do was teach these tes] some responsibility," Hall said. "The exciting part was, after meeting with the director, I kept hearing language that was familiar to me. They [shelter staff] talked about the animals with the same victim and aggressor language we use in the jails."

Hall, who has always been an animal lover, got the idea from spending time in a prison staff exchange program in Australia in the early 1990s. Inmates in the Australian prison where Hall worked were permitted to keep animals in their cells. And while it was not a structured program, the inmates were required to care for the animals. Hall said it was evident what a calming effect the animals had on the inmates. After returning to the States, Hall always kept the program in the back of his mind and when the new animal shelter was built about 200 yards from the county jail, he knew it was a sign to get some sort of program started in Davidson County.

Ladebuche was familiar with the programs for inmates and service dogs, and with a program for juvenile offenders endorsed by the Humane Society of the United States so when approached by Hall, she thought it just seemed like a natural flow.

The program has the inmates making the 200-yard or so walk to the Center three times a week to not only work with the abused and neglected animals, but also help with other shelter chores such as doing laundry and cleaning cages, food and water dishes.

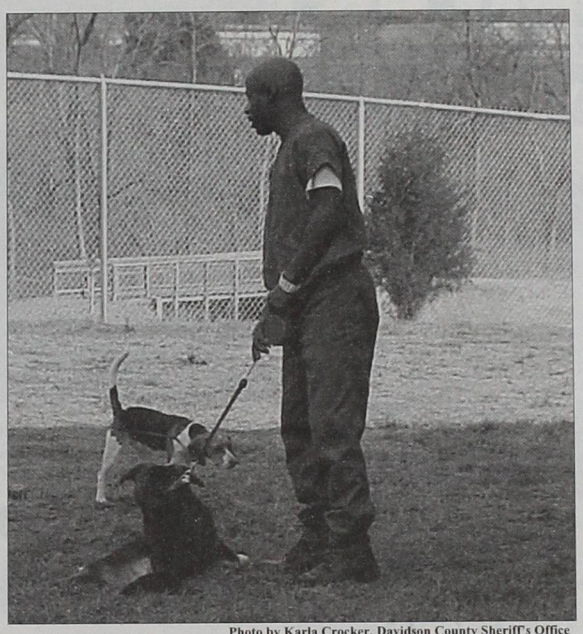


Photo by Karla Crocker, Davidson County Sheriff's Office

Davidson County, Tenn. inmate Jeff Foster works with some of the dogs at the Metro Animal Services Center. Foster and "Tipper" (lying down) are part of the Time to Paws program.

"We feel like along with the fun of interacting with the dogs, there is a great deal of responsibility and work that goes into," Ladebuche said. "So we have really pushed that point. It's kind of like earning privileges. To the inmates, the animals are the fun part and we point out that there is a step to get to the fun part."

While there were some initial questions about security and safety of the animals, the public and the inmates, Hall and Ladebuche said arrangements were made so the inmates never come in contact with the public. Aside from working behind the scenes at the shelter, Levy, a reassigned correctional officer, is there to oversee the inmates the whole time they are away from the detention center.

Most of the dogs the inmates work with are at the shelter long-term because they are involved in abuse or neglect cases. Like the inmates, many of the dogs are introverted and not very trusting. Levy and Ladebuche say that watching the bond develop between dog and inmate has been wonderful.

"I was not convinced that a dog could help me in any way. After a day, I was convinced. 'King,' my dog was real small and skinny. He was also really scared when I first started working with him," said inmate Jeff Foster. "After a while, he would be so happy to see me—and I felt the same. Now, my self-esteem is sky high and I'm a true believer."

Levy, who has watched the transformation in both King and Foster, is amazed.

"Jeff was very shy and totally unsure of himself and to get him to say anything to me was a miracle," Levy explained with a chuckle. "Well after working with King for two months you couldn't get Jeff to shut up. I don't know who made the best progress. They were both totally helped."

In fact, one inmate who was released from jail returned to the shelter and adopted the dog he worked with while in the program.

Since mid-November 2001, eight inmates have participated in the program and four are currently participating. The number of participating inmates hinges on the number of dogs at the shelter in need of socialization and care. As the waiting list of inmates who want to participate in the program grows, Hall and Ladebuche foresee inmates working with other dogs who aren't in long-term arrangements, but are in need of a bit of socialization to be adoptable.

While the program is still in its infancy, Hall has big plans for the future. In addition to setting up a database to track the recidivism rate of the inmates, as well as adoption rates, Hall would also some day like to possibly see a long-term, no kill shelter on the grounds of the detention center.

"The potential here is really pretty neat," Hall said. "We may not go into this very fast but we've definitely got ideas for the future. Our job is to come up with things that make the community a better place and when you see the faces of the inmates in this program, you know we've done that."

DBG and HOME survive budget ax

By Cassandra Matthews
Associate Legislative Director

wo key community development rams, the Community Develop- Block Grant Program (CDBG) the HOME Investment Partner- Program (HOME), survived dire ctions of significant reductions sident George W. Bush's FY03 et proposal. Despite early indi- ns of draconian reductions in stic spending programs due to ng priorities related to home- security issues, both CDBG and E remained relatively intact.

verall, the Bush Administra- proposed a $31.5 million dollar et for HUD in FY03. The presi- recommended more than $4.4 on CDBG formula grants, up $4.3 in formula funding re- d in FY02. This recommenda- is consistent with NACo policy, h calls for increases in money ibuted through the CDBG for- and reductions in the numer- set-aside special projects typi- funded through the program.

The Administration noted concerns regarding the CDBG program, including the lack of performance measures for its effectiveness. Budget documents also included explanations of a proposal to alter the CDBG formula to shift resources towards colonias — communities within 150 miles of the U.S.-Mexican border that lack sufficient resources for affordable housing, economic development, and infrastructure improvements.

The president's proposal indicated that this reasoning and the impact of Census 2000 data on the formula allocation warranted an analysis of the distribution of monies within the CDBG program.

With respect to HOME, the Administration proposed approximately $1.9 billion for the HOME program, up from roughly $1.7 billion received the previous fiscal year. This money includes $200 million for the president's homeownership assistance initiative, the American Dream Down Payment Fund.

The objective of this initiative is to increase homeownership opportunities for minority populations that find significant barriers to homeownership. This money will allow state and local governments to provide matching grants for down payment assistance to first-time homebuyers.

Also of significance in the budget is the inclusion of a proposal for a tax credit for developers of affordable housing. The credit could be applied towards up to 50 per cent of the cost of the construction or rehabilitation of a home for first time homebuyers.

Purchasers of the homes must earn 80 percent or less of the area median income. The tax credit is designed to bridge the gap between the cost of redevelopment of structures in distressed neighborhoods and the market price of the property. The Administration aims for the tax credit to be a tool for the revitalization of distressed communities.

The president identified other community development priorities, including homeless assistance, brownfields redevelopment and minimizing hazards associated with lead-based paint. The Administration aims to eliminate chronic homelessness within 10 years, and the budget documents include a proposal to consolidate the department's largest homeless assistance programs into one block grant to improve efficiency and flexibility.

In addition, while the brownfields redevelopment program received level funding of $25 million, the president included a proposal to eliminate the requirement of combining HUD brownfields projects with the CDBG 108 loan guarantee program. The department reasoned that this would increase the flexibility of the brownfields program by allowing projects to be financed with alternative funding sources.

The budget proposal also provides $126 million — a $16 million increase — for HUD's lead-based paint program. The reduction of lead-based paint hazards remains a high priority for the department, reflected in this increase in the FY03 budget.

PROFILES

in service...

Juanita Hicks

Clerk
Fulton County, Ga.

NACo Board of Directors

Number of years active in NACo: 12 years

Years in Public Office: 13 years

Occupation: Clerk of Superior Court

Education: B.A., Bennett College; M.S., Georgia State University

The hardest thing I've ever done: Bring my office into modern technology.

Three people (living or dead) I'd invite to dinner: Estelle Powell (my mother), Mary McCleod Bethune and Eleanor Roosevelt.

A dream I have is to: Write a Broadway musical.

You'd be surprised to learn that I: Play the piano.

The most adventurous thing I've ever done is: Try to ski.

My favorite sport is: Walking.

I'm most proud of: My husband.

Every morning I read: *The Daily Word.*

My favorite meal is: Baked chicken with green beans and rice.

My pet peeve is: People treating others harshly or unkindly.

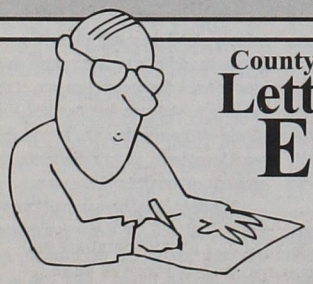
My motto is: Do the right thing the right way — it can be done.

The last book I read was: *John Adams*, by David McCullough.

My favorite movie is: *Song of Bernadette*

My favorite music is: Classical.

My favorite president is: Abraham Lincoln.



County News invites

Letters to the Editor

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

Rocky outcroppings make up much of Utah's desert wilderness. By establishing the San Rafael Monument, Emery County will preserve some of Utah's scenic, historical landscapes.

Emery County proposes S Rafael National Monume

By Paul Beddoe
ASSOCIATE LEGISLATIVE DIRECTOR

In a surprising twist, given the outrage Utah county officials expressed over former President Bill Clinton's Escalante-Grand Staircase National Monument, officials from central Utah's Emery County are asking President George W. Bush to designate a San Rafael Western Heritage National Monument entirely within the county. They announced their proposal together with Utah Governor Mike Leavitt (R) on Jan. 29. The area encompasses more than 620,000 acres of desert landscapes, slick-rock canyons and twisting limestone gorges.

"In addition to preserving these scenic landscapes, the designation showcases pieces of history that shaped the West," said Randy Johnson, Emery County commissioner. "From Chief Wakara to outlaw Joe Walker, many important figures walked these lands. The rich historic element will be a draw for visitors."

The decision to seek monument designation culminates years of discussion and public meetings at the local, state and national levels.

Johnson, who represents Utah on NACo's Board of Directors, explained that back in 1994 and 1995, Emery County participated in a state pilot project designed to help counties develop comprehensive plans. As the county began to develop its vision, it became clear that with more than 93 percent of the land managed by the federal government, the county's vision had to include a vision for the public lands.

The county convened a diverse group of stakeholders who, in 1998, proposed legislation to set up a National Conservation Area with a National Heritage Area overlay — unique in the western United States. The plan foundered in Congress because, according to Johnson, "National conservation groups thought that it didn't have enough wilderness — even though we set aside all of the wilderness study areas."

After this setback, Emery County approached then-Secretary of the Interior Bruce Babbitt and with his guidance rewrote the proposal, including more wilderness. But, according to Johnson, the promised political support evaporated and the county once again was left without protections for the San Rafael Swell.

Believing that the county's vision of protection for both the natural and human heritage in the region was fundamentally sound, Emery County decided they would approach the Bush Administration and ask for a national monument designation under the Antiquities Act.

"The debate has been long and healthy, and has involved many stakeholders. The players and processes involved stand as a model of how communication, collaboration, and coordination can — and should — take place for the management of this area," said the Emery County Board of Commissioners, in a prepared statement.

The area, which was once a hiding place for Butch Cassidy, is also rich in geologic and paleontologic resources, and will include the Cleveland-Lloyd Dinosaur Quarry, which contains the most concentrated collection of Jurassic dinosaur bones yet discovered.

Emery County hopes th nation of breathtaking sce deep Western history wi more visitors, providing an e boost to the area.

"This will be done with t of minimizing impacts on t while at the same time in economic returns to commu the area."

County Ne

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udy: Smart Growth successful hen planning laws are updated

new national report released American Planning Associa- PA) shows that smart growth res are most successful in where planning statutes have nodernized.

date, nearly half of the states country have made limited to ntial changes to their planning while the other 28 states still the planning process with laws the 1920s.

e report, *Planning for Smart th: 2002 State of the States*, that in many cases, outdated ing laws are preventing states effectively implementing smart th measures to address urban l, scattered rural development, and protection and other issues. esult, unmanaged development ting states millions of dollars in ful and inefficient expenditures. This report makes it very clear states can't do smart growth they have modernized their ing laws," said APA Executive tor W. Paul Farmer, AICP. "The t's findings also show that smart th and economic benefits go -in-hand. Planning pays for it- nany times over in cost savings vernments that are able to man- growth and development with entury tools," said Farmer.

or example, implementing the Jersey State Plan between 2000 2020 will save as much as $2.3 billion in capital costs for local road, water and sewer infrastructure. By implementing Envision Utah's Quality Growth Strategies, the greater Salt Lake City metro area will save an estimated $4.5 billion in transportation, water, sewer and utility investments.

While state and local governments bear the primary responsibility for enacting planning reforms to allow for smart growth, federal assistance is also needed. Farmer said budget problems and shortfalls in the states are likely to be the single most significant impediment to further state planning reform in 2002.

One pending proposal in Congress that would provide needed assistance and incentives to states and communities for planning reform, while still protecting local land-use authority, is the Community Character Act (H.R. 1433 / S. 975).

Other findings of the report, released in conjunction with APA's *Growing Smart℠ Legislative Guidebook* and accompanying *Growing Smart℠ User Manual*, include:

- Delaware, Florida, Georgia, Maryland New Jersey, Oregon, Pennsylvania, Rhode Island, Tennessee, Vermont, Washington and Wisconsin have made moderate to substantial changes to their planning laws and are the furthest along in terms of implementing smart growth measures
- Arizona, California, Hawaii, Maine, Nevada, New Hampshire, New York, Texas, Utah, and Virginia are pursuing additional amendments to strengthen local planning requirements, or they are working to improve regional and/or local planning reforms already adopted
- Arkansas, Colorado, Connecticut, Idaho, Illinois, Iowa, Kentucky, Massachusetts, Minnesota, Mississippi, Missouri, New Mexico, North and South Carolina are actively pursuing their first major statewide planning reforms for effective smart growth
- Alabama, Alaska, Indiana, Kansas, Louisiana, Montana, Nebraska, North and South Dakota, West Virginia and Wyoming have not made significant statewide planning reforms, and
- Governors of all political parties are calling for smart growth measures and planning reform efforts. Last year 15 Republican, 10 Democrat and two Independent governors made specific planning and smart growth proposals.

To download a free copy (PDF format) of *Planning for Smart Growth: 2002 State of the States* please visit APA's Web site at *www.planning.org*.

(For information about the Growing Smart℠ Legislative Guidebook and the User Manual, please call Denny Johnson at (202) 872-8611 or e-mail djohnson@planning.org.)

Check your public safety radio stations:

FCC Audit Letter Requires Response

The Federal Communications Commission's (FCC) Wireless Telecommunications Bureau (WTB) is currently conducting an audit of the construction and operational status of all of Private Land Mobile Radio (PLMR) stations — including public safety stations — licensed on frequencies below 512 MHz, and subject to frequency coordination and rule-based construction and operational requirements.

The purpose of the audit is to update and increase the accuracy of the commission's PLMR database. All audit letters have been mailed, and the commission is awaiting responses. However, because of an anthrax scare at the FCC mail facility it is taking some time for the responses to be processed.

If you have a radio communications system operating on a frequency or frequencies below 512 MHz, you should have received an audit letter from the commission. If you are not sure what frequency your system transmits on, check your FCC license or consult your radio technician.

It is very important that you respond to the audit letter within the time frame specified in the letter. Failure to respond within the specified timeframe may subject you to administrative action such as a forfeiture or license cancellation.

You can verify whether your station(s) is included in the Commission's audit by consulting the WTB Web site database at: *www.fcc.gov/wtb/plmrs/audit.html.* The database will also indicate whether the commission has received your response. If the database indicates that a letter has been sent, but you have not received one you should call (888) 225-5322 and select option 2.

Counties Secure AMERICA

Looking into Water & Wastewat Security Problems and Solutions

By Richard Lancaster-Brook
Khafra Engineering Consultants

(Ed. Note: The following information was first presented by the author to participants at a meeting convened by EPA Region 3.)

Until the events of Sept. 11, sabatoging the country's water or wastewater systems seemed far-fetched. Safe and sustainable drinking water was taken for granted. Now, sabotage has to be considered not only as a viable, but a plausible threat. It is important that cities, counties, provinces and private companies, who own or operate water and wastewater systems, consider what weaknesses may exist throughout their systems, and what measures should be taken to prevent future acts of sabotage, vandalism or terrorism, including the development of a well-tested Emergency Response Plan (ERP).

Water systems are vulnerable to two types of sabotage: vandalism, or terrorism. Vandalism interrupts the supply of water and results in a lack of quantity. Terrorism can contaminate the water and result in a lack of quality.

Supply interruptions include the destruction of, or interference with, reservoir dams, water towers or storage facilities, pumping stations, intakes, valves, treatment plants, the distribution system, or fire hydrants. These interruptions can be caused by any number of acts, including physical destruction, SCADA system interruptions, and as an indirect result of contamination.

They also include any other acts that could reduce the water pressure in a system, thereby denying the population drinking water or fire fighting protection.

Acts of contamination could occur at the reservoir, intake structure, treatment plants, or from within the distribution system. There are various types of contamination, some less effective than others.

With regard to wastewater systems, proximity or access to critical buildings is the main problem. Sewers that run beneath, or near airports, critical structures or federal facilities could allow explosives or other energetics/combustibles to be detonated in close enough proximity to create mass destruction.

To prevent all possible scenarios of sabotage, vandalism, or terrorism is impossible, but there are steps that can be taken to reduce the chances of future occurrences and to make it as difficult as possible for potential saboteurs to succeed.

Security has to be established to defend against many motives, from teenage pranksters vandalizing property to international terrorists bent on mass destruction. When looking at defending facilities, it is best to look at worst-case scenarios. In defending against saboteurs whose objective is mass destruction, lesser motives will also be captured using the worst-case scenario process.

To defend all water treatment facilities against terrorists whose objective is mass destruction would require resources currently not, and probably never will be, available. Based on this assumption, it becomes necessary to have a plan to respond to these acts.

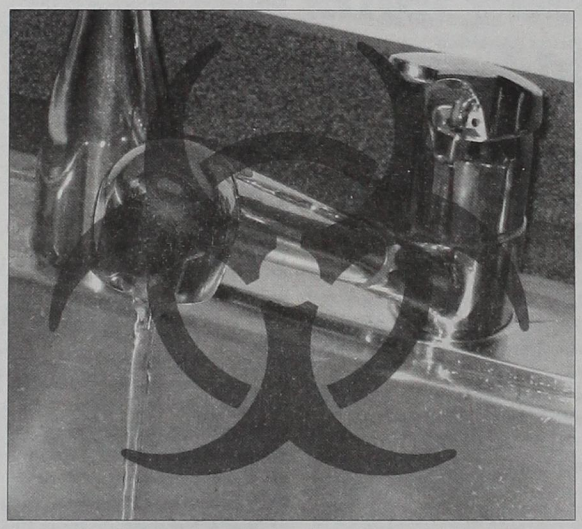
In general, all resources possible should be used to try to prevent an act of mass destruction. However, plans should be in place to recognize possible problems, delay the problem and reallocate resources to contain the problem.

A good Emergency Response Plan should include, but not be limited to the following provisions:

- procedures to detect possible supply or quality problems, including the establishment of "alarm levels" for various parameters
- procedures to delay and minimize the effects of a problem
- clear procedures for reporting and response, including efficient and effective communication of the problem with relevant law enforcement, public health, environmental protection, consumers, the media and emergency response organizations, and
- procedures to rectify the problem.

The Emergency Response Plan needs to be regularly tested. *Die Hard* scenarios need to be developed to test the ERP. The ERP should be evaluated based upon performance of these tests.

Meanwhile at the federal level, the House and Senate have each passed bills that deal with public health security and bioterrorism protection. Although differences between the House and Senate bills have yet to be ironed out in conference, observers believe the House bill will most likely prevail.



Safe and sustainable drinking water was taken for granted. Now, sabotage has to be considered not only as a viable, but a plausible threat.

The House measure — H.R. 3448, the "Public Health Security and Bio-Terrorism Response Act" — contains a provision that requires all water utilities serving more than 3,300 people to perform a vulnerability assessment. The utility will have to certify to the EPA that it has completed a vulnerability assessment by the following dates:

- Utilities serving over 100,000 people—Dec. 31, 2002
- Utilities serving 50,000 to 100,000 people – June 30, 2003
- Utilities serving 3,300 to 50,000 people – Dec. 31, 2003

The scope of the vulnerability assessment, as specified in the bill, included but was not limited to water collection, pre-treatment, treatment, distribution, storage, electronic or automated systems, and the use, handling, and storage of all chemicals.

The bill also includes a provision that required utilities to certify to the EPA that they have incorporated the results of their vulnerability assessment into their Emergency Response Plan, within six months of completing their vulnerability assessment. The plan must include actions, procedures, and identification of equipment that can prevent, or significantly lessen the effectiveness of, a terrorist attack or intentiona against the utility.

The Drinking Water State ing Fund can be used to help many of the activities describe and the Association of Metr Water Agencies is offering gr should provide relief from an cial burdens that inhibit the e ment of security measures.

For more information abo ning for your water system rity, see the checklists acco ing this article.

(If you would like to be se mail outlining new developme field, please contact Richard La Brooks, Khafra Engineering ants at (404) 525-0501, ext. 2 mail richbrooks@excite.com.

General Security Practice for Water/Waste Faciliti

The following lists of general, common sense, and b security practices are intended to be a general starting poin water and wastewater facilities. These measures are inten for large plants, but some of the measures will apply to sm systems. The information was gathered from a variet sources including foreign experts, domestic facilities, the and the FBI.

General Water Facility Security

- **All people with access to a facility should be checked ag the current FBI "Most-Wanted List."**
- **All employees should wear identification badges and company visitors at the facilities.**
- **Employees should be subjected to thorough backgro checks and subjected to periodic background checks there**
- **All doors on-site should be locked at all times. Keys sh be monitored and codes changed daily, access cards and returned if employees are dismissed for any reason.**
- **SCADA systems should not be connected to the Inter Remaining cyber security should be enhanced, and passw should be changed regularly.**
- **All facilities should be fenced, well lighted and ha perimeter monitored by surveillance cameras and motion d tors. All gates should be locked and "Z" barricades set up to trucks from running through them. Landscaped berms sh surround reservoirs and storage facilities. Either security sonnel should be stationed at the front gate or the facility sh not allow access except by appointment or by buzzing up t security office.**
- **Fire hydrants and other entry points to the distrib system should be tamper-proof.**
- **Surveillance cameras should also be located on-si key points.**
- **Employees should make surveillance rounds at var times.**
- **Redundancy should be built into all systems.**
- **There should be a back-up power source or generator avail**
- **Portable pumps and other major equipment should n stored together.**

See SECURE WATER on pa

General Security Practices for Water/Waste Facilities

SECURE WATER *from page 6*

• There should be good communication and coordination among eighboring water utilities.

• All reservoir/tank access panels and vents should be tamper-roof.

• A vulnerability assessment should be conducted and employees ould receive frequent training on the importance of security and to ok for anything "out-of-the-ordinary, and

• Conduct frequent hypothetical emergency drills and evaluate ased on performance.

efense Against a Contaminate

• There should be good communication and coordination with cal police and fire departments. Police units should make manda-ry stops at water facilities during their beats at random intervals.

• Finished water reservoirs should be covered.

• There should be one-way valves installed at strategic points in the stribution system to prevent back flow.

• Additional testing and monitoring of chemical agents delivered the plant should be conducted to make sure that the contents are hat are indicated on the label.

• Filtration and disinfection should be enhanced as much as ssible to remove bacterial agents. Reducing turbidity levels will crease the removal of microbial and chemical agents.

• Continuous monitoring for various contaminants in the fluent and in the distribution system should be conducted for arious agents.

• Know the chlorine delivery schedule and have a clear line of mmunication with the supplier to discuss changes in the schedule. tore chlorine containers in secure, clean, ventilated, fire resistant nd sheltered areas away from other chemicals. Inspect chlorine torage facilities regularly. Maintain emergency-breathing appara-us on-site.

• Be aware of areas in the distribution system that are especially ulnerable due to hydraulic.

• Investigate complaints about the color, taste or odor of the water.

• Observe aquatic wildlife in source water bodies.

• "Alarm levels" that trigger an investigative or emergency re-ponse should be established for all monitored parameters.

• Within the distribution system, pressure changes should be nonitored for abnormalities.

• Most biological agents will be destroyed by the chlorine residual. The chlorine residual should be monitored frequently, and at various ocations, throughout the distribution system.

• Give careful attention to significant changes in water quality at aw water intakes, distribution system entry points, finished water torage reservoirs and key monitoring locations within the distribu-ion system.

• The EPA recommends monitoring for a number of items, ncluding, but not limited to: pH, turbidity, total and fecal coliform, otal organic carbon, ultraviolet absorption, color and odor at raw water intakes; and for free and total chlorine residual, and

• All abandoned wells and bore holes should be securely capped or destroyed" pursuant to standard practices and local regulations.

General Wastewater Facility Safety

• Inventory wastewater and storm-water assets and evaluate their ocations relative to sensitive locations.

• Install tamper-proof manholes and sensors in sewer and storm-sewer lines in sensitive areas.

• Monitor all chemicals that are stored on-site.

• Establish "alarm levels" that trigger an investigative, or emergency response should be established for all monitored pa-rameters, and

• Monitor for pH, corrosion, oxidation-reduction, flammability, and air within the collection system and for total chlorine residual at the "outfall" as recommended by the EPA.

Generic Basic Wastewater System Checklist

☐ 1. Have you undertaken a vulnerability assessment?

☐ 2. Does your Emergency Response Plan incorporate the findings of your vulnerability assessment?

☐ 3. Have you frequently tested your Emergency Response Plan against *Die Hard* scenarios? Are you evaluating your security based upon performance during these hypothetical drills?

☐ 4. Do you know who is responsible for security at your facility?

☐ 5. Is the same person responsible for collection system security? If not, are they coordinating with the person who is?

☐ 6. Have you checked all employees, contractors, sub-contractors, visitors, delivery personnel, landscapers, and persons digging up sewer distribution system components or accessing manholes, or all other persons with access to the facilities on-site or off-site (treatment plants, lift stations, and CSO facilities) versus the FBI's "Most-Wanted-List"?

☐ 7. Are all employees and visitors required to wear identification badges?

☐ 8. Are all visitors and deliveries accompanied while on the premises?

☐ 9. Have you completed background checks on all employees?

☐ 10. Are all doors and gates locked?

☐ 11. Are all keys to doors and gates accounted for?

☐ 12. Do you collect all keys and identification badges from dismissed personnel?

☐ 13. Is your SCADA system secure from Internet "hacking"?

☐ 14. Does it take multiple employees at different terminals with different passwords to control all security and SCADA systems?

☐ 15. Are passwords changed regularly?

☐ 16. Are all facilities (treatment plants, lift stations, and CSO facilities) fenced?

☐ 17. Are these facilities well lighted and do they have a perimeter that is monitored by surveillance cameras (with a minimum of 7 tapes to record a week's worth of activities) and motion detectors?

☐ 18. Is someone watching the gates?

☐ 19. Are surveillance cameras located on-site at key points, such as chemical storage facilities?

☐ 20. Do employees make surveillance rounds at varying times on each shift to check for anything out of the ordinary?

☐ 21. Is redundancy built into all systems?

☐ 22. Is there a backup power source or generator available?

☐ 23. Are all portable pumps accounted for and stored far enough apart that they are not easy targets?

☐ 24. Are you coordinating with other sewer utilities to create cross connections?

☐ 25. Are you coordinating with the public to look for suspicious people or automobiles in sensitive areas?

☐ 26. Are employees taking the keys to their public vehicles with them?

☐ 27. Have you established a prioritized list of people and phone numbers to be contacted in an emergency situation?

☐ 28. Is this phone list located next to all phones?

☐ 29. Do you have a plan to quickly and effectively inform downstream users in the case of an emergency?

☐ 30. Have you coordinated with the police department to make sure that they make mandatory stops at important facilities (treatment plants, lift stations, and CSO facilities) while on duty? Do they know what chemicals are on site and where they are stored?

☐ 31. Are all chemical agents delivered to the plant tested to make sure that the contents are what are indicated on the label?

☐ 32. Are you aware of the vulnerable areas in your sewer network?

☐ 33. Have you geo-spatially inventoried all of your sewer and storm sewer lines?

☐ 34. Do you know if any of these lines run beneath or close to otherwise secure buildings?

☐ 35. Have you secured manhole covers and placed sensors in these areas?

☐ 36. Are you observing aquatic wildlife in the outfall's water body?

☐ 37. Are you monitoring for pH, corrosivity, oxidation-reduction, flammability, and air monitoring for explosivity within the collection system?

☐ 38. Are you monitoring for total chlorine residual at the outfall?

☐ 39. Have you established "Alarm levels" for the various parameters (pH, corrosivity, oxidation-reduction, flammability, explosivity, total chlorine residual) that you are monitoring and have you established a protocol that will be followed if the alarm level is triggered?

Generic Basic Water System Checklist

☐ 1. Have you undertaken a vulnerability assessment?

☐ 2. Does your Emergency Response Plan incorporate the findings of your vulnerability assessment?

☐ 3. Have you frequently tested your Emergency Response Plan against *Die Hard* scenarios? Are you evaluating your security based upon performance during these hypothetical drills?

☐ 4. Do you know who is responsible for security at your facility?

☐ 5. Is the same person responsible for distribution system security? If not, are they coordinating with the person who is?

☐ 6. Have you checked all employees, contractors, sub-contractors, visitors, delivery personnel, landscapers, and persons digging up water distribution system components or accessing manholes and fire hydrants, or all other persons with access to the facilities on-site or off-site (treatment plants, reservoirs, reservoir dams, water storage facilities and towers, pumping stations, water intake facilities, chlorine booster stations, and meter/valve boxes,) versus the FBI's "Most-Wanted-List"?

☐ 7. Are all employees and visitors required to wear identification badges?

☐ 8. Are all visitors and deliveries accompanied while on the premises?

☐ 9. Have you completed background checks on all employees?

☐ 10. Are all doors and gates locked?

☐ 11. Are all keys to doors and gates accounted for?

☐ 12. Do you collect all keys and identification badges from dismissed personnel?

☐ 13. Is your SCADA system secure from Internet "hacking"?

☐ 14. Does it take multiple employees, at different terminals, with different passwords to control all security and SCADA systems?

☐ 15. Are passwords changed regularly?

☐ 16. Are all facilities (treatment plants, reservoirs, reservoir dams, water storage facilities and towers,

See ***CHECKLIST*** *on page 8*

CHECKLIST from page 7

pumping stations, water intake facilities, chlorine booster stations, and meter/valve boxes) fenced?

☐ 17. Are these facilities well lighted and do they have a perimeter that is monitored by surveillance cameras (with a minimum of 7 tapes to record a week's worth of activities) and motion detectors?

☐ 18. Do you have Z barriers at gates and berms surrounding reservoirs to stop high-speed vehicles?

☐ 19. Is someone watching the gates?

☐ 20. Are your fire hydrants tamper-proof?

☐ 21. Are surveillance cameras located on-site at key points, such as at the chlorine storage facilities, chlorine injection areas, filter beds, hazardous chemical and fuel storage areas, and finished water storage areas?

☐ 22. Do employees make surveillance rounds at varying times on each shift to check for anything out of the ordinary?

☐ 23. Is redundancy built into all systems?

☐ 24. Is there a backup power source or generator available?

☐ 25. Are all portable pumps accounted for and stored far enough apart that they are not easy targets?

☐ 26. Are you coordinating with other water utilities to create cross connections?

☐ 27. Are the locations of all valves geo-spatially referenced and is it readily apparent which ones will need to be shut down in emergency situations?

☐ 28. Are the valves well maintained?

☐ 29. Are all reservoir/tank access panels and vents tamper-proof?

☐ 30. Are you coordinating with the public to look for suspicious people or automobiles in sensitive areas?

☐ 31. Are employees taking the keys to their public vehicles with them?

☐ 32. Have you established a prioritized list of people and phone numbers to be contacted in an emergency situation?

☐ 33. Is this phone list located next to all phones?

☐ 34. Have you got a plan to quickly and effectively inform customers in the case of an emergency?

☐ 35. Have you coordinated with the police department to make sure that they make mandatory stops at important facilities (treatment plants, reservoirs, reservoir dams, water storage facilities and towers, pumping stations, water intake facilities, chlorine booster stations, and meter/valve boxes) while on duty? Do they know where the chlorine is stored?

☐ 36. Are your finished water reservoirs covered?

☐ 37. Have you coordinated with the fire department to make sure that they are tracking all fire trucks in operation and in reserve at all times? Do they know where the chlorine is stored?

☐ 38. Are there one-way valves installed at strategic points in the distribution system to prevent backflow?

☐ 39. Are new house connections created with backflow prevention valves?

☐ 40. Are all chemical agents, delivered to the plant, tested to make sure that the contents are what are indicated on the label?

☐ 41. Has your filtration and disinfection been enhanced as much as possible to remove bacterial agents?

☐ 42. Have you looked into obtaining new real-time monitors for contaminating agents?

☐ 43. Are pressures throughout the distribution system being continuously monitored for abnormalities?

☐ 44. Is chlorine residual still present at distant points in the distribution system?

☐ 45. Have you increased the frequency and geographic distribution of chlorine residual monitoring within the distribution system?

☐ 46. Is the chlorine storage area well protected and inspected regularly?

☐ 47. Do you know the chlorine delivery schedule?

☐ 48. Are the chlorine containers secured in a clean, ventilated, fire resistant and sheltered area away from other chemicals?

☐ 49. Do you have emergency breathing apparatus on-site?

☐ 50. Are you aware of the vulnerable areas in your distribution network?

☐ 51. Are you looking for significant changes in water quality at raw water intakes, distribution system entry points, finished water storage reservoirs and key monitoring locations within the distribution system?

☐ 52. Are you monitoring for pH, turbidity, total and fecal coliform, total organic carbon, ultraviolet absorption, color and odor at the raw water intakes?

☐ 53. Are you monitoring for free and total chlorine residual, heterotrophic plate count (HPC), high volume total and fecal coliform analysis, pH, color, odor, system pressure, and taste (not if there are other indicators of a possible problem), within the finished water and distribution systems?

☐ 54. Are you monitoring customer complaints about the color, taste or odor of the water?

☐ 55. Are you observing aquatic wildlife in the source water body?

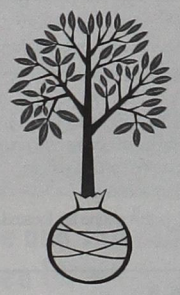
☐ 56. Have you established "alarm levels" for the various parameters (pH, turbidity, total organic carbon, ultraviolet absorption, color, odor, free and total chlorine residual, heterotrophic plate count (HPC), high volume total and fecal coliform, system pressure, and taste) that you are monitoring have you established a protoc that will be followed if the ala level is triggered?

☐ 57. Do you have portable water treatment systems availabl for emergency situations?

☐ 58. Are all abandoned wel and bore holes securely capped

☐ 59. Have you secured large chemical pipelines that cross the s water body upstream of the intake.

National Tree Trust



Tree Seedling Grants for 2003

The National Tree Trust announces the availability of its 2003 Tree Seedling Grants for planting projects on public land. Through NTT's Community Tree Planting program, local governments, schools and nonprofits can apply for tree seedlings to plant on public property with the help of volunteers. Tree planting is a fulfilling way for local communities to revitalize and improve their environment, get families involved in projects together, and promote fellowship among neighbors.

For years, communities across the country have used National Tree Trust trees for various projects including river trails, schools, parks, and city right-of-ways. Additionally, tree planting is a way to show support for America and to honor those that died on Sept. 11.

Another benefit of tree planting is economic. According to the National Urban and Community Forestry Advisory Council, consumers are willing to pay 12 percent higher for products in business districts with trees. When given a choice, people want to shop and spend time where there is more green and less concrete.

(To learn more about communities using a National Tree Trust Community Tree Planting grant, or to obtain an application, visit the National Tree Trust Web site at www.nationaltreetrust.org or call (800) 846-8733. The deadline for grant applications is May 31.)

Rural Development Provision in the Farm Bill

House Bill (HR 2646)	Senate Bill (S. 1731)
Community Water Assistance Program	**Emergency Community Wat Assistance Program**
Authorization — 2002-2011. Eliminates emergency status of program. **Funding** — $75 million in mandatory spending ($30 million in original bill/ $45 million from Clayton amendment).	**Authorization** — 2002-2006. **Funding** — $35 million.
Water and Waste Disposal Grants	**Water and Waste Disposal Gra**
Authorization — 2002-2011. **Funding** — strikes the appropriations ceiling of $590 million.	**Authorization** — 2002-2006. **Funding** — increased from $590 m lion to $1.5 billion.
White House Conference on Rural America	**White House Conference on Rural America**
Not included	Not included
SEARCH Environmental Grants	**SEARCH Environmental Gra**
Not included	**Authorization** — SEARCH gra are for rural communities with a po lation of 2,500 or less. Grants go rectly to the states where there nine-person "Citizen's Council" approve grants. This is the result of the work of S Michael D. Crapo (R-Idaho) to h small rural areas adhere oftentimes burdensome envir mental regulations. **Funding** — $51 million/year.
Broadband Telecommunications	**Broadband Telecommunicati**
Not included	**Authorization** — 2002–2006 **Funding** — combination packag grants and loans totaling $100 m lion/year.
Rural Firefighters and Emergency Personnel Grant Program	**Rural Firefighters and Emerge Personnel Grant Program**
Not included	**Authorization** — 2002–2006 **Funding** — $30 million for FY03
Grants to Emergency Weather Centers	**Grants to Emergency Weather Centers**
Not included	**Authorization** — 2002–2006 **Funding** — $2 million with 25 p cent match-grants used to acq radion transmitters to increase co age of rural areas by emerge weather radio broadcast system.

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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 a $150 fee. An individual at a single computer (desktop) must register and pay a $25 Satellite downlink coordinates, computer passwords, and Downlink Guides will be prov 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*

NACo National Association of Counties Care for America

Registration Form...

Please Note Process:

There is a $150 registration fee for viewing this at a satellite broadcast site or as a group on a web broadcast site.

There is a $25 registration fee for individuals viewing this alone at their computer. This 2-page form, along with a check, purchase order, or credit card number, must be received by NACo. Upon receipt, NACo will FAX back a confirmation, along with satellite coordinates or the web address and password.

A Downlink Guide for the broadcast, containing materials to photocopy for site participants, will be available on NACo's web site at www.naco.org by March 8. Sites may register until March 20. However, sites that want NACo to mail their site coordinator a Downlink Guide must send their registration form to NACo by March 14. (Only Site coordinators will receive a Downlink Guide.) Note that the broadcast content outline and presenters are subject to change until air time.

Please supply ALL requested information.
Do so by filling out Part A or Part B and Part C. Please print clearly.

PART A: GROUP SITE

(For Satellite Downlink or a Group Viewing the Web Broadcast)

Please Check one

- ❑ This is a satellite downlink site. Please send coordinates along with the confirmation.
- ❑ This is a site using a Web link/video projection for a large group. Please send the URL and password along with the confirmation.

Site Location: _____ (Name of Facility)
Site Address: _____
_____
Name of Site Coordinator : _____
Phone: _____ FAX: _____
Email: _____
Coordinator's Address (A Downlink Guide will be sent here upon request.)
_____
_____
Name of Satellite Site Technician or Web Technician:
_____
Phone (Broadcast Day) _____ (Critical Information!)
FAX (Broadcast Day) _____ (Critical Information!)

PART B: INDIVIDUAL WEB VIEWER

❑ I wish to view the webcast solo, on my computer.

Name: _____
Phone: _____
County: _____ State: _____
Email: _____

(Print clearly, please. URL and password will be sent here.)

PART C: ALL MUST FILL OUT

DOWNLINK GUIDE (Check one)
❑ I will get the Downlink Guide from ***www.naco.org***. Do not send it.
❑ Please send a Downlink Guide to our site coordinator at the address listed ab

PAYMENT INSTRUCTIONS
Payment Choices (Please Fill in Appropriate Information Below.)
❑ Check Enclosed. ($150 for a group at a satellite downlink site or at a large gr web site or $25 for an individual at their desktop.)
❑ Purchase Order with Number and Authorized Signature Attached. ($150 fo group, as described above.)
❑ Credit Card ___ AE ___ V ___ MC ___ Discover
No.: _____ Expiration Date: _____

FOR SECURITY PURPOSES, PLEASE EITHER MAIL OR CALL IN CREDIT CARD INFORMATION.

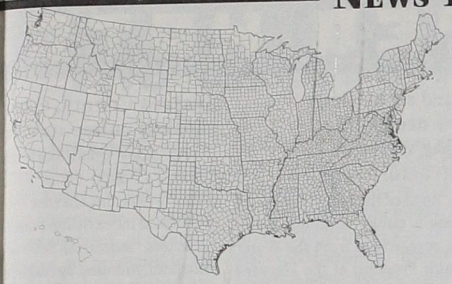
• Send this form and your check or credit card information to NA Broadcast, P.O. Box 79007 Baltimore, MD 21279-0007. Make your che out to NACo.

• FAX this form and purchase order with number and authorized signatu to (202)737-0480.

• FAX this form to the number listed directly above and also CALL Phyl Pines at (202)942-4299 with your credit card information.

NOTE: Registrations cannot be processed without all requested informati Please do not skip any. Need a Downlink Site or Group Web Site to Try? NA has compiled lists of past downlink sites and hotels where groups can see webcast on a projection screen. To hear about them, please call Phyllis Pines (202) 942-4299.

News From the Nation's Counties



ORIDA

About two-thirds of the new, l-style voting machines recently ed to **BROWARD COUNTY** problems.

Monitors, on about 70 of the 101 hines shipped to the county in February as part of a $17.2 mil- ontract, are significantly dimmer the rest and are not adjustable. If eplaced or corrected, it would e it difficult for some voters to the lists of candidates. A few of machines also had buttons that 't light up or legs that didn't n properly.

Mairiam Oliphant, county elec- supervisor, told the *South Florida Sentinel* that she is furious and has acted the company, Election Sys- s & Software, and demanded the hines be replaced before the next e of machines arrives in late spring. "I'm very much concerned be- se this is an early stage in the pro- and we need to nip it in the bud," hant told the *Sun-Sentinel*. "We t to make sure it's not chronic with ry machine coming in here."

According to the newspaper ar- e, the dimness caught both the nty and the distributor off guard. e company quickly explained that dim machines were sent as demon- tion models.

The county agreed in December 01 to purchase 5,000 touch-screen mputers from ES&S to replace the d punch-card ballots that were med by the state legislature last ar. The new machines will be used the fall elections.

• While other counties in Florida d throughout the country are dedi- ting millions of dollars to purchas- g green spaces, **ORANGE OUNTY** is struggling to do the same. The county recently had to come $7.5 million agreement with the St. hns River Water Management Dis- ct and a landowner that would pre- rve a 5,200-acre stretch of pine atwoods, scrub and swamp as a na- re preserve.

The county has no program to col- ct higher taxes in order to preserve een spaces like many communities o. When land is available, the county ust draw from the same pot of money at covers countless other needs.

Twice in the 1980s, voters rejected w taxes for land acquisitions and parks. In 1995, the county issued bonds worth $37.8 million to buy environmentally sensitive lands. The county used its existing authority to back the bonds with taxes charged on electricity and other utilities.

After several key purchases in the late 1990s, by the time the 5,200-acre farm became available, almost all the money had been used, and the purchase had to compete for cash with every other program from preschool to computer systems for the sheriff's department.

County Chairman Rich Crotty told the *Orlando Sentinel* that he aims to continue the county's efforts to protect sensitive land, but he hasn't considered asking the voters to back a particular funding source.

"Is it time to revisit the issue? I think that's a fair question," Crotty told the *Sentinel*. "It's certainly worth looking into."

The state provides $300 million a year for land preservation and parks under the Florida Forever program, but a growing percentage of money is going only to local communities that match state funding.

• With five proposed power plants on the table, the commissioners in **ST. LUCIE COUNTY** withheld a vote in early February to begin construction on a $120 million, 250-meggawat, natural gas-electrical plant.

The plant, located within three miles of several communities would require several smokestacks as high as 130 feet. Residents have complained to the commission stating they don't want the eyesores in their area and are concerned about potential environmental worries.

While the company planning to build the power plant tried to ease the citizens' worries about environmental concerns, the commission still decided to withhold it's vote for further review. A vote is expected at the mid-March meeting.

KENTUCKY

Even as President George W. Bush slashes millions from his FY03 budget, **WARREN COUNTY** is receiving $187 million in funding for several key road projects from the state. The allotment is part of the state's Six-Year plan recently approved by the legislature.

In addition to widening several key thoroughfares in the county, the money will go to expansion of Interstate 65.

The vital appropriation is also for future projects, which means even if future money is suspended, many projects will still be handled.

MARYLAND

When the e-mail first arrived at county health offices across the state in late January, officials thought it had all the markings of an urgent medical directive.

According to the e-mail, signed by the state's director of Epidemiology and Disease Control and head of the Maryland Immunization Program, information being distributed to new mothers was "inaccurate" and health departments should immediately yank the dated material.

Upon further reading, county health officials discovered that the "inaccurate" information was the name and signature of the now-former first lady Frances Anne Glendening on a Hallmark card in the packets going to new mothers. The Glendenings divorced in November 2001 and Gov. Parris N. Glendening remarried on Jan. 25. The e-mail was sent the day after the marriage.

What has angered many county health officials, is that, in this time of heightened security and concerns about bioterrorism, they are being asked to specifically designate an employee to "coordinate the prompt removal" of the cards.

"There are a lot of priorities right now in public health, and this isn't one of them," Mary Anderson, a spokeswoman for the **MONTGOMERY COUNTY** health department told *The Washington Post*.

Unlike other jurisdictions in the state, officials in Montgomery have decided to ignore the memo.

"Obviously, if there was a health component to this, we would move quickly to get the information out of the packets," David Weaver, spokesman for County Executive Douglas M. Duncan, told *The Post*. "But with this, I believe the message we sent back was: 'There are many, more pressing priorities.'"

NORTH CAROLINA

Health-care providers in **CABARRUS COUNTY** are trying to coordinate coverage for the uninsured using an almost $1 million grant from the federal government.

Through several area agencies, county residents already receive free medical care worth almost $8 million a year, but the efforts of these groups don't always mesh.

"In a lot of cases, folks have trouble accessing that care in a coordinated manner, and they end up going to the emergency room, or they wait until a disease is advanced," Dr. Allen Dobson, chairman of the Cabarrus Community Care Plan, told *The Charlotte Observer*.

Using the grant money from the Health Resources and Services Administration, the 12 health-care organizations that fall under the umbrella of the Community Care Plan, will register uninsured patients and assign them a primary-care physician.

The program targets two key groups: Latinos and people who lack health insurance who together make up about 3.5 percent of the county's population.

• In response to a weakening economy and a strain on county revenues and resources, **MECKLENBURG COUNTY** Manager Harry Jones recently announced a countywide hiring freeze.

The freeze will continue indefinitely and apply to all positions, including positions funded from fees and grants. Five hundred regular full-time, 55 regular part-time and 543 temporary positions are affected.

The freeze should save the county $10 million for the remainder of this fiscal year. Annualized; savings for salaries in excess of $27 million.

The impact on county services has not yet been determined.

"Because of the uncertainty of the economy, it is very difficult for us to gauge what our resources and revenues will be," Jones said. "We will experience the pain."

OHIO

Many times, when working parents find themselves in an emergency day care situation, out of desperation, they are forced to leave their kids in the care of someone who is not capable.

Now, thanks to **SUMMIT COUNTY**, working parents who can't find emergency babysitters will soon get some much-needed relief.

Within a month, the county hopes to have eight to 10 day care centers that will accept children when a parent has an emergency.

"You look at the history last year in Summit County where we had several child deaths with young children in the care of a mother's boyfriend," Robin Salzman, of the county Children's Services Board told local station WEWS. "What we want to do is put in the safeguard so these individuals have child care."

The program is scheduled to get off the ground in March and Children's Services will run the program.

PENNSYLVANIA

What's in a name? Apparently a lot for all the parties involved in **LEHIGH COUNTY**.

The Lehigh County Chamber of Commerce recently became the Lehigh Valley Chamber of Commerce. The new name, so the chamber said, reflects efforts to represent businesses throughout the region.

However, according to an article in *The Morning Call*, the decision did not sit well with the heads of two of the biggest business groups in surrounding counties.

The Lehigh County Chamber had successfully wooed four business groups and chambers since 1998 and recently persuaded the Lehigh Valley African-American Chamber of Commerce to sign on for a trial merger. In addition, almost a fifth of its 2,600 members are outside the county. The chamber hopes the name change will encourage more companies outside the county to join and give the area more clout on legislative issues.

According to the newspaper, Lehigh County Executive Jane Ervin and Northampton County Executive Glenn Reibman applauded the name change.

"The business community will have a much stronger voice," Ervin told *The Morning Call*. "I think it's a terrific initiative."

VIRGINIA

• A Virginia judge has said "no" to attempts to remove two **FAIRFAX COUNTY** election judges and reprimand a third because they accepted 18 Conditional ballots during the course of the November 2001 governor and state legislator elections. The State Board of Elections had petitioned the Fairfax Circuit Court to remove two members saying it had to let local officials know they must strictly adhere to election laws.

Voters who showed up at the wrong voting precinct, too late to get to their proper polling place, cast the 18 ballots. The judge in the case said while the election board was wrong to accept the ballots; it was "a good faith mistake." Approximately, 270,000 Fairfax voters cast their ballots in the election. No race was decided by 18 votes.

• Here's a "takings" case with an unusual twist for local government.

The federal government owes **PRINCE WILLIAM COUNTY** $3.7 million in compensation and interest for seizing 16 county-owned acres near Manassas National Battlefield Park in 1988. The seizure was part of a larger 550-acre confiscation by the federal government intended to protect the national park from close-by commercial development.

In 1990, the county took its claim to the U.S. Court of Federal Claims. The claims court awarded the county $1.15 million in September 2000.

A federal appeals court upheld the award last month.

(News from is written by M. Mindy Moretti, senior writer. If you have any news, e-mail: mmoretti@naco.org.)

Financial Services News

Closing the Digital Divide: NACo Puts Courthouses on Web

Much has been written about the digital divide in America. The divide is most evident in low-income areas of the country and in rural areas with little access to broadband connection. However, another digital divide exists that is frustrating citizen efforts to access government electronically: counties with vast rural areas are unable to provide citizens with access to the courthouse via the Internet. NACo has found a way to close this gap in service.

To become an electronic government, a county must start with a high-speed connection to the Internet. This allows a county to provide high speed, "always on" Internet connections. In alliance with the National League of Cities and IBM, NACo has developed a service designed to enable counties throughout the United States to connect to the Internet in order to establish and maintain a strong Web presence.

The solution does not require telephone lines or underground cables to be run from urban areas. By simply installing a small satellite dish, counties are able to bring broadband connectivity to their government centers.

Once a county has a high-speed connection to the Internet, the need for a Web site and Web management tools is critical.

The NACo Totally Web Government solution enables the county to easily create a highly functional county Web site hosted at a state-of-the-art IBM service center. The county only needs a computer, a Web browser and Web connection. The Totally Web Government tool provides easy-to-use point and click templates that enable a non-technical content administrator to develop and maintain a Web site quickly and effortlessly.

The Web site development tool organizes information into five main areas of content:

• Home Page – features up-to-date information, including calendars, current issues and news releases from the county.

• Living Here –geared towards citizens. It contains what most of the visitors to your site are looking for.

• Doing Business –specifically targeted to individuals doing business in or with your county.

• Visiting – is an area for individuals interested in visiting different parts of your county and surrounding region.

• Government – provides information about your county's structure, County Board, management and budget. County departments, commissions, boards, authorities and other links are represented here.

Pricing for both the broadband and Web creation solutions is very competitive, due to the national scope of this contract. Because IBM is a designated supplier under the US Communities Government Purchasing Alliance, counties can purchase these solutions from an existing governmental contract. Counties may choose to install broadband in multiple locations with multiple users, or at a single location with as few as two users. Government employees may also take advantage of the offering.

(For more information on the program, contact Bert Jarreau, NACo chief technology officer, at (202) 942-4248.)

Hats Off to...

2001 Achievement Award Winners... Community/Economic Development

Roundtable and 101
Maricopa County, Ariz.

The Maricopa Long Term Care Plan (MLTCP) has been a program contractor for the Arizona Long Term Care System (ALTCS) since 1989. MLTCP provides services for medically fragile individuals of all ages who are at risk of institutionalization. In October 2000, the state added two new program contractors, thus driving the county-run MLTCP into a competitive arena.

To assure continued success in the new competitive environment the county needed to communicate better with the state of Arizona, which serves as the eligibility-determining body for this program.

The MLTCP Roundtable and 101 programs were created to provide a forum that gives the state's eligibility offices the information they need to successfully work with the Maricopa program. Forum participants include appropriate staff from both government levels.

Increased communication efforts have eased relations between the county and state, and drawn positive feedback from state officials. One ALTCS official commented that they needed "this level" of communication from all contractors.

Costs for the forum have been minimal. Among the costs include facilitator's salary, printing costs for invitations/materials, lunch and speaker costs, if applicable.

Office of Small Business Assistance
Palm Beach County, Fla.

The Palm Beach County Office of Small Business Assistance (OSBA) was established to address issues and conditions affecting small businesses. It promotes the start-up, growth and development of all small businesses located in Palm Beach County.

OSBA operates as a business information and referral services clearinghouse. It assists small businesses as they navigate through procurement obstacles in Palm Beach County and private industry. The small business program addresses the needs of entrepreneurs in obtaining information on starting and developing small businesses in the county. Ninety percent of all businesses in the county have fewer than 20 employees. The program is tailored to serve those especially small businesses that employ fewer than 10 employees.

From 1996-1999, the total number of small businesses in the county grew by 27 percent. The program's success is also reflected in the reduction of the county's unemployment rate from 6.63 percent in 1996 to 5.04 percent in 1999. In a three-year period, 958 clients were served — 683 new businesses and 275 existing businesses.

The FY00-01 budget for the OSBA, which includes the M/WBE program, was $670,000.

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

WEB WATCH

Harvard study finds billions needed for drinking water infrastructure repair

In a "state of the state" review of the nation's public drinking water systems, researchers from the Water and Health Program at the Harvard School of Public Health [HSPH] say maintenance and repair of the public water infrastructure has been severely neglected, and that at least $151 billion must be spent over the next two decades to guarantee the continued high quality of U.S. water. Additionally, the researchers predict that global warming could significantly harm water availability and quality.

The article, "U.S. Drinking Water Challenges in the Twenty-First Century" appears in the February 2002 supplement issue of *Environmental Health Perspectives, Reviews in Environmental Health* The study can be found at: *http://ehpnet1.niehs.nih.gov/docs/2002/suppl-1/toc.html*

Finding the world's best and worst public spaces

Want to see if one of your public spaces is catching praise or flack? Project for Public Spaces, which bills itself as "America's leading public spaces' nonprofit," has launched a Web site, Great Public Spaces, Great Community Places, that allows you to praise or damn the places you live in and visit, from Rockefeller Center's skating rink to your local watering hole.

To browse the listings, chime in with your opinions, nominate a Great Public Space, or a contender for the Hall of Shame, visit *www.greatpublicspaces.org.*

Summit County, Ohio expands online service

An eGov good work aw
Summit County, Ohio, whic
offers — via the Internet —
prehensive index of annexation
vacations, industrial revenue
issuances, minutes, agendas, a
islation. In addition, Counci
das are distributed electronical
week with hyperlinks to the
legislation on the Internet.
members and Web site visit
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any given time and download
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Internet for downloading.

If you're interested in learnin
you can access the Summit
Web site at *www.co.summit.oh*

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Maricopa County (Phoenix)
company that provides person
e-mail letterheads and station

More than 3.5 million
have taken advantage of the
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going to *www.Marketing24*
Click on Free Watermarks i
gation bar. Click "Continue,"
you've made your selection
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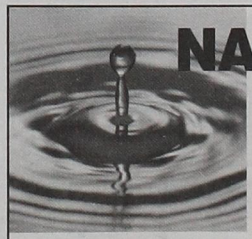
(Bev Schlotterbeck, executive editor, compiles Web Watch. If yo Web news you'd like to share or a favorite site, please e cnew@naco.org.)



NACo's Wate Program

Need help with septic syste Stormwater management? Fl control? Protecting drinking wa

NACo's Water Program *(www.naco.org/programs/envir waterpgm.cfm)* provides information and technical assistance to co ties through publications, conference workshops, Web site, and o project activities. NACo's staff can help direct you toward resour you need to start or expand water management and protection eff in your county.

Contact Jason Shedlock at (202) 942-4252 for more information. D miss the opportunity to ensure the water quality of your commun

The H.R. Doctor Is In

The Excuse Factory

n increasingly noticeable symp- of workplace trouble detected e HR Doctor is the upward ling in the volume of whining the "production" of excuses. e excuses are produced to ex- why the employee arrived late, roject is not completed, the be- r rude, etc.

n an previous article, the HR or proposed convening the Na- Commission on Whining (read rticle at *www.hrdr.net*). Presi- Clinton never took up the call to n to create the commission (and nt the HR Doctor as executive tor). However, the HR Doctor nues to wait by the phone for dent Bush to call!

's not too late. In fact, the need dress the making — or rather, manufacturing" of excuses — never been greater. This press- national need prompts a peek e the Excuse Factory.

While it is very educational and o tour a modern industrial fac- only the educational part ap- on a tour of the Excuse Factory. ps being fun when we hear ses about "no controlling legal rity," about questionable cam- n contributions, or bookkeeping s to explain unreported gifts.

Turning to the local news, we see only a rise in the offering of ses, but a decline in the accep- e of personal responsibility.

Managers spend a great deal of e intervening in disputes between ordinates and trying to figure out to respond — or, in many cases, to avoid the hassle of respond- — to inappropriate behavior or formance at work. High absen- ism evokes a litany of excuses. So s failure to perform on time or hin budget.

In every crisis — a small, day-to- family crisis, or a huge national world crisis, there is a common aracteristic. It is an ever present ample of the Excuse Factory syn- me. That characteristic is a search for a scapegoat. Who can I blame? Who should be punished? With apologies to the Rolling Stones, until I find someone to blame, "I can't get no satisfaction!" This is a workplace phenomenon, just as it is a society-wide issue.

Practicing proactive human resources management can offer important tools for the manager to remodel or downsize the Excuse Factory. These techniques center around three essential factors.

The first is awareness. Managers must understand that they live and work in the Excuse Factory! They need to step back and consider why excuses are offered so frequently, what the nature of the excuses are, and their roles in responding in a constructive and job-related way.

The managers who ignore or avoid their responsibilities or who are too arrogant to believe they might possibly have a problem in their jurisdiction or work group, will not be able to reduce the size of production in the Excuse Factory. Indeed, a manager's own behavior will lead to the factory's expansion!

The second factor is to adopt a "take excuses away" approach to management practices. This approach is mapped out in another article available at the HR Doctor's Web site.

Finally, and perhaps most important of all, is the connection between excuses and employee ethics. A specific recipe is also available in a third article on the same Web site. Our society's skill at making excuses is, in many respects, a product of the philosophy we have adopted, writes Charles Mitchell, in the *Public Personnel Management Journal*. The philosophy is known by different names, but is essentially a philosophy of "relativism." Perhaps its leading proponent was the 19th century philosopher, Friedrich Nietzsche.

The idea behind moral relativism is that there are no moral absolutes. Notions of inherent good, or truth, or right are false notions. Whether something is right or wrong depends on the context, argues the philosophy. Tell the truth. However, it is OK to lie to avoid being hurt too badly or to avoid being caught. Don't drink and drive! But, it's alright to sell alcoholic beverages at service stations. Don't take drugs! Drugs are bad! Drugs are bad? Check out what seems to be on every other television commercial these days.

The message conveyed is that if you've got a problem, then take a drug! Here's one more example. We are all afraid of violence and we spend billions of dollars to try to protect ourselves from its ravages. On the other hand, we spend billions of dollars supporting violence or encouraging it in sports, in media, and other areas of our culture.

We send mixed and unclear messages, perhaps deliberately, with no apologies to Madison Avenue.

In the name of moral relativism, it is we who have built and expanded the Excuse Factory and its many branches around the world. I am sure there is a branch fully operating in your own jurisdiction.

As an elected or appointed official, as a supervisor or manager in government, as a parent, or spouse or community member, stop and ask yourself during your next encounter in the bathroom mirror, what personal role you play in the Excuse Factory. Are you the plant manager? Is your own conduct such that Nietzsche would take you out to dinner — at a German restaurant, of course?

I wish I could write more in this brief column, but Kamala, the HR dog, needs to be let out, the stores will be closing soon and I don't want to miss the sale, I have chores to do, a meeting to attend, and, and, and...

All the best — without any excuses!

Phil Rosenberg

The HR Doctor • *www.hrdr.net*

NACo On the Move

NACo Officers / County Officials

• Judge **Robert Eckels** (Harris County, Texas) and Commissioner **Harry Stokes** (Adams County, Pa.) participated in the National Governors' Association Executive Policy Forum on Electricity Infrastructure Feb. 7–8 in Washington. NACo is collaborating with NGA to identify regional solutions to electricity transmission congestion. Eckels and Stokes discussed the need for counties to have a role in planning for transmission lines and to retain local land-use authorities in the process of siting lines in their communities.

• President **Javier Gonzales** addressed the Delaware Association of Counties conference on Jan. 17 in Dover. He also addressed the delegates of the Idaho Association of Counties conference on Feb. 5 in Boise.

NACo Staff

• **Bert Jarreau**, NACo's Chief Technology Officer, attended the Police Jury Association of Louisiana annual convention from Feb. 21 – 23 in Monroe, La.. Jarreau provided a presentation on the NACo E-Government Initiative to the Police Jury Association Community Development Committee.

• On Feb. 11, NACo Associate Legislative Director **Stephanie Osborn** attended the Michigan Association of Counties Legislative Conference in Lansing. Osborn spoke on a sewer infrastructure financing panel along with a state environmental agency official and the Oakland County drain commissioner.

Up and Coming Events

Don Murray, NACo Associate Legislative Director, will be in Columbia, S.C. on March 13-14 for the South Carolina Association of Counties.

Notices

CONFERENCES

■ **The International Personnel Management Association (IPMA) is holding** its 29th Annual Training Conference and Exposition, *HR Beyond Borders*, in Ottawa, Ontario, Canada, Oct. 20–23. Intended for the HR professional, session titles include: workplace security, workforce planning and managing cultural diversity. The registration fee for United States delegates is $515 for IPMA members and $615 for non-members. To register, e-mail the IPMA Training Department at *training@ipmahr.org*. For more information, contact IPMA at (703) 684-0948.

■ **The Water Environment Federation (WEF)** will hold its 2002 *WEF Washington Briefing, Innovations in Water Quality*, on April 16 at the Hotel Washington in Washington, D.C. The briefing will include an overview of the latest regulatory challenges facing the EPA, an overview of non-traditional regulatory projects that encourage a partnership between governments and the regulated community as well as presentations on smart growth and its ramifications for water quality. For more information, visit the WEF Web site at *www.wef.org*.

OTHER RESOURCES

■ **The Great American Station Foundation** is accepting applications for its 2002 cycle of grants for train station revitalization projects under its *Station Grant Program*. The grants are intended to help jump-start a community's effort to restore its rail station as an active inter-modal transportation facility and ensure that it contributes to community economic development.

The two types of available grants are the project seed grants — intended to give a community the capacity to begin a station revitalization project, and the project capital grants — requiring a 50 percent match, the grant will provide funds for station rehabilitation, station area specific planning or other capital improvement projects around a station.

For full details on the grant program, along with an application package, visit the foundation's Web site at *www.stationfoundation.org*, under the programs and grants section. Applications are due by April 12.

(Notices is compiled by Stacey Kennedy, editorial assistant)

Research News

A Housing Boom ... But Not for Everyone

Nearly a year ago, economists stated that the United States was sliding into a recession. However, this recession had a different face from many in the past. Since the Federal Reserve chose to lower interest rates as a means of boosting the economy, something unprecedented occurred. The housing market boomed because of the lowest interest rates in years.

Homeownership rates, already the highest in history at 67 percent at the close of 2000, escalated even higher in 2001 to 68 percent. These increases were reflected all across the country with ownership rates increasing in the Northeastern, Midwestern, Southern and Western regions.

Homeownership by age shows a somewhat different story. First time buyers under 35 years of age showed an increase of a full 1 percent in homeownership, while buyers in the age range 34 to 54 showed modest decreases. Increases kicked in again for those 55 to 64 years old showing a 1.2 percent increase and those above 65 with a .03 percent increase.

By race, the largest gain was by Hispanic Americans who showed a 1.3 percent increase in ownership in the last quarter of 2001 to 48.8 percent compared to 47.5 percent in the last quarter of 2000. This increase puts Hispanic homeownership ahead of African-American homeownership for the first time although they have been close in percentage in the past.

The state with the highest percentage of homeowners is Michigan with a 77.2 percent rate, and the state with the lowest is New York with 53.4.

As mentioned above, the majority of the new homebuyers were people under 35 years of age, but the age group where the highest percentage of people are homeowners is 70 to 74 years at 83.3 percent compared to only 42 percent homeownership among those under 35 years old.

Even though the saturation of homeownership is at an all-time high, many families are still facing the major hurdle of finding affordable housing to purchase. The lack of affordable housing caused NACo's Large Urban County Caucus (LUCC) to select affordable housing as its major initiative during 2001.

In conjunction with the Joint Center for Sustainable Communities and the National Association of Homebuilders, LUCC conducted a summit on affordable housing in Jefferson County, Ky., last April. As part of this program, county delegates presented local solutions to the lack of affordable housing in their communities. A white paper entitled, *A Summit — Affordable Housing: Counties in Crisis* was produced from this meeting.

Fairfax County, Va. has tackled its affordable housing crisis with programs like The Homeownership Opportunities Program at Founders Ridge.

This NACo award winning program uses an innovative public/private venture between the Fairfax County Redevelopment and Housing Authority (FCRHA) and the Northern Virginia Building Industry Association to develop affordable housing opportunities.

By using county-owned land and the cost-containing efficiency of a private builder, the venture provides purchasing possibilities to families, with incomes at or below 50 percent of the area median income, who are able to purchase homes in the prestigious Kingstown community.

Free land, combined with below market financing, deferred second trusts and reduced planning and construction costs made the townhouse units affordable.

Charles County, Md. has developed a financial assistance plan called *Settlement Expense Loan Program (SELP) for First Time Home Buyers*. This program makes homeownership a reality for many low and moderate income families. The program is supported by the county commissioners and the housing commission and administered by the county department of community services. It provides direct financial assistance up to $4,000 to qualified low and moderate income first time buyers to help with the settlement expenses for homes purchased in targeted revitalization areas of the county.

Hennepin County, Minn. has joined with the City of Minneapolis and several inner city businesses to bring in a $30 million housing investment. The investment helped restore older neighborhoods and make the housing affordable for current residents of the community.

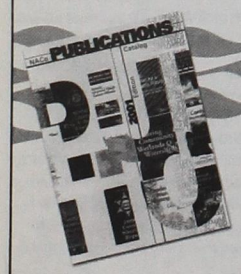
Clark County, Nev. is experimenting with a private developer as the primary provider of affordable housing and was able to provide housing targeted toward families who were at the county median income of $50,000.

If your county has developed programs that assist with providing affordable housing, the research division would like to know about them.

Please send written descriptions of the program to Jackie Byers, NACo research director, at jbyers@naco.org. The senders of the first five received will receive a NACo goodie bag.

For copies of the white paper on affordable housing, please contact Jackie Byers at jbyers@naco.org.

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



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Job Market/Classifieds

CHIEF OPERATING OFFICER, MONROE COUNTY ROAD COMMISSION — MONROE COUNTY, MICH.

Salary: $59,902–$74,948.

Immediate opening for a full-time Chief Operating Officer with the Monroe County Road Commission, located in Southeastern Michigan adjacent to Toledo, OH. Must possess a Master's degree with emphasis of collegiate studies in public or business administration, engineering, management or closely related field. Minimum 5 years experience as an administrator in county or local government, or in private business working directly with an appointed public Board involved in public policy information. Experience in administration related to public works, operation of various departments, public finance and accounting, major projects, along with excellent written and oral language skills. Ability to effectively use Microsoft Word/Excel or equivalent. Working knowledge of computer and Internet applications as they apply to the workplace a plus. Salary range $59,902–$74,948 and excellent benefits.

Interested candidates must provide a copy of resume, reference, salary history, and work summary to Ralph Lange, Managing Director, Monroe County Road Commission, 840 S. Telegraph Rd, Monroe, MI 48161 as soon as possible. Taking applications until position is filled. Mark envelope "C.O.O. Applicant." Must request confidentiality in writing. Finalists' resumes are subject to public disclosure. For more information please check our Web page, *www.mcrcmi.org*. EOE

CITY MANAGER — CITY OF NEWPORT, RHODE ISLAND.

Salary and benefits: DOQ.

Newport, RI (26,475). Internationally known resort community with seasonal population of 100,000. Full service city. 345 FT employees. Budget of $57.4 million. Requires Masters Degree in Public Administration, Business Administration or related field and at least five years experience as manager of a comparable sized community. Responsible for daily operations of municipal government. Strong background preferred in finance, planning/economic development, collective bargaining, and utilities. Resume, salary history, and five professional references by 4/30/02 to City Manager's Office, City Hall, 43 Broadway, Newport, RI 02840. EOE/M/F/V.

CITY MANAGER — HOLLYWOOD, FLA.

(Population 140,000)

Situated on Florida's southeast coast between Miami and Fort Lauderdale, Hollywood is ideally positioned as an attractive tourist destination while maintaining vibrant year-round residential and business communities. Over five miles of beach, a renown Boardwalk lined with shops and cafés, an historic downtown with offices and outside dining, plus an abundance of cultural and recreational activities create an atmosphere like nowhere else, With the convenience or two major international airports and Port Everglades within minutes of downtown and the beach, the community is reflective of the many cultures that visit and do business in South Florida.

Full-service Municipality

Hollywood employs 1,536 e ees and has a total annual budge proximately $225,500,056. It is the largest city in Broward County, t largest city in Florida and there is income tax. The current City Man been in the position since 1993.

Innovative Leader

The City Manager will work seven-member City commis achieve the community's goals issues include: attracting quality ne ness to the downtown; continuat expansion of the city's redevel efforts, working in concert with t Directors and the City Commissi ing as the Board; ensuring that services continue to be provided the City's demographics change seeing labor negotiations issues taining and improving the City's and private infrastructure; and the City's financial future.

A Bachelor's degree (Maste ferred) in Public Administration or field is required along with prov cessful experience (minimum of as a City/County Manager or fu assistant. Finalists for this positio have demonstrated performance nomic development, redevelopm ganizational management, labor re budgeting and finance, intergover relations, leadership and communi

Apply by March 25, 2002

If you are interested in this e opportunity, please submit your re Robert E. Slavin. President, Slavi agement Consultants, 3040 H Bridge Road, Suite B-1, Norcro 30071. For additional information (770) 449-4656, fax (770) 416-08 mail *rslavin101@aol.com*.

Please visit the city's Web *www.hollywoodfl.org*.

Note: Under Florida Law, resu public documents and will be pro the media upon request. Please call submitting your resume if confide is important to you. The City of wood is and Equal Opportunity Em

COUNTY ADMINISTRATIV FICER — MALHEUR CO (VALE) ORE.

Salary: $38k–$49k DOE.

Malheur County is located in Oregon, a rural agriculture-based with many recreational opportunitie outdoor enthusiast. With a popul 31,000 and a geographic area 50 mil and 200 miles long, there are wi spaces. Interstate 84 provides easy a larger metropolitan areas. Malheur is seeking an Administrator with a d government finance or accounting years or relevant experience to fiscal, accounting, budgetary and a trative functions. Responsible for payable, receivable, personnel/payr puter support, purchasing and main Reports to the County Board of C sioners. Salary $38k–$49k DOE an lent benefits. Must be bondable; e background checks will be done. scription and applications available 473-5183 or *nmoore@malheur* Open until filled. EOE.

See JOB MARKET on pag

JOB MARKET/CLASSIFIEDS

MARKET *from page 14*

NTY ADMINISTRATIVE OF-R — YUBA COUNTY, CALIF.

alary: $88,044–$107,016.

ith a population of 63,000, Yuba y offers excellent business oppor-s as well as an unmatched quality for residents. Headquartered in sville, CA, the County has an out-ng staff of 1,045 and budget of 2 million. The new CAO will team he 5-member Board in defining the of the County's future. The ideal date is a proven leader and vision-th solid management and organi-al skills. Bachelor's degree in pub-siness administration or related equired; a master's preferred. Sal-nge: $88,044–$107,016. Send re-to:

obbi C. Peckham
ilcox Miller & Nelson
0 Howe Avenue, Suite 155 North acramento, CA 95825
eckham@wilcoxcareer.com
all (916) 977-3700 to request a ed profile. Filing deadline: March 002

NTY HEALTH OFFICER — ARD COUNTY, MD.

alary: negotiable, up to $120,000 nedical license.

Howard County, Maryland is search-r a highly qualified, dynamic indi-l to become the County Health Of-who will provide direction and guid-o public health programs in a thriv-unty. The Health Department serves ulation of more than 256,000 resi-and acts as advisor to or liaison various county and community or-zations, commissions, and agencies. Health Officer assesses community hneeds, and develops programs, ser-and policy as appropriate. The Health er oversees a staff of 170 and an al budget of approximately $13 mil-covering responsibilities including onmental health, communicable dis-control, maternal and child health, ly planning and health education and notion programs.

Minimum qualifications/requirements a master's degree in public health and ast two (2) years work in the field of lic health, or at least five (5) years work he field of public health. Preferred lifications include: possession of a cur-medical license or eligibility to prac-medicine in the State of Maryland in tion to a master's degree in public health; excellent people skills; knowledge of health policy formulation; community needs assessment; health planning and financial management of public health services; excellent verbal and written communication skills; and successful collaboration, change management, and conflict management experience.

Salary is negotiable, up to $120,000 with medical license. Full State benefits/leave package is included.

Closing date is Friday, March 15, 2002.

Interested candidates should submit a cover letter describing their interest with an attached current resume emphasizing education and work experience to:

Raquel Sanudo
Chief Administrative Officer
Howard County Government
3430 Courthouse Drive
Ellicott City, Maryland 21043
(410) 313-2020
FAX: (410) 313-3051
AN EQUAL OPPORTUNITY EMPLOYER

COUNTY MANAGER — BAY COUNTY, FLA.

Salary: starting low $90K to low $100K range.

Bay County, Florida (pop. 150,119) is seeking a new County Manager. A dynamic and rapidly growing coastal county located in the Florida Panhandle on the Gulf of Mexico between Pensacola and Tallahassee, Panama City serves as its county seat. The County offers beautiful beaches, recreational and cultural opportunities, affordable cost of living, relaxed "small town" atmosphere and high quality of life. The County Manager is appointed by and reports to an elected five-member Board of County Commissioners. 439 full-time and 2 part-time employees are under supervision of BOCC through the County Manager. The total County budget for FY02 is $207.3 million, with a general fund budget of $76.5 million. The previous County Manager resigned after 4.5 years of service and there have only been two other county managers since the position was established in 1987.

A Bachelor's degree in business or public administration, political science or a related field with a graduate degree preferred along with four to five years service as a city/county manager, assistant/deputy city/county manager or equivalent in a comparable or larger community. The candidates' background and experience should include a diverse exposure to all aspects of governmental operations, with special emphasis on planning and growth management, personnel management, infrastructure development, economic development and budgeting/financial control.

Bay County will offer the selected candidate a starting salary of low 90K to low $100K range with auto allowance and competitive benefits. Interested candidates should submit a resume, cover letter, current salary, and five work-related references to Chuck Rohre, Ralph Andersen & Associates, 4240 Rocklin Road, Suite 11, Rocklin, Calif. 95677 or e-mail to: *apply-tx@ralphandersen.com* by March 12, 2002. To request a detailed brochure call (916) 630-4900 or visit our Web site at *www.ralphandersen.com*. Mr. Rohre can be contacted at (972) 235-5912. To learn more about Bay County: *www.co.bay.fl.us*.

DIRECTOR, HUMAN SERVICES AGENCY — MERCED COUNTY, CALIF.

Salary: Negotiable to $107,973

Merced County seeks an innovative Director of Human Services. Under the direction of the County Administrative Officer and Board of Supervisors, the Director is responsible for a broad array of public assistance, veterans, and social services and employment programs for a population of 210,554. Department resources include a staff of 538 and a $117 million operating budget for four divisions.

Candidate is an experienced executive with a substantial background in a large public or private agency providing social services to economically and culturally diverse communities. A Degree in public or business administration or social work and at least 5 year of relevant experience are highly desirable. Experience as a County Welfare Director or higher in a California County Welfare Department is also qualifying. The deadline for resumes is March 15. Please submit a cover letter, list of three work-related references, current salary and a resume to David Harris at: CSAC Human Resources Advisory Services

740 University Avenue, Ste. 130
Sacramento, CA 95825
Tel: (916) 924-8333
or (916) 567-4280
Fax: (916) 567-1220
E-mail: *resumes@shannonassoc.com*
County Web site: *www.co.merced.ca.us*

HUMAN RESOURCES MANAGER — YUMA, ARIZONA

Salary: $67,000 to $72,000.

(Population 77,515). Progressive, growing municipality of 108 square miles in the southwest corner of Arizona on the Colorado River, seeks experienced human resources professional.

Salary $67,000 to $72,000, negotiable, depending upon qualifications, experience, and professional achievement. BS/BA in public or business administration or related field required, along with a minimum of 6 years human resources experience, including two in a supervisory capacity.

The City of Yuma, a Council-Manager form of government, is a full-service organization of 800 full-time employees and a 2002 budget of $163million.

The Human Resources Division operates with a staff of eleven professional and support personnel. The position reports to the Administrative Services Director, who coordinates all Administrative and Finance operations. The Human Resources Division has responsibility for the recruitment of all full-time and part-time positions, administers the Classification/Pay Plan and Employee Benefits, oversees compliance with employment laws, ordinances, and policies, and provides support services to all departments and the Personnel Advisory Board.

The City of Yuma is rich with history and provides many leisure time opportunities, and outstanding unique natural and historic resources. The U.S. Congress recently designated Yuma as a National Heritage Area, only one of two such designations west of the Mississippi River.

The City welcomes thousands of winter visitors each year to enjoy the mild weather, outdoor adventures, and the nearby border cities in Mexico.

Apply at once, in confidence, with complete resume to City's consultant:

Gerald E. Hagman, Vice President, The PAR Group, 100 N. Waukegan Rd., Suite 211, Lake Bluff, IL 60044. TEL: (847) 234-0005; FAX: (847) 234-8309; E-mail: *resume@pargroupltd.com*.

LEGISLATIVE COORDINATOR (Planner Coordinator) — #10107

Salary: $43,872–$57,045 (Top of the Grade $70,218)

The Prince George's County Planning Department of The Maryland-National Capital Park and Planning Commission is seeking an experienced professional, who is capable of planning and overseeing multi-faceted projects and studies that typically involve leading a work team and coordination with other department staff, county agencies, community groups, to complete the project.

An ideal candidate will be able to coordinate legislative and intergovernmental functions; as well as being responsible for tracking progress/developments on proposed legislation, establishing and maintaining strong relationships with officials and administrators at the state level, serving on legislative committees or workgroups, writing and maintaining a list of descriptions of the department's legislative initiatives on our Web site. Minimum requirements include a MA in Planning, Public Administration, Public Policy, Law or related fields, and three (3) years of professional experience in land development planning, government and the legislative process. Incumbent should have exception communication and presentation skills. We offer a competitive salary range of $43,872–$57,045 (Top of the Grade $70,218) and a benefits package, which is 30% of base salary of a position. The position is open until filled. Forward resumes/applications via e-mail to *cas-recruiting@,mncppc.org*, or fax to (301) 454-1404, or mail to M-NCPPC, Recruitment and Selection Services, 6611 Kenilworth, Suite 103, Riverdale, MD 20737. *www.mncppc.org/jobs*.

EOE/AA/M/F/D Employer.

RETIREMENT ADMINISTRATOR — FRESNO COUNTY, CALIF. FRESNO COUNTY EMPLOYEES' RETIREMENT ASSOCIATION (FCERA)

Salary: open DOQ.

Fresno County (population 800,000) is located in the Central San Joaquin Valley. As of June 30, 2001, FCERA's membership consisted of 3,553 retirees, 1,353 terminated employees and 7,491 current employees. It has net assets of $1.7 billion, a FY01/02 budget of $8.9 million, and 13 employees. Position reports to the 9-member Board of Retirement and is responsible for directing FCERA operations, implementing/monitoring Board policy, and coordinating activities of contracting, investing and consulting firms on behalf of the Board. Requires a relevant BA/BS (master's degree desirable) and 5 years of increasingly responsible administrative/management experience with a CERL system or other similar defined-benefit retirement system. See *www.dmgmaximus.com/recruit*. Apply by 3/15/02 to **MAXIMUS**, Attn: Norman Roberts or Eric Middleton, 10474 Santa Monica Blvd., #208, Los Angeles, CA 90025, FAX: (310) 475-8007, e-mail: *searchla@maximus.com*. EEO/ADA.

TAX ASSESSOR — ST. LOUIS COUNTY, MO.

Salary: $60,908–$97,453.

The individual is responsible for directing a staff of 176 employees, 380,000 parcel of real property and 550,000 personal property accounts with a budget of $11,400,000. Qualified candidates will possess a BS and at least six years residential, commercial and industrial real property appraisal experience including public assessment and supervisory experience. Salary range is $60,908–$97,453. Apply by April 1 by calling (314) 615-5429 for an application or apply online at *www.stlouisco.com/personnel*.

VETERAN SERVICES SUPERVISOR — POLK COUNTY, FLA.

H.S/G.E.D. & 4yrs Asmin exp. or Assoc. Deg. & two yrs Admin exp. Must have 2 yrs. as a Veteran Serv. Counselor. Must be a wartime Veteran. Must have valid DL Exe. Govrn Bene. Send resume to: Polk County Personnel Dept. P.O. Box 9005 Drawer CAO3, Bartow, Fl 33831. Email: *www.polk-county.net*. (863) 534-6030. (863) 534-6534 fax. EOE.

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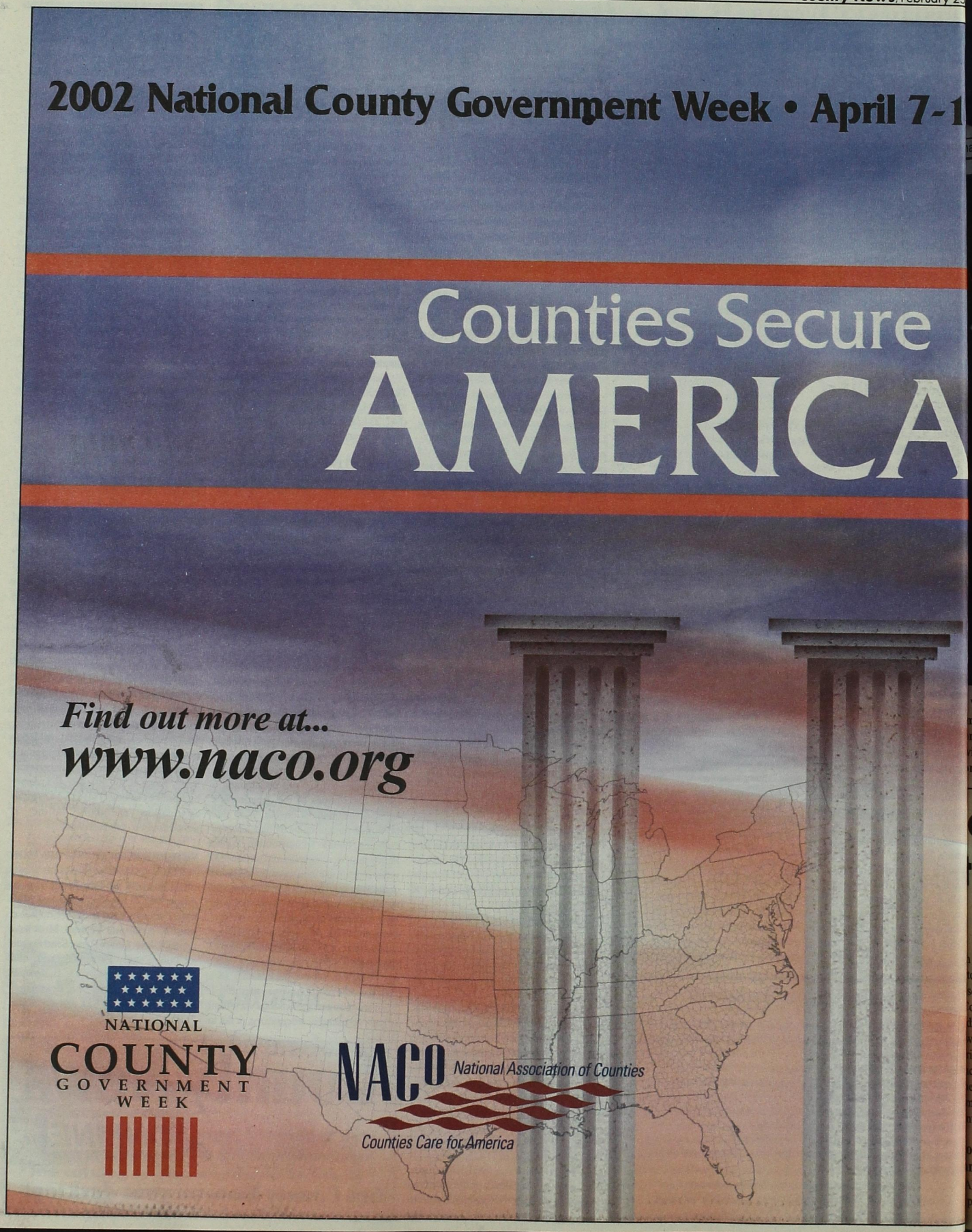
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