

County News

National Association of Counties • Washington, D.C.

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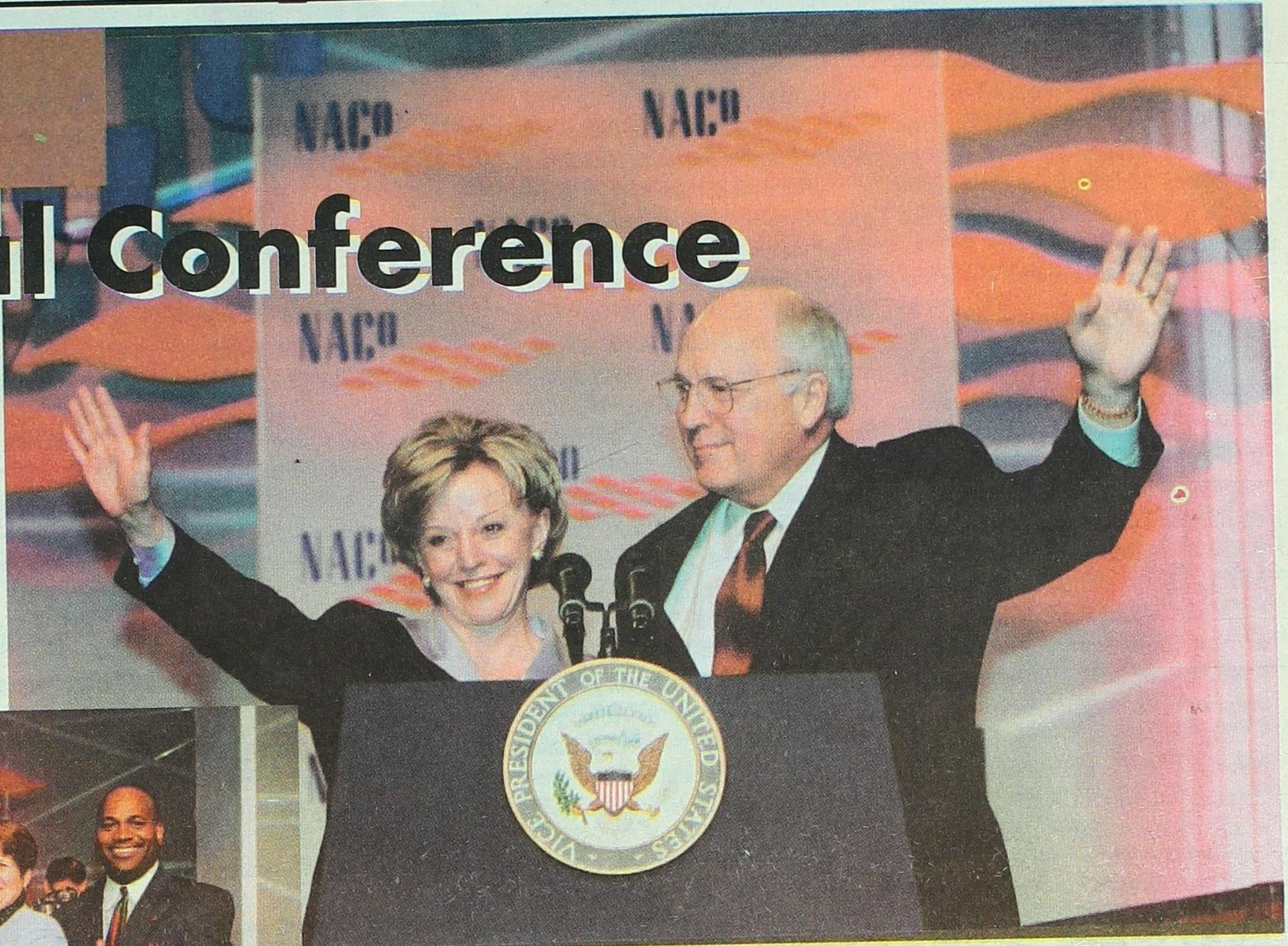
Vol. 33 No. 14 • July 30, 2001

NACo

66th Annual Conference

(Right) Vice President Dick Cheney and wife, Lynne Cheney, greet a packed ballroom of NACo delegates on July 16. (See story, page 8)

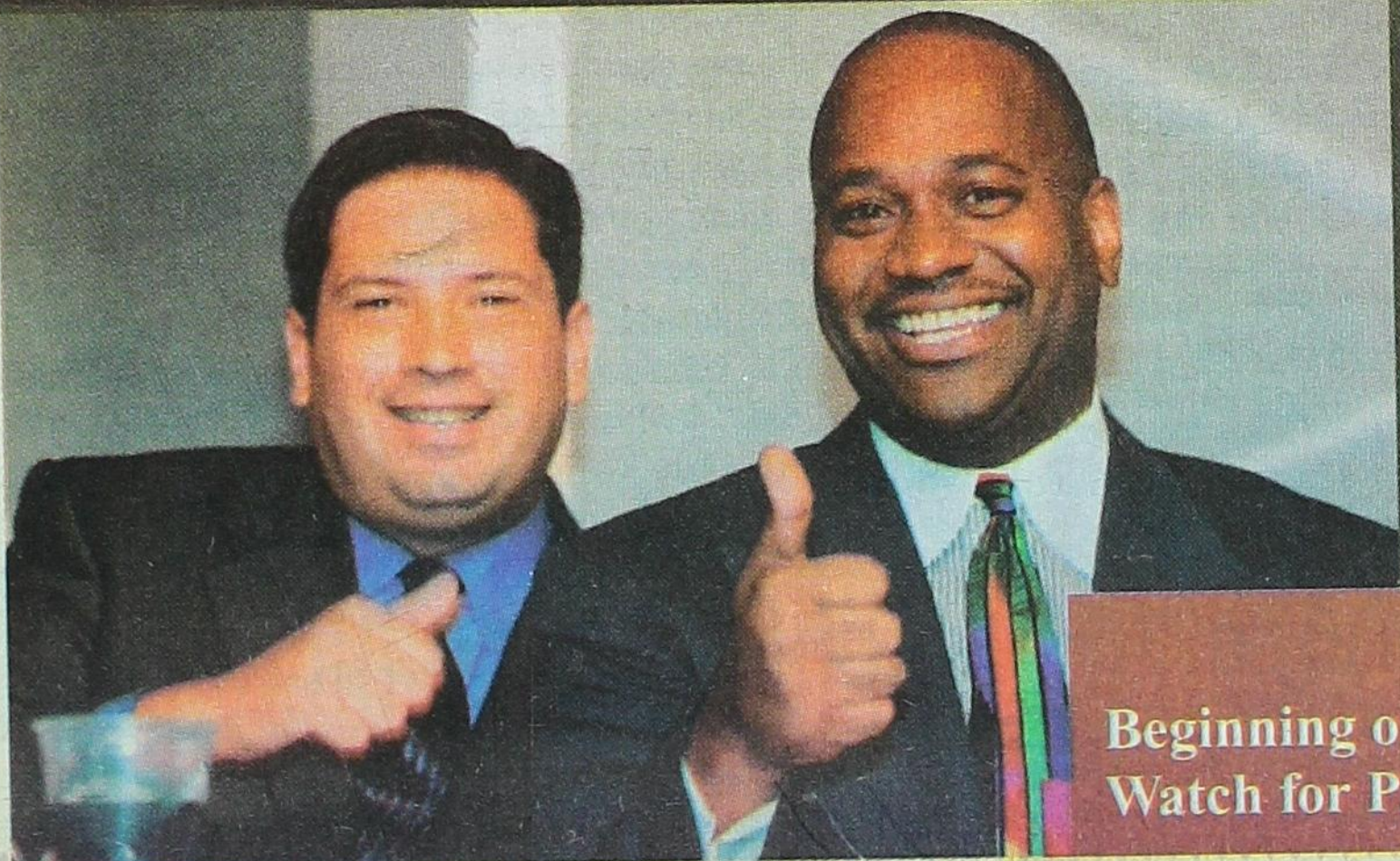
(Below) NACo's new executive committee give a thumbs-up after their election at the Annual Meeting, July 17: (l-r) Immediate Past President Jane Hague, President Javier Gonzales, President-elect Ken Mayfield, First Vice President Karen Miller and Second Vice President Angelo Kyle.



(Right) NACo's new "First Family," Consuelo, Javier and Cameron Gonzales, salute supporters at President Gonzales' Inaugural.



(Left) One of them is NACo's new president, and one of them is NACo's new second vice president, but they're not telling. We can, though; (l) Javier Gonzales; (r) Angelo Kyle.



All photos by David Hathcox

Beginning on page 7 is the first report on NACo's Annual Conference. Watch for Part 2 in the Aug. 13 issue of *County News*.

Gonzales urges Bush to host rural issues summit

By TIFFANY RICCI
MEDIA RELATIONS MANAGER

NACo President and Santa Fe County (N.M.) Commissioner Javier Gonzales urged the Administration and Congress to address the problems facing rural America. In a July 24 news conference, Gonzales said, "President Bush needs to act quickly to convene a White House Summit on Rural Affairs that will explore problems facing rural America and develop creative solutions for addressing them."

Gonzales also asked Congress to do the following three things to help rural areas:

- streamline the application process for federally funded programs
- consolidate some of the more than 800 federal rural programs implemented by more than 16 government agencies into a block-grant program targeted directly to rural county governments, and
- increase the federal investment in rural infrastructure, water and sewer needs, and telecommunications infrastructure.

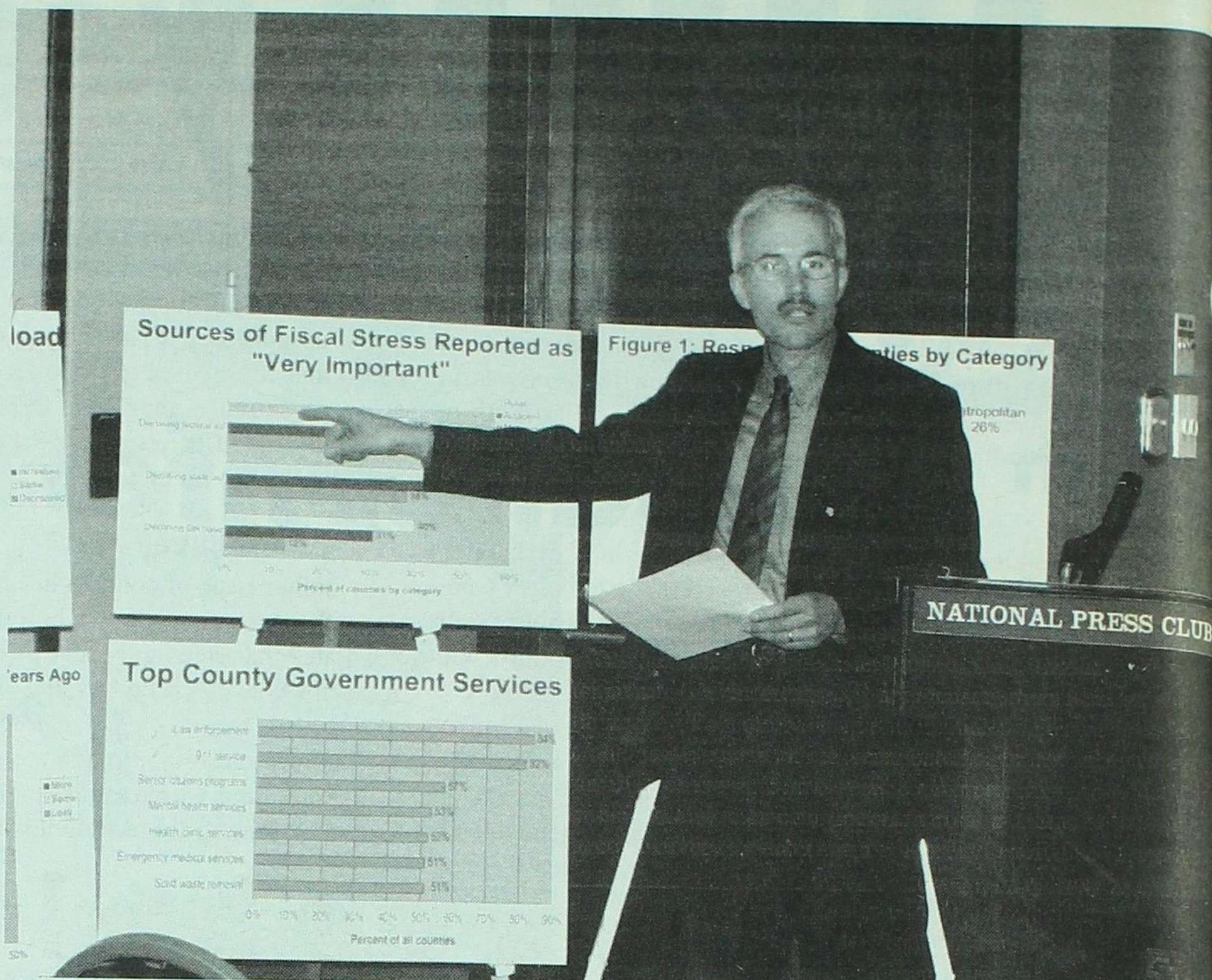
The challenge was made in conjunction with the release of the 2001 County Government Survey. The new report compares county governments

in five key areas: public service provision, economic development, land use planning, finances and welfare reform. Survey findings dramatically highlight the gap in fiscal resources and local administrative abilities between urban and rural counties.

Survey results show a large number of rural counties suffering from a diminishing tax base while also experiencing higher demands for services.

"The data in the County Government Survey should guide the national public policy debate. If public policy is shaped without a solid understanding of the challenges facing rural America, critical needs will continue to go unmet," Gonzales said. "I have seen first hand the hardships rural counties struggle with, including lack of personnel, funds and services. Right now is our 'window of opportunity' Congress must look closely at the results of our survey and consider them during the reauthorization of the farm bill."

"NACo is fully committed to working to assure that every area of this nation — rural or urban, large or small, rich or poor — has the chance to prosper, we expect the Congress and the President to work along side us," Gonzales said.



David Kraybill, associate professor in the Department of Agriculture, Environmental and Developmental Economics at The Ohio State University discusses the results of the 2001 County Government Survey press conference on July 24 at the National Press Club in Washington, D.C.

Rural Action Caucus survey reveals farm bill priorities

By ERIC J. CILIBERTI
ASSOCIATE LEGISLATIVE DIRECTOR

Federal grant programs dealing with water, waste disposal and business development are, according to a recent survey undertaken by NACo's Rural Action Caucus, what leaders in rural counties find most useful to their communities.

In preparation for the 2002 reauthorization of the farm bill, the caucus completed work on a survey aimed at gauging what rural development programs are the most useful according to 200 rural elected officials throughout the nation.

Specifically, the survey addressed issues relating to rural development

programs under Title VII of the 1996 Federal Agricultural Improvement Reform (FAIR) Act and their importance to rural elected officials.

Water and waste disposal grants received the highest marks with 68 percent of respondents rating the grants as very important for their counties.

Also identified as very important programs under the rural development title of the farm bill were Rural Business Opportunity Grants (RBOGs) and the Community Facilities Grant Program, which were rated of high importance by 56 percent and 49 percent of respondents.

Rural Action Caucus members were also asked how they would spend

rural development dollars in a block grant form if it became available to their county. The number one response identified by 48 percent of the respondents was to hire an economic development professional. This complements findings from a comprehensive county government survey — undertaken by The Ohio State University — that found 60 percent of metro-county governments have an economic development professional on staff, as compared with 34 percent of non-metro (i.e. rural) county governments.

NACo plans to share the results of the survey with Congressional staffers currently drafting the framework of the next farm bill.

Rural Block Grant Program Gains Momentum

Given the fiscal constraints of the farm bill, the possibility of consolidating some federal USDA programs into a block grant format has gained momentum. In a hearing of the House Agriculture Subcommittee on Conservation, Credit, Rural Development and Research in late June, the chairman of the subcommittee Rep. Frank Lucas (R-Okla.) said block grants were definitely an option in the next farm bill. Other members of the subcommittee agreed they should look at a block grant modeled after the Community Development Block Grant (CDBG) program.

Each farm bill addresses a myriad of issues relating not only to agricultural interests such as market transition payments and crop insurance programs, but also to a range of other issues facing rural communities such as environmental infrastructure, tele-medicine and economic development.

Recipients of the NACo/ESRI GIS program announced

Eighty-six counties received introductory or intermediate GIS (geographic information systems) grants in the first phase of the NACo/ESRI special membership package.

To bridge the technology gap and supplement county governments' efforts, NACo joined with ESRI, Inc., a leader in geographic information systems, to provide GIS software, training and support to member counties of NACo.

Grants are available in two bundles — an introductory level program for counties without existing GIS and an intermediate level program aimed at counties wishing to expand their GIS and increase staff proficiency. A total of 200 introductory grants and 100 intermediate grants of software, training and data are available in phases to member counties of NACo and are valued at over \$2.5 million.

The list of grant recipients can be accessed through NACo's Web site at www.naco.org by clicking the NACo GIS link on the front page.

More information on the program and application instructions is available at www.esri.com/industries/localgov/grants/esri_grants.html; or by calling NACo's Andrew Goldschmidt or Betty Thomas at (202) 393-NACo (6226).

House passes faith-based initiatives bill

By MARILINA SANZ

ASSOCIATE LEGISLATIVE DIRECTOR

The House of Representatives passed the Community Solutions Act (H.R. 7), the legislative vehicle for the president's community and faith-based initiative, July 20. The bill consolidates provisions approved by the Judiciary Committee that affect many federal programs administered by counties, and tax provisions approved by the House Ways and Means Committee. The bill's chief sponsors are Reps. James Watt, Jr. (R-Okla.) and Tony Hall (D-Ohio).

Passage of H.R. 7 was not as easy as the 233 to 198 vote might suggest. Discrimination issues were in the forefront of the debate on H.R. 7, along with issues surrounding the separation of church and state. The bill now moves to the Senate, where it faces an uncertain future as a result of these issues.

Senate Majority Leader Tom

Daschle (D-S.D.) is quoted as saying that Senate passage is unlikely if these concerns are not addressed. He has also said the bill may not be considered until next year.

A vote on the bill had to be postponed 24 hours when it became apparent that passage was in jeopardy because many moderate Republicans had serious concerns about language that would preempt state and local anti-discrimination laws. An amendment on this issue was not allowed, but the bill's authors pledged to clarify this language when the measure gets to conference.

The bill contains language offered by Rep. Melvin Watt (D-N.C.) and approved in the Judiciary Committee mark-up that requires religious organizations to comply with the nondiscrimination provisions of the Civil Rights Act in the use of funds from the programs covered in the bill. It did not, however, change language that would supercede state

and local hiring, procurement and diversity laws.

In June, NACo wrote a letter to Judiciary Committee Chairman James Sensenbrenner (R-Wis.) in which this issue was raised.

In an effort to allay concerns about the separation of church and state, Sensenbrenner added language to the bill that further clarifies the limitation of the use of funds for religious purposes. The language states that if a church group offers sectarian activities they need to be voluntary and offered separate from the programs covered in the bill.

Program funding

Another issue of concern has to do with program funding. The bill mandates that state and local governments consider religious institutions on the same basis as nonprofit institutions and they provide alternative programs within a reasonable period of time to those individuals

who object to services being provided by a sectarian group. In its letter, NACo expressed concern about counties' ability to provide parallel programs, since the bill provides no additional funding to cover new grantees.

The bill also allows federal agencies to distribute funds in the form of vouchers. The implications of this provision on current fund allocations and the power it gives federal agencies to redirect funds are only now beginning to be understood. Additionally, the restrictions on proselytizing are lifted if the assistance is provided through vouchers. These two provisions are therefore likely to make the Senate debate more contentious.

The bill covers many federal programs. These include juvenile justice, crime prevention, housing, domestic violence prevention, the Older Americans Act, the Workforce Investment Act, hunger relief, high school equivalency programs, after-school programs, child care and reverse commute programs. In some instances, such as housing, the bill makes a general reference and does not specify individual programs.

In its June letter, NACo also expressed concerns about the bill's language concerning compliance. As originally drafted, H.R. 7 would have allowed a religious group that claimed discrimination to bring a lawsuit against state and local officials and agencies for injunctive and punitive damages. This language has been changed from allowing civil actions for "appropriate relief" against federal, state or local governments or individuals to civil ac-

tions for "injunctive relief" in an attempt to eliminate the potential of having to pay punitive damages. There is still the concern, however, that counties and states might be liable for attorneys' fees. This issue will have to be addressed in the Senate bill.

The mainstay of the bill's tax provision is allowing non-itemizers to deduct charitable contributions. While the tax provisions were not controversial, they were scaled back from the president's original proposal because of their cost. For example, under the president's proposal, the charitable deduction for non-itemizers would have been equal to the standard deduction by 2006. Instead, the deduction will be phased in over several years and the amount allowed will be considerably less than in the president's proposal. In the first two years, individual taxpayers will be allowed to deduct \$25, and married couples will be able to deduct \$50. The allowable deduction will increase until it reaches \$100 for individuals and \$200 for couples in 2010.

Another provision in the bill includes doubling the amount available for the Individual Development Account Program to \$50 million. This program provides incentives for low-income households to save for a down payment on a first-home, pay for postsecondary education, or to establish a business.

The bill's tax provisions would cost \$13.3 billion over 10 years, \$6.3 billion of which is for the charitable deduction provision. The original price tag was \$80 billion.

House, Senate cut back local workforce funds

By NEIL BOMBERG,

ASSOCIATE LEGISLATIVE DIRECTOR

The House and Senate voted overwhelmingly in favor of a \$6.5 billion supplemental appropriation for FY2001. The supplemental appropriation (H.R. 2216), which was requested by the Administration to cover additional defense and Low Income Home Energy Assistance Program (LIHEAP) expenses, included a rescission of \$242.5 million to Workforce Investment Act (WIA) FY2001 funds.

The rescission included the following:

- \$110 million from dislocated worker formula grants to the states
- \$67.5 million from the secretary of labor's National Reserve Account
- \$25 million from Youth Opportunity Grants
- \$20 million from Safe Schools/Healthy Students Grants; and
- \$20 million from the Incumbent Worker Program.

"While burdensome, this rescission should be viewed as a major victory for state and local workforce programs," said Deborah Sims, Cook County, Ill., commissioner and chair of NACo's Labor and Employment Steering Committee. "Originally, the House proposed taking \$359 million from state and local Workforce Investment Act funds. We have gotten that reduced to \$110 million," she added.

The House originally reduced WIA funds by \$359 million. The Senate then proposed rescinding \$217.5 million from the state and local dislocated worker program. "We are not happy to see any of our funds rescinded, but we are relieved the burden will be shared with the secretary of labor and partly taken off of our shoulders. We were able to reduce the overall reduction in funds to state and local programs by nearly 71 percent," Sims concluded.

"Most importantly, for the first time in the history of workforce development programs, the Senate heard from us en masse and in ways in which they are not accustomed. This was achieved because of the effective lobbying efforts of national and state county organizations, county elected officials, state, and local WIA programs."

Penny Cameron, Labor and Employment Steering Committee vice chair, and Kane County, Ill., commissioner echoed Sims' view, and also thanked key congressman for their efforts on NACo's behalf. "While Sen. Tom Harkin (D-Iowa), the chair of the Senate Appropriations Subcommittee on Labor, Health and Human Services, and Education offered the initial Senate proposal to rescind funds from the WIA, he and his staff worked diligently on our behalf," she said. "They did try to find ways to reduce

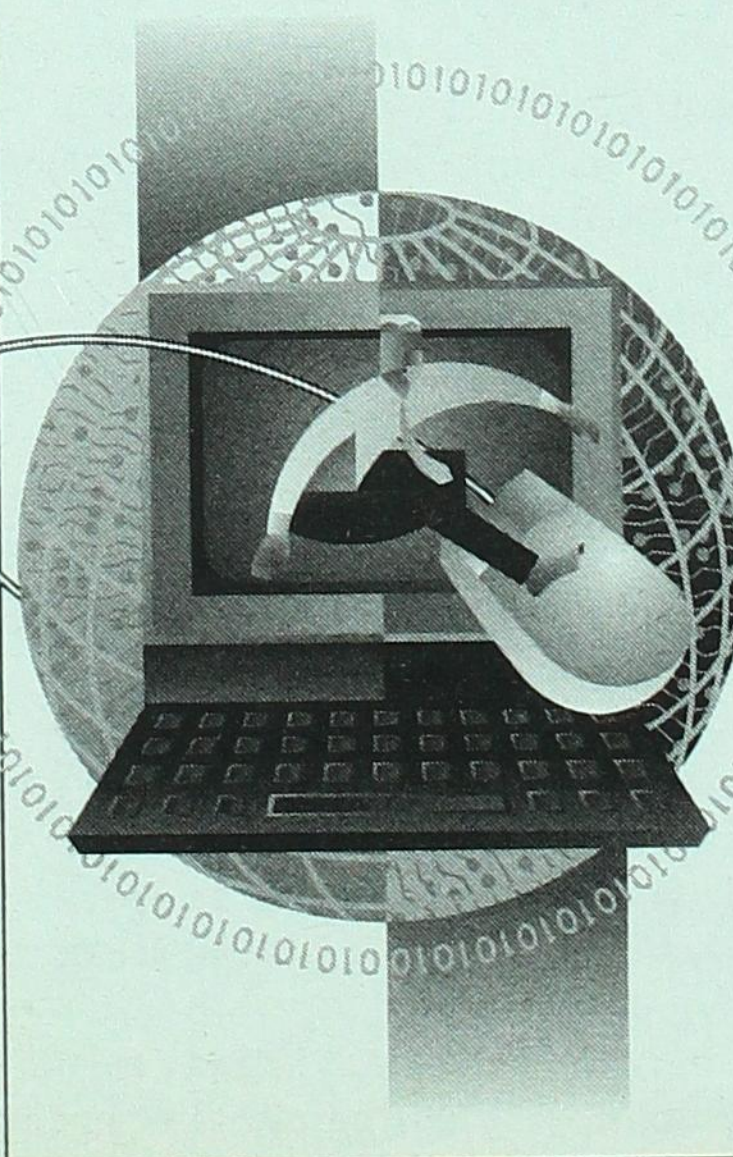
the overall cut to local programs. In part because of the pressure we placed on them, but also because they firmly believe in and support the Workforce Investment Act, they were able to substantially reduce the burden on state and local programs and transfer that burden to the secretary of labor and national programs," she concluded.

Peter McLaughlin, Hennepin County, Minn., commissioner and Labor and Employment Steering Committee vice chair also commended "Sen. Edward M. Kennedy (D-Mass.) [who] continuously raised his voice both publicly and privately in support of full funding for WIA programs and in opposition to any rescission of funds." The same was true for Sens. Michael Enzi (R-Wyo.) and Paul Wellstone (D-Minn.).

Don Singer, the workforce director in Cuyahoga County, Ohio, on learning of the rescission outcome was quick to commend Jane Oates of Kennedy's staff, Marge Baker of Wellstone's staff and Ellen Murray of Harkin's staff. "All of them," he noted, "were willing to enter into frank and open dialogue on this important issue, and all of them found ways to help us get through this difficult period."

The rescission will go into effect as soon as President George W. Bush signs the FY2001 Supplemental Appropriations Act.

County News



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Profiles in Service



Lewis Tenney

NACo Board of Directors • Navajo County Supervisor

Number of years active in NACo: Four years.

Years in Public Office: Four and a half years as a Supervisor, 24 years School Board, Water Board and Planning and Zoning Commission.

Occupation: Businessman.

Education: High School Graduate, one year Arizona State University and Brigham Young University.

The hardest thing I've ever done: Keep my mouth shut when I should.

Three people (living or dead) I'd invite to dinner: My great-great grandfather, Joseph Hamlin, my grandfather, Joseph Peterson and Gordon B. Hinkley author of *Standing for Something*.

A dream I have is to: Weigh what my driver's license says I do.

You'd be surprised to learn that I: Blew up my house while inside.

The most adventurous thing I've ever done is: Hike the Grand Canyon from rim to rim.

My favorite sport is: Football.

I'm most proud of: My family.

Every morning I read: Scripture.

My favorite meal is: Tacos.

My pet peeve is: Being late.

My motto is: The world is run by those who show up.

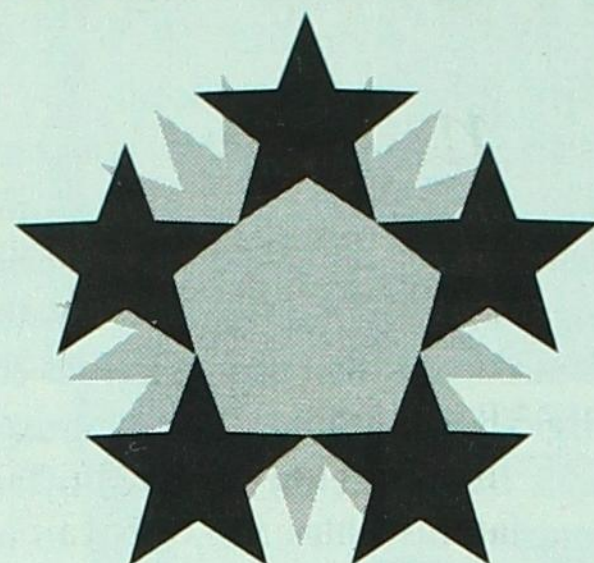
The last book I read was: *Death of Common Sense*, by Phillip Howard.

My favorite movie is: *Fiddler on the Roof*.

My favorite music is: Country.

My favorite president is: George Washington

NACo awards communities with environmental restoration grants



NACo, in conjunction with the National Fish and Wildlife Foundation (NFWF) and the Wildlife Habitat Council (WHC), announced the recipients of the Five Star Restoration Grants for 2001 in June. This year, the Five Star Restoration Partnership reached 60 communities across the U.S., providing the most funding and assistance in the program's history.

The winning projects were selected by representatives from NACo, NFWF and WHC from a pool of nearly 250 competitive applications. The grant program is designed to award and aid community-led initiatives that focus on wetland and watershed restoration.

A major component of Five Star projects is the strong emphasis on collaboration. Winning projects must show substantial funding from diverse sources and partnerships pledged to accomplishing each project's goals. Local government involvement is also a cornerstone to any community-based restoration project.

Counties, cities, towns and townships all play a critical role in bringing together the necessary players needed to accomplish these successful restoration projects.

Yet another key to the success of a Five Star Restoration project is a focus on citizen education and the promotion of stewardship necessary for the long term viability of any restoration project.

"I applaud the young people across the nation who pitch in to restore wetlands and rivers through the Five Star Program," said EPA Administrator Christie Todd Whitman. "It is a program that provides the resources for our young citizens to develop work skills and a sense of civic pride as they work to improve water quality and habitat for fish and wildlife. We thank the corporations, citizen groups and government agencies who put their support behind this program."

The Five Star Restoration Program is funded by the Office of Wetlands, Oceans and Watersheds

of EPA's Office of Water, and the National Marine Fisheries Service Community-Based Restoration Program for select grants in coastal communities. Additional funding is provided by EPA's Gulf of Mexico Program Office, EPA's Chesapeake Bay Program, the U.S. Fish and Wildlife Service, Lockheed Martin Corporation and PG&E Corporation.

(For more information, visit www.naco.org/programs/environmental/lands/grants.cfm and contact A. Friedman, afriedma@naco.org (202) 942-4225 or Jason Shedlock, jshedloc@naco.org (202) 942-4225.

2001 NACo-funded Five Star Restoration Grant Projects

- **Environmental Education Center Wetland Restoration** — Franklin Township, N.J.
- **Worcester County Stream Restoration** — Worcester County, Md.
- **Rock Creek Restoration/Whole Community Classroom** — Durham, N.C.
- **Lakescaping Restoration** — Pope County, Minn.
- **Watershed Nature Center Wetland Restoration** — Madison County, Ill.
- **Tookany Park Streambank Restoration** — Cheltenham Township, Pa.
- **Galisteo Watershed Restoration Project** — Santa Fe County, N.M.
- **Marolt Wetland Construction** — Aspen, Colo.
- **Hamakua Marsh Restoration Project** — Oahu, Hawaii.
- **Salvador Community Awareness Restoration and Stewardship** — Napa County, Calif.
- **Pumphouse Greenway Habitat Restoration** — Kachina Village, Ariz.
- **First Step Riparian Restoration - Arkansas River** — Derby, Kan.
- **Zenger Farms Wetlands Restoration/Education Project** — Portland, Ore.

County News

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

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Senate approves FY2002 Interior appropriations bill

PILT program funded at \$220 Million

By PAUL V. BEDDOE
ASSOCIATE LEGISLATIVE DIRECTOR

On Thursday, July 12, as NACo members poured into Philadelphia for the Annual Conference, the Senate passed its version of the FY2002 Interior and Related Agencies Appropriations Bill by a voice vote. As requested by NACo, the Senate appropriators recommended funding the Payment in Lieu of Taxes (PILT) program at \$220 million, and the full Senate concurred. The House appropriated \$200 million for PILT and the President requested \$150 million.

The House and Senate versions must now be reconciled in a conference committee made up of members from both chambers. The Senate conferees are Sens. Robert Byrd (D-W.Va.), Patrick Leahy

(D-Vt.), Earnest Hollings (D-S.C.), Harry Reid (D-Nev.), Byron Dorgan (D-N.D.), Diane Feinstein (D-Wash.), Patty Murray (D-Wash.), Daniel Inouye (D-Hawaii), Conrad Burns (R-Mont.), Ted Stevens (R-Alaska), Thad Cochran (R-Miss.), Pete Domenici (D-N.M.), Robert Bennett (R-Utah), Judd Gregg (R-N.H.) and Ben Nighthorse Campbell (R-Colo.). The House has yet to name its conferees.

Staff for the chairman of the House Interior Appropriations Subcommittee indicated that the substantial differences between the House and Senate bills meant no conference schedule had been set in order to allow staff the necessary time to conduct detailed analysis.

In addition to increases for the Department of the Interior and the

U.S. Forest Service, the bill also fully funded the Title VIII conservation programs often referred to as CARA-Light.

In his opening statement, Appropriations Chairman Byrd said, "I am also proud of the fact that the committee has kept its previous commitment and has fully funded the conservation spending category established in Title VIII of last year's Interior Appropriations bill."

He went on to say included in that amount is \$406 million for federal land acquisition; \$221 million for state and other conservation programs such as endangered species programs and wetland conservation programs; \$137 million for historic preservation programs; and \$180 million for federal infrastructure improvements.

Oregon counties first to deliver federal forest fund resolutions

Thirty-one counties in Oregon are the first in the country to cash in on funding available under the Secure Rural Schools and Community Self-Determination Act. All 31 eligible counties in Oregon submitted resolutions to Gov. John A. Kitzhaber (D) July 10 indicating their intent to receive higher national forest receipt payments for the first of the next five years as part of legislation passed by Congress in 2000. Oregon counties are the first to communicate their intent to their state's chief executive as required by the new law.

The resolutions also indicate the counties' decisions on the percentage of funds to be used for community forestry projects and how these funds will be divided among types of projects.

The law gives local communities a choice between receiving their traditional share of national forest receipts, collected by the federal government from timber harvests in national forests, or a guaranteed minimum payment based on an average of the three highest-paying years between 1986 and 1999.

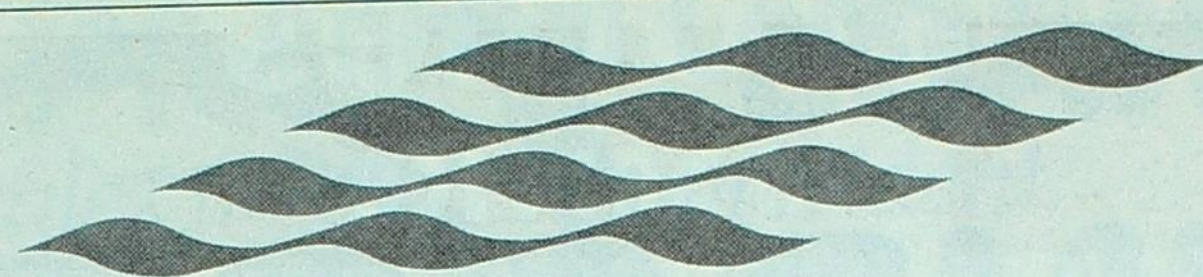
By choosing the guaranteed minimum, Oregon's national forest counties will receive an estimated \$49 million more in forest receipts than

the \$80 million they received in 1999. A separate procedure under the new law will allow an overlapping group of counties, called O&C Counties, to receive roughly \$26.5 million more in forest receipts than the \$64.7 million they received in 1999.

For more than 90 years, federal forest payments have helped Oregon counties and schools with limited capacities to collect property tax revenue due to the vast federal land holdings within their borders. These payments have declined steadily since 1989 under new forest management policies stemming from federal court rulings and environmental protection laws for species listed under the Endangered Species Act. Counties and schools have responded with layoffs, program cuts and deferred repairs.

Under the new federal law, county governments are required to pass resolutions indicating whether they will continue under their traditional payment formula or participate in the new method for calculating federal payments. The law requires national forest counties to submit these resolutions to governors by Sept. 30, 2001.

The new payment arrangement under the Secure Rural Schools and Community Self-Determination Act will expire at the conclusion of FY 2006.

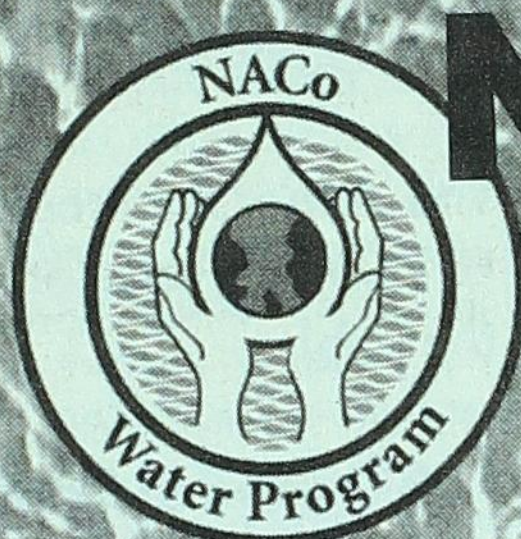


NACo receives Organization of Excellence Award

The Greater Washington Society of Association Executives awarded an Organization of Excellence Award to NACo in June.

The awards are given to "organizations that exemplify extraordinary attributes of innovation, responsibility to community and environment, promote professional development, capitalize on and creatively reward human resources, continuously provide exceptional member/client services, and foster successful partnerships." NACo was rated excellent in all of these categories.

NACo Executive Director Larry Naake passed along the good news to NACo staff. "Congratulations and thank you for making NACo such a great organization! You should all be very proud... We competed with the many thousands of associations in the Washington, D. C. area."



NACo's Water Program

Need help with septic systems? Stormwater management? Flood control? Protecting drinking water?

NACo's Water Program (www.naco.org/programs/environmental/waterpgm.cfm) provides information and technical assistance to counties through publications, conference workshops, Web site, and other project activities. NACo's staff can help direct you toward resources you need to start or expand water management and protection efforts in your county.

Wastewater Management Project

Twenty-five percent of Septic Systems are faulty and over 500 communities have reported health problems as a result of these defective systems. County governments have the unique ability to educate citizens and convene a wide range of stakeholders to address local and regional water issues such as wastewater management. Realizing this, as well as the increasing need to address septic system management problems, NACo has developed the Wastewater Management Project. Working in partnership with the National Association of County and City Health Officials (NACCHO), NACo's Wastewater Management Project will include:

- A Web site with the most up to date information
- Articles in NACO and NACCHO publications
- Seed grants
- Profiles of pilot programs
- Literature
- Peer exchange and technical assistance network
- Seminars and technical training sessions
- Fact sheets

Contact Jason Shedlock at (202) 942-4252 for more information. Don't miss the opportunity to ensure the water quality of your community!

Need help with
Septic
Systems?

STORM
WATER Management?

Flood Control?
Protecting
drinking water?

NACo INDOOR AIR

PROGRAMS



Contact Lou Witt or Maggie Kennedy for free materials and information on how your county can help reduce the health risks associated with poor indoor air quality.

Maggie Kennedy
Environmental Assistant
mkennedy@naco.org
202.661.8806

Lou Witt
Senior Program Manager
jlwitt@naco.org
202.942.4261

The objectives of NACo's Indoor Air Programs are to heighten county officials' awareness of indoor air pollutants as public health threats and to provide materials and technical assistance for risk reduction activities. Such indoor air pollutants include...

radon, environmental asthma triggers, environmental tobacco smoke, and carbon monoxide.

The Indoor Air Programs' activities are voluntary and all materials are free of charge. These programs focus on those issues of greatest health risk to the public.

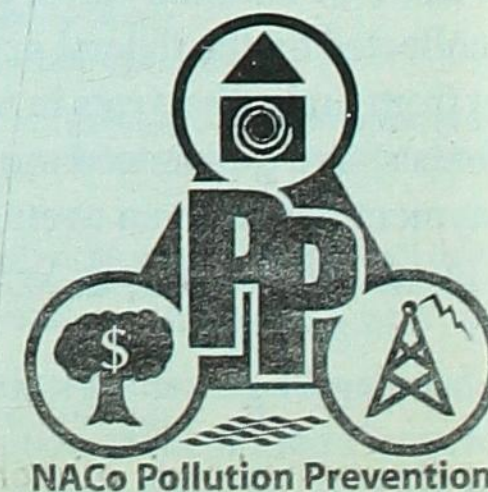
- **IAQ Model County Program:** providing financial grants and technical assistance to counties addressing radon, environmental tobacco smoke and children, environmental asthma triggers, and air quality in schools. In 2000, 16 counties received over \$60,000 in grants and training.

- **Local Indoor Air Quality Coordinators' Network:** providing expense-paid training, educational opportunities, and technical assistance to county staff who volunteer to serve as their county's IAQ coordinator. Currently, over 400 counties in 44 states are participating.

- **Local Indoor Air Coalition-building Initiative:** coalescing individuals from different local organizations and agencies to address salient IAQ issues in their communities. Financial and technical assistance are available. This year, NACo is sponsoring nine coalitions in eight states with plans to form four more local IAQ coalitions during Fall 2000.

- **Air Quality in Schools Program:** designed to assist county school systems or county officials interested in improving the air quality in their schools through low-cost/no-cost activities and procedures based on the US EPA's Tools for Schools Action kit.

NACo National Association of Counties
Counties Care for America



Vice President Cheney, EPA's Whitman top Annual Conference

Santa Fe County (N.M.) Commissioner Javier Gonzales new NACo president

By BEVERLY SCHLOTTERBECK
EXECUTIVE EDITOR

Santa Fe County (N.M.) Commissioner Javier Gonzales became NACo's first Hispanic and youngest president in ceremonies, July 17, capping NACo's 66th Annual Conference in Philadelphia, Pa. Gonzales heads a new executive team rounded out by the election of Lake County (Ill.) Commissioner Angelo D. Kyle, as NACo second vice president. Kyle ran unopposed. Vice President Dick Cheney appeared at the conference as well as EPA Administrator Christine Todd Whitman. Cheney, sidelined by laryngitis, turned over his speaking role to his wife Lynne, who delivered a speech marked by its defense of the Bush energy plan.

Whitman talked about the Administration's priority to work with local governments as partners, detailed the Administration's requirements for an acceptable brownfields bill and asked county officials to let her know how the agency is doing. In the policy arena, delegates adopted 21 new resolutions, including one supporting portions of the Bush energy plan, and several changes to NACo's platform, including platform language in the justice and public safety area that opposes racial profiling.

Other speakers

In 1994, Lady Catherine Meyer's children were abducted by her estranged husband and taken to Germany. Although awarded custody of her sons by the courts, in the past eight years, Lady Meyer has seen her children for a total of 24 hours. As co-founder of the International Centre for Missing and Exploited Children, Meyer, wife of the British Ambassador to the United States, addressed the delegates at the opening general session on July 16, about the plight of people whose children are abducted and taken overseas.

Each year, approximately 10,000 children are abducted — usually by a parent — and taken overseas. Meyer explained that because judicial systems vary from country to country, the return rate of these children also varies, from 5 percent to 95 percent. Although this largely remains an issue for federal agencies, Meyer stressed the importance of making it a local issue as well.

"Information, information, information," Meyer stressed. "The more people are aware that things like this can happen, the better informed they are to prevent it from happening."

The promise and peril of technology, and affordable housing



Photo by David Hathcox

The 2000-2001 NACo Executive Committee (l to r) President-elect Javier Gonzales, Immediate Past President C. Vernon Gray, President Jane Hague, Second Vice President Karen Miller, First Vice President Ken Mayfield and NACo Executive Director Larry Naake, stop for a photo with EPA Administrator Christine Todd Whitman (center) after her speech to the delegates on July 16.

were featured topics at Tuesday's general session.

Larry Irving, telecommunications expert, who coined the term "digital divide," while working for the Clinton Administration, suggested that the digital divide has shifted from issues of Internet access to issues of connection speed. He cautioned delegates that e-government services may further divide the Internet-abled with fast, broadband connections from the Internet-challenged, with either no access or slow dial-up connections to the Internet.

But for those with fast, ready to rock 'n' roll computers and baffling

land use issues, technology's promise continues to unfold. William T. Orr, a NASA project manager at Prescott College, Ariz., wowed delegates with an intriguing display of the capacity that data-imaging holds for tackling long-term land use planning. Among the more dramatic: time-lapsed satellite images of the Phoenix, Ariz. area that showed growth boundaries pushing out from the urban core and gobbling up adjoining farmland.

Orr says displays like this and other modeling technology not only helps the local official make decisions, but also helps the public un-

derstand the stakes involved with any development. (See full story, page 9.)

Speaking on behalf of the National Association of Realtors (NAR), President Richard Mendenhall addressed the delegates about the need to find housing for every American while maintaining growth in a responsible fashion.

With a litany of staggering statistics, Mendenhall addressed the fact that while the national homeownership rate reached a new annual high in 2000 of 67.7 percent, there remains a disparity between white homeownership and minority

ownership. Mendenhall stressed the important role of local governments in educating citizens about the availability of affordable housing.

Mendenhall also announced that NAR has signed on as a sponsor of the Joint Center for Sustainable Communities, NACo's partnership with the U.S. Conference of Mayors. Through their sponsorship they are assisting the center as NACo works with cities and counties to improve relations with other community stakeholders on growth and development issues.

Winners

The Annual Conference provides a dramatic setting in which to recognize achievement and announce winners. Throughout this year's conference, distinguished or lucky winners took their place onstage.

American City and County magazine named Craig Malin, Douglas County (Wis.) manager, as its "County Official of the Year." Janet Ward, the magazine's editor, announced the honor during the Third General Session.

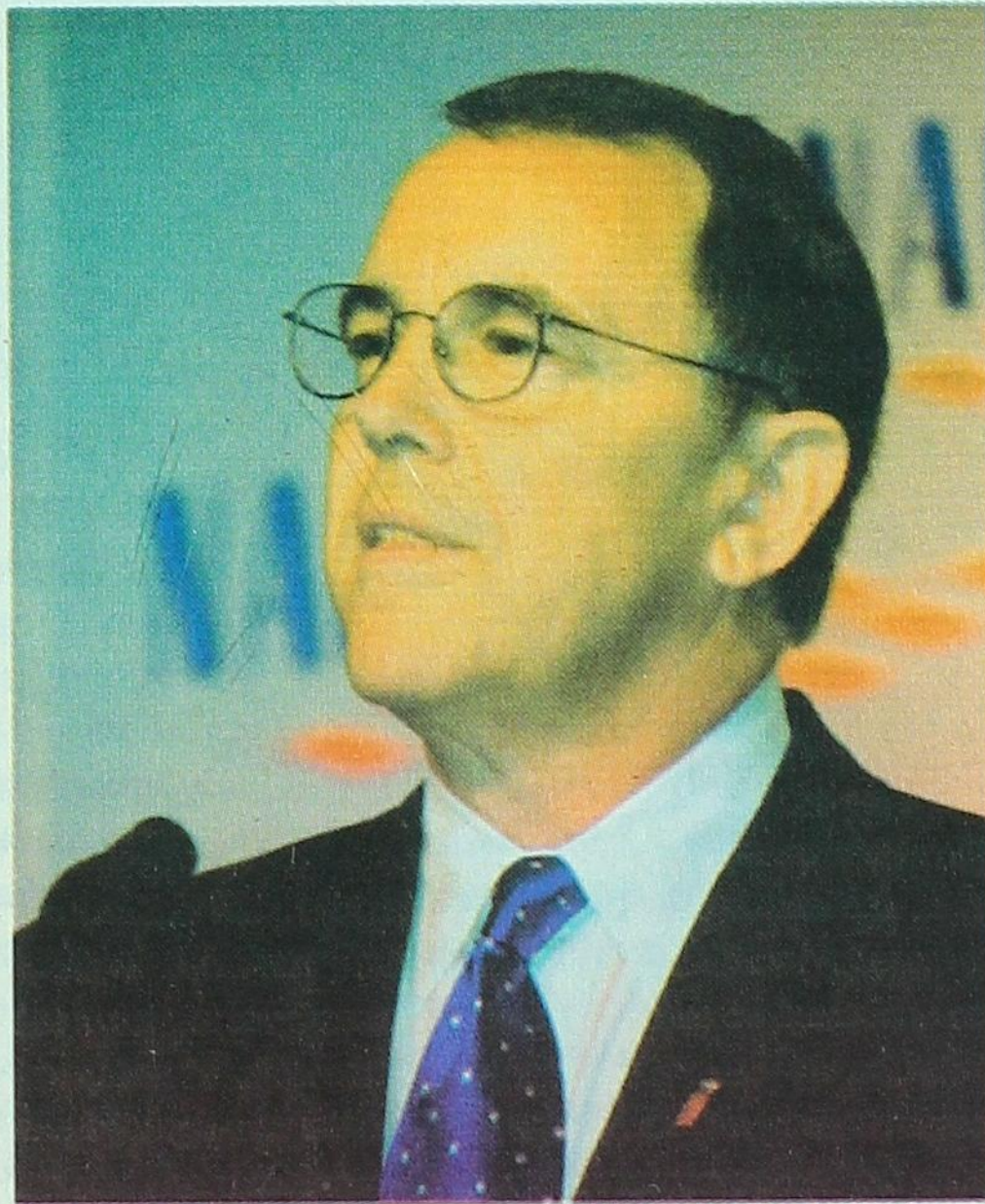
David Davenport, longtime NACo supporter and President Jane Hague awarded the first of two presidential scholarships to Renata Rollins. Hague then joined Howlie Davis, CH2M Hill vice president, in awarding the second scholarship to Jenica Chudek.

NACo's presidential scholarships are awarded to students from the home county of the association's outgoing president. David Davenport endowed the first presidential scholarship fund in the early '80s. The CH2M Hill Scholarship began in 1997.

New campaign

To help counties recruit election poll workers, NACo unveiled a new public service announcement, which encourages people to volunteer to work at the polls as part of their civic duty. Conference delegates also got a sneak preview of a new public service announcement, encouraging people to volunteer as mentors in their counties. The new PSAs are part of NACo's ongoing "Counties Serve America" campaign, which also features other public service announcements geared toward informing the public about county government services.

(If you would like copies of the new PSAs to air on your public access channel call (202) 387-8550, or e-mail goodman@NACo.org. M. Mindy Moretti, senior staff writer contributed to this report.)



Photos by David Hathcox

Lady Catherine Meyer (l), co-founder of the International Centre for Missing and Exploited Children and Richard Mendenhall (r), president of the National Association of Realtors, are just two of the many speakers who addressed the delegates at the 66th Annual NACo Conference in Philadelphia.

Cheney's speech to NACo highlights Bush energy policy

By BEVERLY SCHLOTTERBECK
EXECUTIVE EDITOR

Lynne Cheney filled in for a laryngitis-stricken vice president in an address Monday, July 16 before delegates at NACo's Annual Conference in Philadelphia. A smiling, but mute, Vice President Dick Cheney stood by her side as Mrs. Cheney explained that "a bit of laryngitis" has been making the rounds in Washington, and her husband was the latest victim. She came to deliver his remarks.

As expected, much of the speech was devoted to the Administration's energy plan, but it also defended the Administration's position on global warming, warned against attempts to undo the recently passed tax relief bill and reaffirmed President Bush's

commitment to more education funding and local control.

Energy plan

Mrs. Cheney spoke of the need to replace the nation's aging power grid and increase its supply of energy from "diverse sources." She said the Administration "does not accept the false choice between more energy or a clean environment." Instead, she said, the country can make better use of energy supplies "through conservation and the latest technology." She pointed out that over the past 30 years there has been a 126 percent growth in the economy, but only a 26 percent increase in energy use. "We can save energy without sacrificing our standard of living."

Global warming

On the Administration's refusal to sign onto the Kyoto Protocol on Global Warming, Mrs. Cheney said the proposal would have resulted in significant unemployment for Americans and suggested that "solutions [to global climate change] will be found in technology."

After her 20-minute speech, Mrs. Cheney and the vice president "worked the ropes" for another 10-15 minutes to the delight of NACo delegates. The duo then headed to Pittsburgh for another energy speech, which media characterized as a renewed effort on the part of the Administration to sell the its energy plan to the public.

Varney declares U.S. economy is still the best

By M. MINDY MORETTI
SENIOR WRITER

Despite what you may hear on the evening news or what the newspapers may want you to believe, Stuart Varney wants you to know this:

"This is still a rip-roaring economy. It's the best economy in the world, the likes of which you've never seen before," Varney told the assembled delegates at the opening general session of the 66th NACo Annual Conference and Exposition.

Varney, co-creator of *Moneyline* on CNN and noted financial reporter, in an engaging and passionate manner, addressed the delegates about where the U.S. economy has been and where the economy is going.

Using a litany of staggering statistics, Varney pointed out why the U.S. has the best performing economy in the world and why other countries attempt to model their economies after it. For instance, in the past five years, with a population of 380 million, one million new jobs were created in Western Europe. With a population of about 280 million the U.S. created the same number of jobs in just 11 months.

According to Varney, there are several factors that make the U.S.

economy a "role model" for the world including computing (software and hardware) and the Internet, but most importantly, cultural differences.

America is a meritocracy and Americans have "... the brain, drive, talent and ambition to get it done."

Yet, in spite the current American prosperity, Varney pointed out that business in America is not popular and he attributed this to two factors. One, is politics and in particular the politicians who look to business as a scapegoat.

"When you have a successful and dynamic economy," Varney said, "It's a sitting duck for politicians to take a pot shot at."

According to Varney, the second factor is the legal business. Using an anecdote about his son no longer being able to play basketball before school in the mornings for fear of a lawsuit, Varney vehemently admonished the legal profession.

"The legal business has become progressively more and more pejorative and it's starting to have a major effect on the business world," Varney said, to which the crowd wholeheartedly applauded.

Varney, who received a standing ovation, ended his remarks with his prediction for the future of the U.S. economy. He sees the economy continuing to slow down through the early part of the fall, but he does not predict a recession. He expects that within the next 12-15 months the U.S. economy will be off and running again.



Photo by David Hathcox

Stuart Varney, co-creator of *Moneyline* on CNN, assured the delegates that despite the rumors to the contrary, the U.S. economy is still alive and well.

"Americans have a love affair with what is new," Varney said. "Americans love the next big thing and it's that love affair that allows us to accept what is new without hesitation."

Citing the *Forbes* magazine list of the 400 richest Americans, of which 263 are self-made, Varney noted that

EPA administrator seeks county input

By BEVERLY SCHLOTTERBECK
EXECUTIVE EDITOR

EPA Administrator Christine Todd Whitman asked county officials to let her know about the environmental challenges they face; the EPA practices that make life difficult for them; and their top three funding priorities for EPA's budget in FY2003, during her remarks before delegates on July 16.

The former New Jersey county freeholder and governor touched on a number of issues critical to county governments, such as brownfields and sewage treatment plants, but overall she emphasized the agency's commitment to working with local governments as "partners."

Outlining EPA priorities under her administration, she said top on the list is "improving relationships between the federal and local governments." "Forming partnerships is the best way to deal with environmental issues."

Underscoring EPA's shift to partnership, Whitman said that any brownfields legislation should acknowledge that cleaning up polluted sites is a "challenge best left to state

and local governments." Any should also embody several principles which she said included:

- protection against federal Superfund liability
- resources for states
- streamlining federal brownfield grant programs, and
- making the brownfields tax incentive a permanent part of the tax code.

Whitman also pledged the Administration's support for assuring clean drinking water. "The Bush Administration is committed to working with you to upgrade water and sewer infrastructure." Not unexpectedly, she backed the president's energy plan and said it would "maintain our quality of life and leave our environment cleaner than we found it."

(If you would like to give feedback to EPA about these issues, please direct your responses to Stephanie Osborn, NACo associate legislative director for energy, environment and land use: (202) 942-4268, sosborn@NACo.org. NACo will forward all remarks to EPA.)

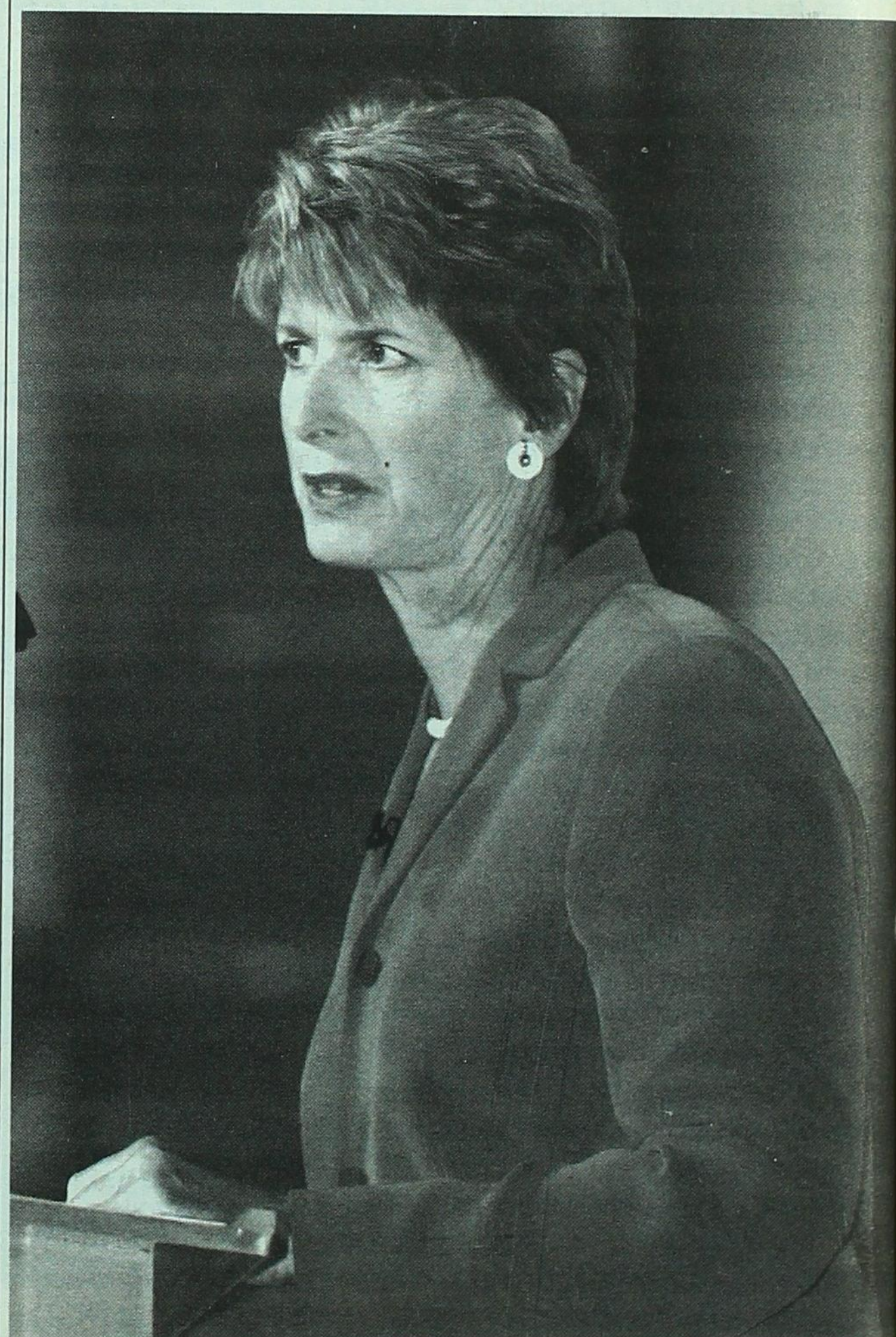


Photo by David Hathcox

EPA Administrator Christine Todd Whitman tells delegates the agency is pledged to working with state and local governments as partners.

Dynamic duo delivers message on the generation gap

By STACEY KENNEDY
EDITORIAL ASSISTANT

The mother and son team of Judy and Cam Marston, co-founders of Marston Communications, a career consultant group, tag-teamed the first general session with a dialogue on intergenerational dynamics and how it affects the workforce.

Presented from an employer/employee point of view, Judy Marston, who lightheartedly represented baby boomers, identified the prime characteristics of a Generation X employee as one who: quits a job with no other in sight, wants job perks without paying dues and is distrustful of big business. Judy Marston vouched for baby boomers as those employers who were reared under the mantra of progress through "sacrifice." They were also identified as being the generation who coined the term "workaholic" which led to a

generation of latchkey children.

Cam Marston rebutted with the point that X'ers believe in their need to build up skills in order to claim ownership of their talents and success. The goal of Generation X, according to Cam Marston, is to decide what skills they're going to learn and take with them. Contrary to the boomers, X'ers don't feel the need to be tied down to one particular job for as long a time as their counterparts. Cam Marston stated their mantra as being, "I create value based on what I know how to do not because of who I work for."

Cam Marston claimed that Generation X'ers have no real heroes, but reluctantly tag Microsoft guru Bill Gates as a hero. Although a boomer, his contributions to technology have readily aided Generation X.

Cam Marston pointed out that Generation X is seen as the genera-



Photo by David Hathcox

Cam Marston spells out differences between generations X, Y and baby boomers, as boomer mom, Judy, looks on.

tion that values control of their time while baby boomers have been known to miss out on family time due to work. He also stated that Generation X represents those:

- who are more in favor of time off as opposed to money
- more inclined to work from home, and
- feel they are not working for an organization, but are working for their boss.

In examining the quirks and differences of opinion within the intergenerational workplace, Judy Marston defined what could be considered the most important point in intergenerational communications which is the power of praise. "People are loyal to people, not places. You can create worker loyalty by praising them as opposed to criticizing — praise changes people's behavior, not criticism."

Digital divide, NASA projects take center stage on Tuesday

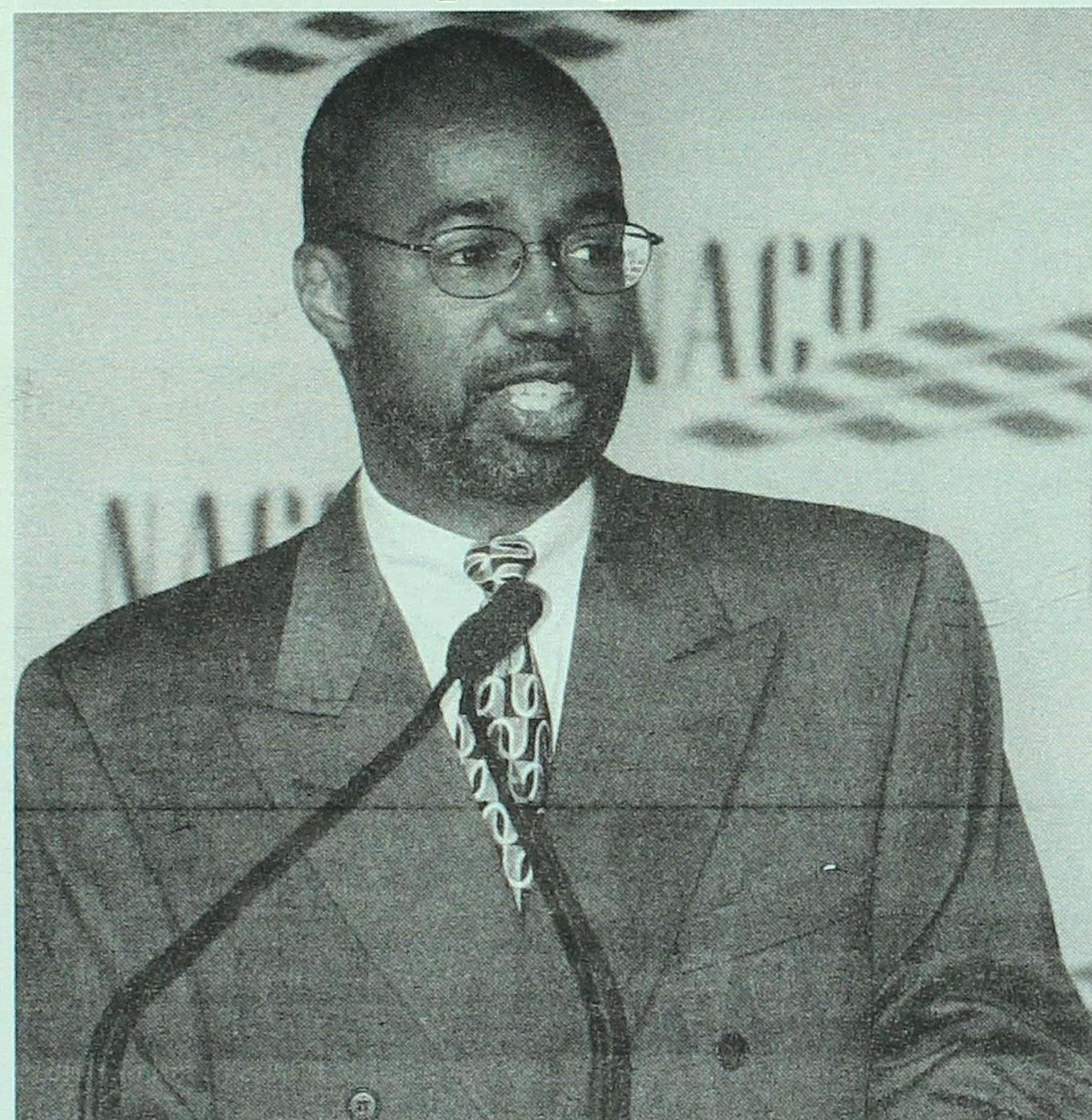
By BEVERLY SCHLOTTERBECK
EXECUTIVE EDITOR

It was "Technology Tuesday" at the third and final general session. Delegates heard from NASA info specialists and were updated on the digital divide.

During his address, Larry Irving, telecommunications expert who coined the term "digital divide" while working for the Clinton Administration, suggested to conference delegates that the "divide" remains in place for some, but for others has shifted from Internet access to connection speed gaps.

When he coined the term "digital divide," Irving said far too many people were not connected to the Internet and at risk of being on the wrong side of the technology revolution. Today, schools and libraries, as well as growing numbers of homes, have Internet access. There remain, however, pockets of disparities. Rural community colleges, for one, suffer poor links to the Internet, and many nonprofit organizations remain unconnected. "All connections aren't equal," he said.

However, the bigger divide now concerns connection speed: broadband vs. dial-up. "The difference between a dial-up or broadband connection is like sucking water through a soggy straw or having a fire hose turned on you," Irving said. The broadband divide not only affects U.S. communities; it also has international, competitive implications. For example, 31 percent of Canada's population is connected to the Internet via broadband, as compared with 10 percent in the United States. And when connection speed is



Photos by David Hathcox

"Digital divide" phrase maker Larry Irving says gaps between Internet access haves and have-nots remain in some areas, during his remarks at the July 17 general session.

tied to economic growth, the impact of Internet access is most visible, Irving says. When you look at high-growth regions, he said, "more and more of the people living there are using technology."

Stepping aside from the digital divide issue to e-government, Irving counseled that local officials who move services online need to shift away from measuring their success in terms of access and toward measuring outcomes. They also need to be cognizant of the "digital divide" in the first place when moving services online; to make sure that ac-

cess to services remains available in a number of ways. Local officials also need to protect privacy. "If you want people to go online, you must assure their privacy," he advised.

NASA

Moving from "cyber" to real space, the next speakers, two NASA representatives, unfolded the benefits of that agency's data and mapping capacity to county officials.

Will Orr directs a NASA program housed at Prescott College in Arizona. The project, NASA/Prescott College Sustainability and



NASA project manager Will Orr tells delegates that making land use decisions for the short-term can have unintended and unpleasant consequences in the long run.

Global Change Program, uses remote-sensing data, GIS maps, aerial photography and 3-D modeling to help local governments gauge the impact of growth or disasters on their communities.

Orr, armed with a laptop and appropriate projector, took delegates on a tour of the potential offered by NASA data, linked via GIS, with land use planning models. The presentation showed the urban growth boundaries of the Phoenix, Ariz. area moving out from the core city area and encroaching on farmland and other open space. Orr also used a dynamic 3-D model to show the impact a hurricane's path may have on a community that failed to account for severe weather in its land use and zoning practices. (Entire neighborhoods went under water in the virtual tour.)

He warned audience members that "incremental decisions [about

land use] can have unintended consequences."

The Prescott program is currently active with projects in Arizona, North Carolina, Wisconsin, Montana, New York, New Jersey and Hawaii.

Also taking the stage on behalf of the civilian use of NASA space-generated data was Robert Brower, who is both the planning director for Cayuga County, N.Y. and the director of the NASA-sponsored Cayuga County Regional Application Center (CCRAC) for the Northeastern United States. Like the Prescott program, the CCRAC uses earth observation data to help local communities and industries. Currently the center is involved with watershed protection and the New York wine industry.

(If you would like to learn more about the Prescott Program or CCRAC, visit their Web sites at: www.prescott.edu/highlights/nasa.html and www.racne.org.)

NACo adopts new energy, welfare and food stamp reform policy

Although NACo's policy process continues throughout the year, it is at the Annual Conference that it gets set "in stone." NACo members, during the Annual Meeting, adopt platform and policy language that guides lobbying efforts throughout the year.

This year, delegates approved 21 new policy positions, reaffirmed 65 established policy positions and adopted new or revised platform language in nine areas, including a platform for the new steering committee on telecommunications.

The following is a summary of the policy delegates adopted:

All photos by David Hathcox

Agriculture and Rural Affairs

The Agriculture and Rural Affairs Steering Committee made some minor revisions to its basic platform, passed one new resolution and reaffirmed nine resolutions.

The resolution, passed unanimously by the committee and adopted by NACo members, calls for congress to initiate a rural development block grant going directly to rural county governments to stimulate economic development in rural areas. The resolution also calls for the streamlining of regulatory rules to reduce administrative burdens for rural officials that lack the staff resources to access federal dollars.

Community and Economic Development

Several previously adopted policy resolutions were incorporated into the Community and Economic Development platform. These include support for the clean-up and redevelopment of brownfields, support for the commercial revitalization tax credit, opening of new markets in under served areas, additional federal funding for lead-based paint removal in federally-supported housing and revision of the manufactured housing construction and safety standards.

In new policy, NACo opposes H.R. 1191, the "Community Development Block Grant Reform Act," a proposed bill that would eliminate most of the CDBG program's flexibility and substantially limit efforts to undertake activities that benefit neighborhoods.

Environment, Energy and Land Use

The steering committee made no changes to its platform, passed four new energy and water-related resolutions and reaffirmed four resolutions.

The first resolution supports a National Energy Policy. Passed by a voice vote at the committee level,

Regulatory Commission for the siting of electric transmission lines unless those provisions include an enhanced role for counties in the planning process.

The Agriculture and Rural Affairs Steering Committee passed the resolution unanimously and the Public Lands Steering Committee also passed the resolution through a voice vote.

In other energy-related policy, the committee passed a resolution supporting Native American energy resource development and urging Congress to appropriate adequate funding under the Indian Energy Resources Act. And, using the information

Health

Platform changes that incorporated policy concerning tuberculosis control, adequate Medicaid reimbursement rates and parity for behavioral health services were adopted.

In addition, delegates approved four new resolutions that

- support continued funding for the Community Access Program. CAP is a demonstration grant program created two years ago to help communities create integrated, coordinated systems of care for the uninsured and underinsured. The program is focused on developing

increase mental health and substance abuse parity, and

- support the creation of a National Commission on Mental Health with representation from county government. President Bush proposed the commission as part of his New Freedom Initiative released in February

Human Services and Education

Platform changes summarized Food Stamp policy and incorporated several resolutions dealing with after-school programs, early childhood education and rural education.

On the new policy side: The steering committee proposed and delegates adopted four new policies, including:

- detailed policy for reforming and simplifying the 20-year old Food Stamp program. Some of the policy's proposals include:

- allowing Food Stamp benefits to continue up to 12 months at the same level for families no longer eligible for cash assistance due to excess or increased income, without having to file a new application

- enhancing benefits to senior citizens and disabled individuals by increasing the minimum allotment for one and two-person families to \$25 per month adjusted for inflation and including a nutrition supplement in the Supplemental Security Income payment

- reinstating legal immigrant eligibility to the levels prior to the 1996 welfare reform law

- eliminating the time limit for able bodied single adults

- increasing the federal match for the Electronic Benefits Transfer program to prevent cost shifting to states and counties, and

- restoring the 50 percent match for normal administrative expenditures.

- The second resolution concerned the development of long-term policy for the next steps of welfare reform and identified eight principles that will guide its adoption. They include:

- ensuring the well-being of children

- helping families that leave the welfare rolls get out of poverty

- preventing families from becoming dependent upon assistance

- addressing the needs of those who have not been able to leave the welfare rolls because of multiple barriers to employment

- providing adequate access to health care, child care, and other support services

- maintaining at least the current level of funding for TANF, with annual inflation increases

See **POLICY** on page 11



NACo Board member Dewey Desler, Whatcom County, Wash. deputy administrator, discusses policy issues during the July 17 meeting. Also pictured: Richard Holmes, Clark County, Nev. assistant manager.

the approved policy calls for the support of many, but not all, of the recommendations contained within President Bush's National Energy Policy Report. Most notably the resolutions support a policy that balances increased domestic oil and gas production on public and privately-owned lands with the accelerated development of alternative and renewable energy resources, clean energy and clean coal technologies. Also notable is support for Bush proposals to improve the hydroelectric relicensing process, increase funding for the Low-Income Home Energy Assistance Program (LIHEAP), and energy production with energy conservation, efficiency of use and protection of the environment.

The committee specifically opposed portions of the president's policy including eminent domain authority for the Federal Energy

gathered from studies conducted by Rice University and the Union of Concerned Scientists, the committee also passed a resolution urging Congress and the Administration to increase truck and auto fuel economy standards to reduce fuel costs, air pollution and make new technologies available to most drivers.

Many times when working together to improve watersheds, counties, tribes, states and federal partners run into competing conflicts with the goals of the Clean Water Act (CWA) and the Endangered Species Act (ESA). Therefore, the committee approved a resolution urging Congress to enact watershed stewardship legislation aimed at providing financial incentives and regulatory flexibility under the CWA and ESA to move toward compliance and to restore aquatic ecosystems.

local solutions tailored to local problems and it requires strong community collaboration as a key component of successful grant applications.

- call for the Designated Standards Maintenance Organizations (DSMOs) as set out in the Health Insurance Portability and Accountability Act (HIPAA) to include county behavioral health representatives in the development of the new, mandatory data sets to ensure that the county services currently billable and covered by the provisions of the act continue to be billable under the new requirements.

- support S.543, the Mental Health Equitable Treatment Act of 2001, which would expand the provisions of mental health insurance parity with other health coverage insurance, and H.R. 162, the Mental Health and Substance Abuse Parity Amendments of 2001, which would

POLICY from page 11

- restoring the Social Services Block Grant (SSBG) to at least the level authorized in the 1996 law, and
- ensuring continued flexibility and county participation in the decision making process; including maximum authority to transfer funds from TANF to SSBG and the Child Care Development Block Grant.

- The third policy proposed changes to pending legislation that would establish the Younger Americans Act programs. These include: counties having the first option to be designated as an Area Agency on youth; flexibility in using funds to serve children from birth to age 19, disabled children and high school students, and in providing intergenerational programs.

- The final new policy calls on the secretary of health and human services to retract a policy interpretation that makes counties ineligible from claiming reimbursement for administrative costs associated with Title IV-E placements outside of licensed foster homes.

Justice and Public Safety

The Justice and Public Safety Steering Committee made one new platform addition as well as adding a new section. The committee also passed two weather and disaster related resolutions and reaffirmed 12 resolutions.

The new platform addition addresses the committees' concerns on racial profiling. The addition states that NACo strongly opposes racial profiling and supports incentive funding for counties to promote best

practices to prevent it from happening. The new platform suggests the incentive funding could go toward training, data collection technology, in-car video cameras and early warning and other feedback systems, to name a few.

The committee also added a new section to the platform concerning restorative justice. The platform supports a systemic shift toward restorative community justice philosophy that: encourages the use of conflict resolution, directly links the offender to the harm caused and holds offender fiscally responsible, provides opportunities for the involvement of the vic-

tim and offers options for community involvement.

Both the new platform and the new section were unanimously passed by the committee and adopted by delegates.

In addition, the committee also unanimously approved two resolutions. One calls for NACo's opposition to the Administration's disaster insurance mandate that would shift costs to states and localities. NACo does however, support the current 75 percent federal/25 percent local and the Disaster Mitigation Act of 2000.

The final new resolution approved by the committee deals with the ongoing effort in Congress to

"privatize" the support of the National Weather Service for local governments by prohibiting NWS from "competing" with commercial weather providers in the provision of services to local governments involving severe weather. NACo is committed to the principle of free and unhampered access to the NWS and its services by local governments.

Public Lands

Delegates approved platform changes concerned with forest health improvement and the Endangered Species Act.

They also adopted three new resolutions that

- request an Administration-created Public Land Law Review Commission, which would review the impact of federal public lands policies on local communities and submit recommendations to Congress for changes where appropriate

- urge the secretary of the interior to contract with county sheriffs to enforce state, local and tribal laws on land administered by the Department of the Interior, and

- calls on Congress to enact legislation that would compensate local governments for the loss of their tax base when federal agencies acquire private land or businesses.

Labor and Employment

The Labor and Employment Steering Committee redrafted several portions of its platform.

The platform changes consolidated language from several sections in previous versions of the platform and essentially stress the need for local and state governments to maintain the authorities, responsibilities and obligations related to labor and employment law and the workplace that have generally always been reserved for localities.

Taxation and Finance

The Taxation and Finance Steering Committee made no changes to its platform, passed one resolution

and reaffirmed eight resolutions.

Delegates adopted the new policy which comprises the Commission on Election Standards & Reform.

Following the controversy and problems surrounding the 2000 elections, the National Commission on Election Standards and Reform was created to make recommendations to federal, state and county governments on how they can and should reform election practices. The Commission made their recommendations in May 2001 (see *County News*, 6/4/01, page 17) to the NACo Board of Directors. The Board initially adopted those recommendations in late May followed by the committees' unanimous adoption.

Telecommunications and Technology

The newest NACo steering committee, created last year, adopted a new platform which essentially consolidated language and policy contained under the aegis of the former Transportation and Telecommunications Steering Committee.

It also won approval from delegates for a new policy that urges the Department of the Interior and the U.S. Forest Service to assess and consider existing county rights-of-way fees when determining market value for fiber optic projects.

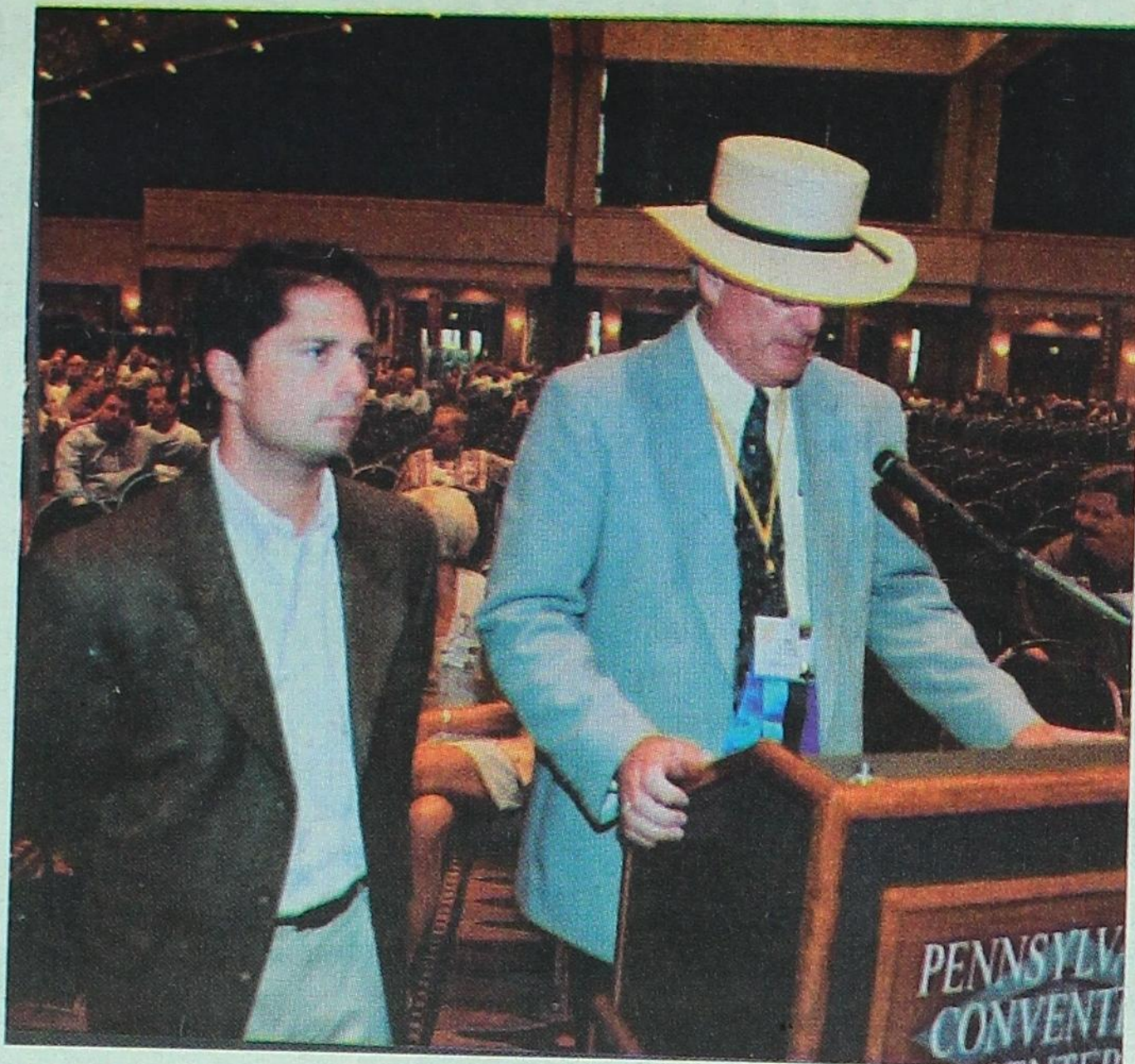
Transportation

There was one minor change in the transportation platform, which revised language on freight rail assistance.

Delegates approved one new policy resolution that endorses efforts to expand and improve rail service, and supports the proposed High-Speed Rail Investment Act without using any funds from the Highway Trust Fund.

General Resolutions

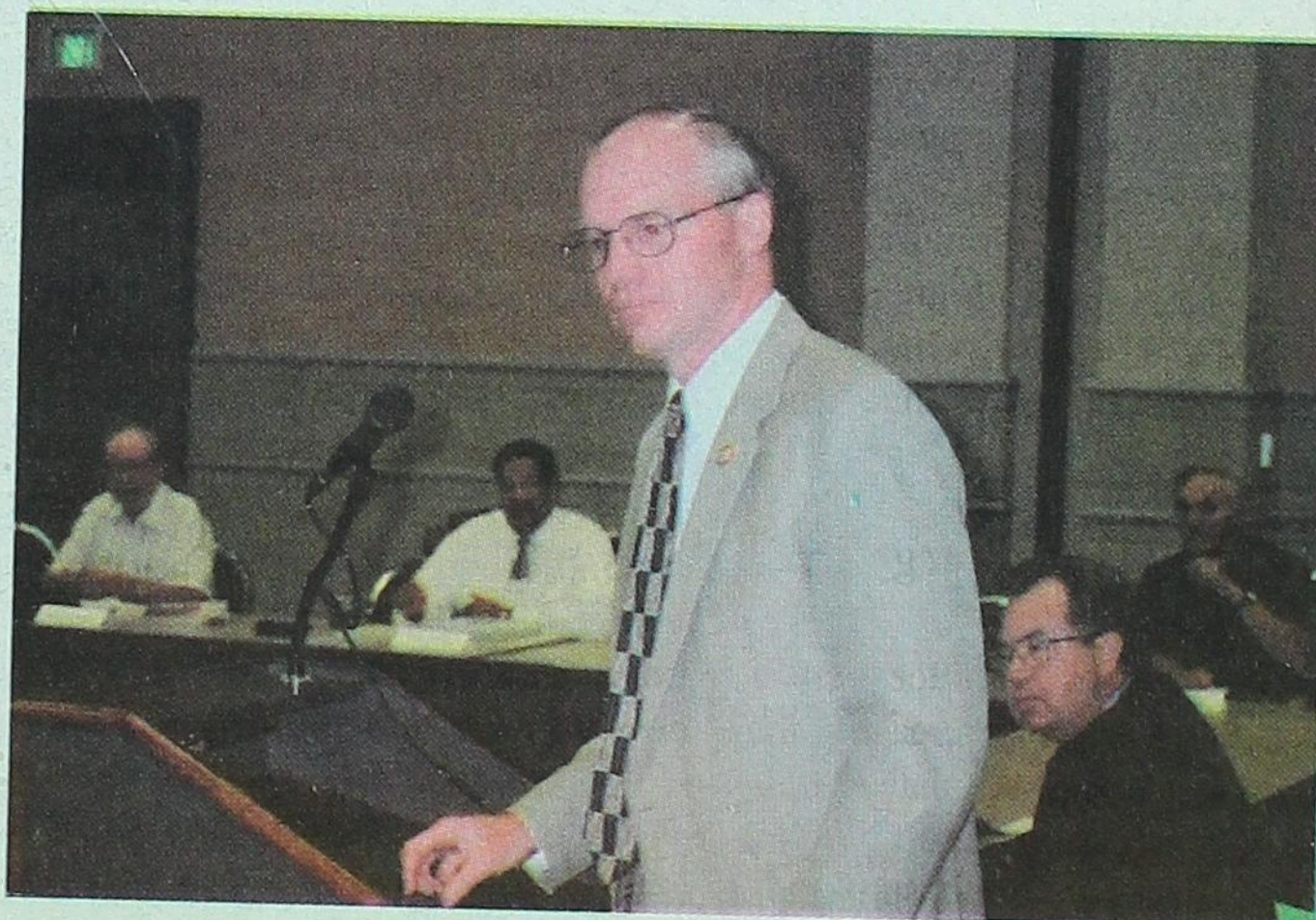
The membership also reaffirmed four general resolutions at the meeting.



Agriculture and Rural Affairs Steering Committee Chair Bill Hansell (in hat) presents the committee's policy recommendations at the Annual meeting. Also pictured: Eric Ciliberti, associate legislative director.



NACo Parliamentarian Julian Bolton, (at podium), instructs delegates on election procedures.



Rep. Tim Holden (D-Pa.), member of the House Transportation and Infrastructure Committee, addresses members of NACo's Transportation Steering Committee during their July 14 meeting.

This kid's got a record!

Pablo knew in a couple of years he would be ready for college. He also knew it would be tough to afford. He even thought about dealing drugs to pay for it. Fortunately for Pablo, two community policing officers took him under their wing. They steered him to counselors and programs that could help him pay for college. Now the only record he'll have is his grades.

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1-800-WE PREVENT

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County

2001

County A

Martin County
Commissioner
Martin County

Newly elected commissioners often find the mechanics of managing or handling the scope of their role is a challenge. Through a commissioner orientation program, Martin County commissioners can understand relationships with the organization, which is all about and once sworn in, the scope of such a program. Commissioners bring their age and experience forward.

Beginning in 2000, the county pulled together members and tasked them with an orientation phase of the program. Two full days of style training, a complete overview of responsibilities, of committees, policy tools, human resources, development, planning, taxation, and office, community, Florida's Sunbelt.

The second three-day trip was a final session. A final session consisted of Commissioner

Court Administration

Pierce County
Temporary Judge
Pierce County

In June 1999, Pierce County implemented a temporary judge program to reduce the number of judges conducting court proceedings.



2001 Achievement Awards "Best of Category" Winners

County Administration

Martin County Commission Orientation Martin County, Fla.

Newly elected county commissioners often have little knowledge of the mechanics of how a county is managed or have an awareness of the scope of their responsibility and what their role is in the organization. Through a comprehensive commissioner orientation program, Martin County commissioners can better understand relationships within the organization, what being a policy maker is all about and hit the ground running once sworn into office. The best result of such a program is that individual commissioners now have the savvy to bring their agenda for county government forward.

Beginning in the early summer 2000, the county administrator pulled together a team of staff members and tasked them with developing an orientation program. The first phase of the orientation consisted of two full days of in-depth classroom-style training comprising of a complete overview of commission responsibilities, purpose and function of committees, overview of major policy tools, procurement policies, human resource policies, land development process, risk management, taxing units, county attorney's office, communications and Florida's Sunshine Laws.

The second phase consisted of three day trips touring county facilities. A final segment of the orientation consisted of *Documents Every Commissioner Should Have*.

Court Administration

Pierce County Superior Court Temporary Judge Program Pierce County, Wash.

In June 1999, Pierce County implemented a pro tempore (temporary) judge program to supplement the number of judges available to conduct court proceedings. The pro-

gram consisted of retired judges, sitting judges (from other jurisdictions within the state) and attorneys who applied to participate. Twenty-two individuals comprised the temporary judge panel list for 2000.

Under the program, temporary judges handle motion arguments, sentencing, settlement conferences and conduct civil, domestic and criminal non-jury and jury trials. They are scheduled at times when courtrooms are available and when judges are on vacation. The court provides and pays for the temporary judge, clerk and court reporter needed for the case (there is no costs to the litigants).

Trials come to the program in two ways. First, a trial may come to court administration from a judicial department because that department is already in trial. If court administration has no judge available, the parties are offered the temporary judge for trial immediately (if a temporary judge is available), or urged to set the trial before a temporary judge in the near future. Second, the temporary judge coordinator telephones cases continued to a date in the future.

The parties are offered a temporary judge of their choice from those on the panel at an agreed upon date. If the parties do not agree to use a temporary judge and no settlement is reached, the case returns to the originating department for a new trial date.

Fast Track Family

Mediation Program James City, Va.

By the summer of 1998, the Juvenile Court judge in James City County was overwhelmed with custody and visitation cases. The courthouse space was inadequate to hear the cases since the Juvenile Court was only allotted two days per week for all types of cases. As a result, families coming to court would wait an average of four to five hours for

their preliminary custody hearing. To remedy the situation, James City County implemented the Fast Track Family Mediation Program in September 1998.

The Fast Track Family Mediation Program was the result of the efforts of a committee commissioned to develop a plan to alleviate the burdens associated with the antiquated courthouse. The committee included the Juvenile Court judge, the social work supervisor from Social Services and the clerk of the Juvenile Court. Prior to the program, families went to court for a preliminary custody hearing, an attorney for the children was appointed and a home study or mediation was ordered and a hearing date set. Under this scheme, settlement times from petition to adjudication were often six to 12 months.

Today, the James City County Fast Track Family Mediation Program is a collaborative effort between Social Services, the Juvenile Court, contract mediators and volunteers. The program takes families out of the adversarial arena of the courtroom and moves them to a neutral location at James City County Social Services. Parents are summoned to appear at Social Services for an educational orientation program. During this first encounter, families are screened for mediation and if eligible, are scheduled for their first mediation session (usually within one week).

Parents are also registered for a mandatory four-hour parent education class. Since the program's inception, case settlement times for approximately 85 percent of the cases have been reduced from six to 12 months to approximately four to eight weeks.

(Hats off to ... was compiled by Christina Crayton, research assistant and features 2000 NACo Achievement Award Winners. For more information, call (202) 942-4285.)

NACo ON THE MOVE

NACo OFFICERS / MEMBERS



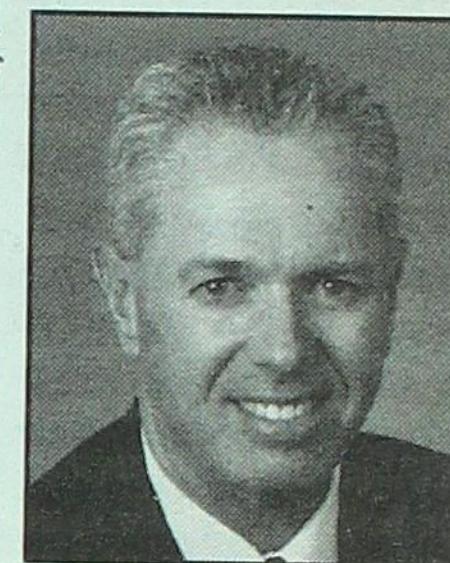
Javier Gonzales

• NACo President Javier Gonzales, Santa Fe County, N.M., testified in favor of brownfields legislation before the House Subcommittee on Environment and Hazardous Materials June 28. Gonzales told members of Congress that NACo supports legislation that includes increased funding for brownfields grants to counties, expands eligibility to sites contaminated with petroleum (such as gas stations), devolves cleanup authority to the state and local level, and provides adequate liability protections for property owners.

NACo STAFF

• On July 20, Edward Ferguson, director of county services for NACo was in Lincoln, Nebraska to meet with the Board of Directors of the Nebraska Association of County Officials regarding their search for a new executive director. Ferguson will be facilitating that process with them through this fall.

• On July 9, NACo Executive Director Larry Naake attended a ceremony in the White House Rose Garden where President Bush signed a declaration supporting the "America's Promise" program. NACo is a national partner with America's Promise.



Edward Ferguson



County holds cyber-auctions

Can't find what you're looking for on eBay? Well Oakland County, Mich. may have the answer to your problem. By teaming up with an application service provider (ASP), the county is now able to hold auctions online for used and surplus goods.

While the county will continue to hold traditional auctions twice a year, by going online with their auctioning, the county will have access to potential bidders worldwide, including over 650,000 registered users on Auctionwatch.com's Universal Search engine. The county is currently hosting 27 online auctions at www.bidcorp.com.

Map your past

Before there was GIS, there were maps: single layer, two-dimensional documents that more or less got us around.

If you're nostalgic for the old maps, but want to maintain your Web-savvy persona, go to www.nationalgeographic.com/mapmachine. You'll find 17th century Spanish maps of California, Lewis and Clark's expedition maps, tornado maps, earthquake maps — maps to take you in any direction, in any time.

Don't look for directions to NACo, though. These are maps for travelers of the spirit, not of the road.

The best prices

Gauge your wireless phone rate against those listed at www.lowermybills.com. And while you're at it, you can find out about your insurance, utilities and long-distance service at this site, whose name says it all.

The reference to beat all

This is Web Watch's favorite site for finding out everything: www.myrefdesk.com. We use it to scan news sources, check out the NASA "Photo of the Day," get to government sites, look up Hawaiian words ... there's not much you can't find there. And the best part, there are no ads. The site, maintained by a fellow in Maryland, eschews advertising (but does take donations.)

Coming up

Sometime, (we hope) in November, NACo will launch its re-designed Web site. We think you are going to love it. The site will be easier to navigate, easier to search, prettier and bound to blow all other similar sites out of the cyber-water. We hope to arrange a sneak preview for Web Watch readers.

(Web Watch is compiled by Bev Schlotterbeck, executive editor. Mindy Moretti, senior staff writer, contributed to this report. If you have Web Watch news, e-mail us at cnews@NACo.org.)

NEWS FROM THE NATION'S COUNTIES

ARIZONA

When creating the Sonoran Desert Conservation Plan, **PIMA COUNTY** Administrator Chuck Huckleberry took an approach that few others before him ever had. While the plan, designed to save 56 vulnerable species of plants and animals, was discussed at more than 300 community meetings, Huckleberry separated the scientists from the community groups because "we do not want science polluted by politics."

According to an article published in *The Arizona Daily Star*, Huckleberry's idea was to "create a firewall for scientists so they could conduct their research and develop recommendations without influence from competing interest groups."

The plan, scheduled to go through a year of public review, encompasses an area larger than Rhode Island, at 1.2 million acres. This next phase of the plan falls to the 84-member Sonoran plan steering committee, representing every group with a stake in the plan.

CALIFORNIA

YOLO COUNTY is the only local government and one of eight grantees nationwide tapped by the U.S. Department of Energy to explore ways to capture and store greenhouse gases. The county's Planning and Public Works Department will demonstrate full-scale application of a new waste landfill "bio-reactor" approach that was tested at a smaller scale in an earlier DOE project. Methane emitted from degrading wastes in the landfill will be trapped by special membranes on the surface and transported to collection points. Methane is a more potent greenhouse gas than CO₂.

GEORGIA

Vernon Jones, **DEKALB COUNTY** CEO, is seeking to convene a meeting between local faith-based organizations and the new Administration to go ahead with the new DeKalb religious and government partnership.

In a letter to President George W. Bush, Jones invited representatives of the president, White House Office of Faith-Based and Community Initiatives Director John Dilulio, Jr. and other key elected officials to convene in DeKalb for discussions.

The county, the second most populous in Georgia and the most diverse, has already benefited from several community outreach initiatives including new or enhanced programs in citizen code enforcement, mortgage lending education, community clean up projects, youth mentoring and scholarship programs.

IOWA

• According to published reports, **HARDIN COUNTY** supervisors want to fund economic development by supplying \$76,510 to towns and rural areas in the county. The funds would be administered through a new organization called the Hardin County Development Alliance, which would combine existing economic development groups in the county. Under the plan, the county would contribute \$5 per capita from county general fund tax moneys to three cities that have economic development directors and \$3 per capita to other incorporated towns (\$11,082) and rural areas (\$15,243) for development.

• County officials are taking steps to make their courthouses safer. In 1999 the Iowa Supreme Court launched an effort to improve courthouse security because of incidents involving threats of violence against judges in Iowa. A court security task force asked all counties in Iowa to form a courthouse security committee.

To date, five counties have either implemented their approved plans, had their plans approved or submitted their plans for approval. Most of the plans address things such as bomb threats, fires, tornadoes, hostage situations, high-risk trials and prisoner movement and restraint.

KENTUCKY

In late April, **BOONE COUNTY** Executive Gary W. Moore and county Sheriff Michael Helmig signed an agreement merging the county police department into the county's sheriff department.

The merger, which took 18 months to work through, will allow the unified department of 125 officers to create smaller districts or areas of responsibility for patrol officers. The redeployment of officers will allow the sheriff to develop a fourth "power shift" to increase coverage during peak hours. Currently, at 9 p.m., there are about 13 officers on duty countywide. With the new shift, there will be approximately 21 officers on duty.

The merger will also allow for the creation of several new units including a traffic/drug interdiction unit at the patrol level and a juvenile unit, a hi-tech crime unit, a full-time crime scene technician and a fugitive warrants unit at the investigations level.

MARYLAND

BALTIMORE COUNTY recently received \$7.5 million from the Maryland Rural Legacy Program. The money will enhance the county's efforts to preserve farmland and protect waterways, wetlands and forests. Of the money, \$4.45 million will go to preserve farmland in the northwestern portion of the county, \$2.3 million

for coastal areas and \$750,000 for a rural historic agricultural area in the northeastern part of the county.

Since 1995, the county has preserved more than 30,000 acres through easements and land purchases.

MINNESOTA

An important new component in criminal justice is about to be a reality in **HENNEPIN COUNTY**. The new Hennepin County Public Safety Facility (PSF), is set to open in mid-August and features an expanded booking area, 330 detention beds, three courtrooms and court-related offices.

The PSF replaces the current Adult Detention Center, which, in spite of being remodeled and reworked, processes and houses nearly twice as many persons as it was designed for when it was built in 1890.

When fully staffed, the new facility will be able to handle up to 82,000 inmates a year, the current facility handles approximately 51,000 bookings a year. The 397,000 square-foot PSF cost \$96.2 million from beginning to end.

NEVADA

Growth continues to be the biggest worry of citizens in **WASHOE COUNTY**. For the second time in four years, respondents to a citizen satisfaction survey named growth and development as the most important issue now facing the county. Thirty-six percent tagged growth as their biggest worry—more than any other category; and 52 percent say growth and development will be the most serious issue facing the county in five years.

Washoe County, which has administered the survey every two years since 1995, also received better marks overall for the quality of its services. On a scale of 1–10, with 10 being the top grade, Washoe received a 6.12 rating in 2001, as compared to a 6.0 in 1999, 5.91 in 1997 and 5.74 in 1995.

(If you would like more information about the citizen survey, call Washoe County Public Information Officer Bob Harmon at (775) 328-6145.)

OHIO

• Two chemical contaminants that sparked a countywide drinking-water scare in **STARK COUNTY** seem to have disappeared as mysteriously as they appeared.

In mid-June, the county Health Department declared a public drinking water emergency for thousands of private well users after tests showed readings of 1,900 ppb of trichlorethylene (TCE)—400 times the EPA limit—and 525 ppb of tetrachloroethylene (PCE).

According to an article in *The [Akron] Beacon Journal*, the county spent thousands of dollars and hun-

dreds of man-hours testing wells in the affected area.

When the county tested the wells again in late June, the contaminant was gone. How the contaminants got into the water and where they went remains a mystery, but the fact they are gone means the county can move ahead with its new well field.

• In other Ohio water news, 26 years, six months, two days and 13 hours after the city of Stow gave **SUMMIT COUNTY** its waterlines; the city reached an agreement to buy them back. The plan calls for the city to assume all of the county's debt on various line improvement projects, to pay the county \$2.3 million for the water tower the county is constructing and for the county to seek a \$900,000 reimbursement from the state for money the county used to build the water tower. According to the county, the combined monies will offset its debts on the water system.

According to published reports, the deal will allow the county to walk out debt free and the city will get a water system valued at \$14 million. Transfer of the system began on July 2 and will be complete in October.

OREGON

• The latest chapter in the saga of farmers in **KLAMATH COUNTY** is a formal petition filed to overrule the Endangered Species Act. The Pacific Legal Foundation, based in Sacramento, sent the petition to Secretary of the Interior Gayle Norton, who chairs the Endangered Species Committee. The Committee, nicknamed the "God Squad" because of its power to weigh economics against survival of a species is made up of seven Cabinet-level officials and chaired by Norton.

The U.S. Bureau of Reclamation considered calling for an exemption to the ESA before deciding in April, it could not provide water to 90 percent of the farms in question. The farms are on 240,000 acres served by the Klamath Project, a federal irrigation project. The bureau ruled the water was needed to sustain endangered suckerfish and the threatened coho salmon. The panel was never convened. In the panel's 23-year history, it has only gone ahead with a federal project once.

• In an effort to prevent the potential spread of foot-and-mouth disease, **WASHINGTON COUNTY** is planning to ban some people from certain areas of the county fair. Anyone who has traveled to Europe in the weeks leading up to the fair will not be permitted into the livestock area.

Although the Oregon state veterinarian has yet to survey other fairgrounds throughout the state, it is be-

lieved similar precautions will be taken at fairs around the state.

SOUTH DAKOTA

The **YANKTON COUNTY** Commission recently took the first steps toward creating a countywide zoning ordinance, albeit a temporary ordinance. When a circuit judge ruled the county's existing comprehensive plan illegal in early June, the commissioners took the opportunity to create a temporary zoning ordinance while preparing the new, permanent ordinance.

Despite wide opposition to previous zoning proposals, county commissioners believe once the temporary ordinance is in place, residents will be won over and agreeable to a permanent ordinance. Much of the previous opposition has stemmed from resident's fear that a zoning ordinance would hinder rural areas.

The proposed temporary ordinance, crafted by compiling parts of other counties ordinances, would give Yankton control over land use and other issues for the entire county, excluding the incorporated municipalities and the land within the city's extra-territorial jurisdiction.

The county is using the guidance and assistance of Planning and Development District III Director Greg Henderson and a zoning specialist. The process to create the permanent ordinance is expected to be a lengthy one.

WASHINGTON

And the water woes continue. A coalition of **OKANOGAN COUNTY** officials, farmers and ranchers filed suit against the federal government for unlawfully using the Endangered Species Act to cut off water rights. The suit names the National Marine Fisheries Service, the U.S. Fish and Wildlife Service and officials of the U.S. Forest Service as defendants.

According to County Commissioner Craig Vejraska, the county and irrigators tried for more than two years to negotiate a cooperative and legal solution for salmon conservation, but talks fell apart when the Forest Service and other defendants unilaterally imposed target flow conditions that local farmers claim is an "impossible standard."

The standard prohibits farmers from irrigating if river flows are below what they were more than 100 years ago. The farmers claim this would prevent them from using water approximately five years out of every 10.

(News from is compiled by Mindy Moretti, senior staff writer. Bev Schlotterbeck, executive editor also contributed to this report. If you have news from your county please e-mail: mmoretti@naco.org or call (202) 942-4223.)

Ar

For the seen their budgets, ex-bilities and ernments t and to com department as new tec-able, IT ma-specialists the cost of u-assure that-bang for yo-

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Who is mo-g differ signif-acteristics such-education and-

The age gr-est moving rat-One-third of-group moved-2000, roughl-(16 percent) of-

As age inc-decreased with-rate by the age-old (4 percent)-Whites of-have the lowes-

FINANCIAL SERVICES NEWS

Are You Getting the Best Deal on Computers?

For the past decade, counties have seen their information technology budgets expand. Networking capabilities and the Internet allowed governments to become more efficient and to communicate better between departments and with citizens. And as new technologies become available, IT managers and procurement specialists look for ways to reduce the cost of upgrading. So how do you assure that you are getting the best bang for your IT dollars?

The U.S. Communities Government Purchasing Alliance is one way to assure competitive pricing and excellent service. Fairfax County, Va. bid this contract on behalf of all local governments, thus allowing most counties, schools and cities to piggyback on the bid. They awarded the contract to multiple vendors, allowing a full range of brands and options to the end user. Four of the vendors are direct manufacturers, two are value-added resellers and one is a software distributor.

IT managers or procurement officials can check pricing, service and peripherals by specific brand names or by technical specifications. For counties buying multiple units, each vendor offers volume discounts. Therefore, it is important to consolidate purchases within the county to achieve the maximum discount.

The vendors regularly offer special purchase opportunities as well. For example, Gateway recently offered a 15 percent additional discount off Internet pricing on the U.S. Communities contract. IBM offers monthly specials and significant discounts on both PCs and printers. Dell runs regular specials on its Internet site and MicronPC provides exceptional pricing, service and volume discounts under the contract.

The value-added resellers represent thousands of items and hundreds of brand names. Comark works very closely with Hewlett Packard and provides significant

value-added service and advice to their product lines.

CompUSA also provides access to tens of thousands of products. CompUSA can assist counties both at the retail counter and via their business-to-business operations. Software Spectrum provides more than 100,000 software titles at significant discounts. Both shrink-wrapped and downloadable licenses are available and quantity discounts are significant.

The best way to access the program vendors is through toll-free telephone numbers or over the Internet. All of the vendors accept purchase orders, credit cards or purchase cards.

(For more information on other US Communities contracts, visit www.uscommunities.org or call NACo at (202) 942-4282. Financial Services News was written by Steve Swendiman, NACo Financial Services Center managing director/CEO.)

U.S. Communities Government Purchasing Alliance Computer Vendors

Comark
(800) 925-1910
www.comark.com
Fairfax County Contract #RQ0034136016A

Comp USA
(888) 260-7993
www.compUSA.com/gov/uscommunities
Fairfax County Contract #RQ0034136016B

Dell
(888) 895-3471
www.dell.com/slg/uscommunities
Fairfax County Contract #RQ0034136016E
Dell Contract #90079 - On All POs

Gateway
(800) 221-4952
www.esource.gateway.com/uscommunities

Fairfax County Contract #RQ0034136016G
Gateway Contract #341360-16
On All POs

IBM
(800) 426-2255
Priority Code: USCOM
www.ibm.com/gold/uscommunities
Fairfax County Contract #RQ0034136016F

MicronPC
(800) 952-6198
www.micronpc.com/gpa
Fairfax County Contract #RQ0034136016C

Software Spectrum
(800) 741-4394
www.softwarespectrum.com/uscommunities
Fairfax County Contract #RQ0034136016D

RESEARCH NEWS

Summertime and the Moving is Easy

This is the season. In May, the Census Bureau released two studies that look at what prompts people to move and where they move.

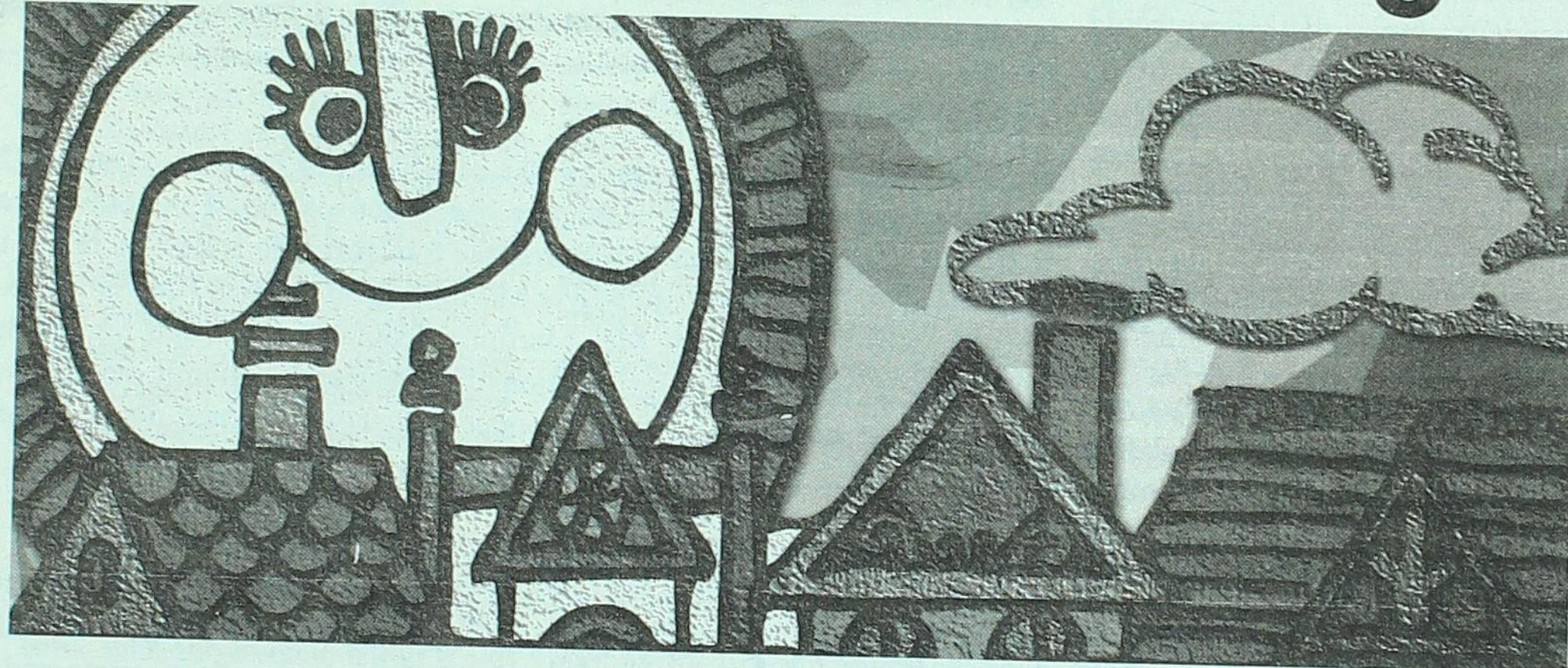
The first study, called *Geographical Mobility*, reports that from March 1999 to March 2000, about 43 million Americans moved their residence. More than 56 percent of these moves were within the same county, and 20 percent were between counties in the same state. Nineteen percent moved out of state and 4 percent moved from another country into the United States. The report also revealed the moving rate for the period covered was one of the lowest in the past 10 years, even though the rate has not varied substantially for the past few years.

Who is moving? The rates of moving differ significantly by various characteristics such as age, race, income, education and marital status.

The age group that has the highest moving rate is 20 to 29 years old. One-third of the members of this group moved between 1999 and 2000, roughly twice the moving rate (16 percent) of all age groups.

As age increased, moving rates decreased with the lowest moving rate by the age group 65 to 84 years old (4 percent).

Whites of non-Hispanic origin have the lowest moving rate of all



groups (14 percent), while Hispanics and Asians have the highest (20 percent). This was followed by black Americans who have a moving rate of 19 percent. Hispanics and blacks were the most likely to move within the same county (63 and 61 percent) while whites were most likely to move out of the county or out of the state (44 percent).

Single people and divorced people move more than married people, while widowed people are the least likely to move.

One-third of all people living in rented housing moved between 1999 and 2000. This compares to a moving rate of only one out of 11 for homeowners who tended to be older, white and more affluent than those living in rented units.

People with lower incomes move more than people with higher incomes. For those with household incomes under \$25,000, 21 percent made a move. Only 12 percent of those with incomes of more than \$100,000 moved during the same period. Those in households with incomes below \$50,000 were more likely to move short distances (60 percent).

Education levels create only small differences in moving patterns. Twelve percent of those with a high school education moved while 15 percent of those with a bachelor's degree moved. The difference is that those with a higher education were more likely to move longer distances (47 percent compared to 34 percent for those with a high school education).

The second report, *Why People Move*, covered a similar period.

This article reports that the major reasons for moving are:

- family-related reasons such as a change in marital status or young people establishing their own households

- work-related reasons such as a new job or a job transfer. It also includes a lost job and the need to look for work, as well as a move to be closer to work or shorten the commute. The last major work related reason is retirement.

- housing-related reasons such as purchasing a home, moving to a better home or apartment, moving to a better neighborhood with less crime, moving to cheaper housing, and,

- other reasons include leaving to attend college, change of climate or health reasons.

The report points out that nearly 66 percent of all long distance movers moved for a new job or job transfer, while most of the short distance movers (in the same county) moved for a housing related reason.

Where do people move? The Northeast region of the country is the only area that lost more people than it gained (252,000) during the annual internal migration. The South reflected a net gain of 227,000 people between 1999 and 2000. The metropolitan areas outside of central cities became the primary destinations of movers, while central cities continued the net migration loss started in the early 90s. Between 1999 and 2000, 6.9 million people moved out of central cities while 3.7 million moved in. During this same period, 1.75 million people from abroad moved into the country, with 1.2 million of them moving to the south and the west.

For additional information about the moving patterns of Americans go to www.census.gov/prod/2001pubs/p20-538.pdf or www.census.gov/prod/2001pubs/p23-204.pdf.

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

THE H.R. DOCTOR IS IN

The HR Doctor Turns 100

This article marks a major milestone for the HR Doctor — the 100th published article! Turning 100 should give anyone pause to reflect on the past as well as look to the future.

Looking back at the HR Doctor articles from "40,000 feet" I find a variety of subjects — a reflection of local government's diversity and contribution to a civil society. The articles dealt with childcare, children at work, aging, death, violence, religion, exceeding customer expectations, discipline, workplace equity, learning and mentoring, innovation, health, attitudes and very much more. There has also been a discussion of the importance of milestones and anniversaries as times to thank, recognize and appreciate our families and our workplace colleagues.

It is great fun to be able to share insights and experiences with other colleagues. For that opportunity I must thank NACo Executive Director Larry Naake and *County News* Editor Beverly Schlotterbeck. They have encouraged and "enabled" the HR Doctor articles to exist in the first place and to continue a hundred times over. Super secretaries and colleagues for years Carole Burke and Paulette Jules translated many tapes and notes into coherent words. The beautiful HR wife Charlotte, chief proofreader and collaborator has always been a source of love, support and proper punctuation. Finally, it is particularly wonderful to discuss issues, gain ideas and share insights with incredible HR daughters Elyse and Rachel!

It is especially rewarding to receive e-mails from those who read the HR Doctor articles — all nine of you (excluding members of my immediate family and Kamala, the HR Dog) — expressing thanks, approval or constructive criticism. It is great to know there is widespread interest in the incredible profession of human resources. In a world of increasing liabilities as well as opportunities to build a better, more productive, more innovative workplace, I continue to be honored to be a voice for positive change in public administration.

There is no sign whatsoever that local government's role in the shaping of 21st century American society will diminish or be relegated to minor footnote status. The need for advocacy by and for local governments will be greater in the future than it has ever been. Governments will be heavily challenged to be available 24/7 and to exceed citizen expectation with pleasant service delivery surprises and to be proactive

in anticipating and controlling for unpleasant, unwanted surprises.

In the past century, an agricultural economy was replaced by an industrial one. Animal power was replaced by machine power, society changed and government took on new roles such as economic intervenor.

In the past several decades, the economy has again changed. This time the change has been from an industrial, mass production economy to one highlighted by the service sector. Most jobs are mental rather than manual and we are now technologically dependent as never before. Workers' skills and expectations have changed. Sovereign immunity's decline has made employers more likely than ever to be challenged by employees, job applicants and bystanders. These changes represent a mandate to have proactive, knowledgeable managers and supervisors. The changes have also given rise to human resources as a profession and as a strategic partner in the success of every executive and every organization.

Looking forward is also great fun. Winston Churchill was once asked to comment on how he would be remembered in history. He responded by saying that history would be kind to him — for he shall write it! In a more modest way, the HR Doctor also hopes and plans to keep writing and commenting about the future of our profession.

The next generation will continue to see evolutionary and revolutionary changes. The economy will become more technological than ever before and much more global. The same will be true of public administration. Skilled workers, such as technology "enablers" and registered nurses, will expect the workplace to accommodate their personal goals and needs as much — perhaps more — than they will be expected to make adjustments to meet employer needs. Those who resist telecommuting, internet-based service delivery, customer self-service and process simplification are the administrative equivalent of a person standing on a railroad track watching a freight train approaching at high speed and not moving. As Bob Dylan said, "get out of the way if you can't lend a hand."

Already the federal government's role is undergoing unprecedented challenge of a kind not previously seen. The role of the "nation-state" is changing and diminishing in ways we can't yet appreciate. The Internet resists any government attempt at regulation and taxation. Economies and

knowledge are global. The future of the environment also requires global, not only national, responses. The same is true of medical care, energy and education. Just ask the

Winston Churchill was once asked to comment on how he would be remembered in history. He responded by saying that history would be kind to him — for he shall write it!

HR daughters about their wonderful experiences in the international baccalaureate program where exams were graded in India, Switzerland and elsewhere, as well as in their local schools.

Historically, government has always adapted to change with new innovations such as civil service sys-

tems, public health and safety regulations. Government also emerged as a patron of technological innovation through contracts and grants. The role of the federal government grew and relationships with local governments were often strained and redefined. In fact, local governments have tended to become increasingly dependent on Capitol Hill for revenue, policy direction and dispute resolution.

In all of these scenarios several constants will remain vital. Local governments will become even more central to improving the lives of citizens. The federal government will come to rely more than ever on local agencies, because the federal sector on its own will simply lack the resources, citizen support and practical capability to make the changes it seeks. Ironically, this means our federal buddies will need local governments as much or more than we need them in many areas. This may seem hard to believe — especially for an employee of the Department of Labor. However, let's agree to meet for coffee in about twenty years and see if, in fact, these predictions haven't become reality.

By the way, the coffee shop where we meet will most likely be in a local community, not in Washington D.C.!

Another constant will be that effective, innovative and proactive HR management will become even more important and valued than it now is. There will be no question as to whether the organization's "HR Leader" will or won't be sitting at, and contributing to, the same strategic meeting with the County Manager which is now routinely attended by the Finance Director, Budget Director, Legal advisor and Deputy County manager. I'll even buy the coffee on this one when we meet next time!

I can't wait to write the next HR Doctor articles. I hope you will be inclined to read them. Some of you may, in fact, be inclined to read them since some of you may find that they also represent an important medical advance in the fight against insomnia!

The HR Doctor sincerely thanks you for your support on his anniversary!

Phil Rosenberg
www.hrdor.net

NOTICES

CONFERENCES

■ **The National Association of Local Housing Finance Agencies (NALHFA)** will hold the 2001 Fall Education Conference in Baltimore, Md. Oct. 18-20. The conference theme, *Breaking New Ground: Restoring Neighborhoods*, illustrates the transformations Baltimore has undergone in recent years. Invited speakers include: Baltimore Mayor Martin O' Malley, Sen. Paul Sarbanes (D-Md.) and Secretary of Housing and Urban Development Mel Martinez. Conference session highlights include key issues/strategies in community planning, the intersection of housing and economic development and Best Practices in the HOPE VI program. For more information concerning the conference, please contact NALHFA national headquarters at (202) 367-1197.

PUBLICATIONS

■ **The Lincoln Institute of Land Policy** recently published *Property, Taxation and Local Government Finance*, edited by Wallace E. Oates. The collection of papers, originally presented at a Lincoln Institute conference in January 2000, is intended to expand understanding and stimulate discussions of property taxation and public finance and present alternative views on property valuation and taxation. For more information, call (800) LAND-USE (526-3873) or visit the Web site at www.lincolnst.edu.

OTHER RESOURCES

■ **The Orton Family Foundation**, in partnership with **The American Planning Association** released a manual aimed at boosting citizen involvement in community planning. *Lights, Camera, Community Video* is based on the foundation's work with five communities in Vermont and Colorado. The manual is written to help a community produce a high quality, professional video that documents the history of a community and identifies areas that need attention in the planning process. The Orton Family Foundation is offering seed money to six qualifying communities who want to make their own videos. For more information on purchasing the manual, as well as the seed money opportunity please browse: www.orton.org/newsroom/7.03.01video.htm or contact James Hathaway, marketing manager at (802) 773-6336.

■ **The Association of Metropolitan Sewerage Agencies (AMSA)** will present its *Water and Wastewater Leadership Center* at The University of North Carolina at Chapel Hill on Sept. 16-28. The goal of the Leadership Center is to prepare and develop leaders, management and executives for public water and wastewater utilities throughout the United States. It will run as a 12-day residential training program, ongoing Internet coaching, peer networking assistance and a one-and-a-half-day refresher course. For additional information on registration materials, visit AMSA's Clean Water on the Web site at www.amsa-cleanwater.org or contact AMSA at (202) 833-AMSA (2672), fax: (202) 833-4657 or email info@amsa-cleanwater.org

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JOB MARKET/CLASSIFIEDS

ADMINISTRATOR—LAURENS COUNTY, GA.

Laurens County has a population of 44,874 with a total annual budget of over 20 million dollars and has over 350 full time employees.

The County Administrator is the Chief Administrative Officer of Laurens County and is responsible to the Board of Commissioners for compliance with all policies and affairs of the County. Responsibilities include the appointment and direction of all department heads and employees under the Constitutional Authority of the Board of Commissioners, with the exception of the County Attorney and County Auditor.

The County Administrator's duties include the preparation of an annual budget and keeping the Board of Commissioners advised of the financial condition and needs of the County. Prepares meeting agenda for Board Meetings, attends all meetings of the Commission and maintains all minutes and records.

Candidates should possess a bachelor's degree in business or public administration, preferably with a Master's degree and at least five years of experience in government or business management. Present manager is retiring and has been serving in this position since 1986.

Copies of the County Administrator's job responsibilities are available at the Commissioner's Office. Salary will be based on qualifications and experience.

Submit resumes to:

COUNTY ADMINISTRATOR
COMMITTEE

Laurens County
Board of Commissioners
P.O. Box 2011
Dublin, Georgia 31040

ADMINISTRATIVE SERVICES DIRECTOR—ALACHUA COUNTY, FLA.

Alachua County is seeking a highly qualified, motivated and creative individual to lead a team based department in the delivery of the County's administrative directives. The Director will be a member of the County's Leadership team and will have a role in the future direction of the County. Alachua County is located in north central Florida, with a population of approximately 211,000 residents. Alachua County is home to the University of Florida, and was recognized nationally for its outstanding quality of life.

The Director is responsible for developing and implementing program policies and procedures, directing office heads in administrative activities, evaluating existing programs, recommending revisions and/or new services and coordinating departmental activities within the County. Work is performed under the general direction of the County Manager and is reviewed through conferences, reports and observation of results achieved. The Director will lead efforts in organization effectiveness and customer service. Minimums are: bachelor's degree with major course work in public administration, business administration, accounting, finance or related field and 5 years progressively responsible governmental administrative and supervisory experience; or any equivalent combination of related training and experience. Requires the successful completion of a criminal history background investigation prior to employment. Mail resume with cover letter to

request an official application by August 31, 2001 to: Alachua County Personnel Office, P.O. Box 1467, Gainesville, Florida 32602, or apply online at www.co.alachua.fl.us. Direct inquiries regarding this position to (352) 374-5219. Resumes will be accepted after this date if deadline is extended. Applicants with disabilities will be accommodated in the application process. Final candidates will be required to successfully complete a pre-employment drug test. An affirmative action/equal opportunity employer.

ASSOCIATE DIRECTOR GOVERNMENT RELATIONS—MARYLAND ASSOCIATION OF COUNTIES.

Professional position available at the Maryland Association of Counties, an Annapolis-based trade association representing Maryland's counties, for a legislative liaison to advocate county issues before Maryland state government. Responsibilities also include research, conference support, and acting as a liaison to selected county professional organizations. Requirements: excellent writing and oral communication skills, post graduate or law degree, familiarity with Maryland state and local government, computer proficiency. Outstanding benefits package including fully funded family health insurance provided. Salary negotiable.

Interested parties should call the MACo office immediately at (410) 269-0043 or (301) 261-1140 to request an application and information packet.

CHIEF ASSISTANT COUNTY ADMINISTRATOR — MARIN COUNTY, CALIF.

The County of Marin, located in the North Bay Area across the Golden Gate Bridge from San Francisco, is seeking a Chief Assistant County Administrator for an organization serving 250,000 residents with 2,000 employees and a \$280 million FY00-01 budget. Serving the County Administrator with countywide management assistance, the Chief Assistant is responsible for the day-to-day operations of the County Administrator's Office including budget, legislative affairs, risk management, and serves as Acting County Administrator as necessary.

The ideal candidate will be an experienced county executive or top-line assistant with a strong record of accomplishment, strategic planning, integrity, and professionalism and a significant background in budgeting, supervision, and capital projects. This enthusiastic, and results-oriented leader will bring outstanding communication, critical thinking, and interpersonal qualities. California experience is preferred. At least five years progressively responsible administrative experience in a management capacity in local government with responsibility for diversified and complex budgets and supervision of professional staff is expected. Bachelor's degree in public or business administration, accounting, finance or related field is required. Master's degree is highly desirable.

To be considered for this exceptional career opportunity, submit your resume, three work-related references and current salary by Friday, August 10, 2001 to:

Kris Kristensen

CSAC Human Resources Advisory Services

740 University Avenue
Suite 130
Sacramento, CA 95825
Tel: (916) 567-4280
Fax: (916) 567-1220
Email: resumes@shannonassoc.com
Web site for Marin County: www.marin.org

COMMISSIONER OF PLANNING—TOMPKINS COUNTY, N.Y.

Commissioner of planning is a non-competitive appointed civil service position responsible for all aspects of a Countywide planning initiative. APA accredited Master's Degree in Planning, Architecture, Landscape Architecture, Environmental Studies, Natural Resources, or related field AND nine years of municipal, community or regional planning experience, five years of which must have been in a supervisory or administrative capacity; OR an APA accredited Bachelor's Degree as specified above AND eleven years of Community planning experience, five years of which must have been in a supervisory or administrative capacity. AICP will be favorably considered. \$67,288 to \$73,104. Details and Applications: www.tompkins-co.org Tompkins County Personnel, 125 E. Court St., Ithaca, NY 14850. (607) 274-5526 EOE/AA.

COMMUNITY SERVICES DIVISION ADMINISTRATOR—OSCEOLA COUNTY, FLA.

Hiring range \$65,000-\$80,000 DOQ includes excellent benefits.

Located in one of the fastest growing areas in Florida, near theme parks and attractions. County population 157,400. Position responsible for Public Services, which includes Veteran's and Social Services, Housing and the Children's Home. Will also be responsible for Ag Extension, Library System, Convention and Visitor's Bureau and Parks & Recreation, which manage the spring training home for the Houston Astros. Total O & M Budget is approximately \$54 million.

Bachelor's Degree required with emphasis in management, business administration and public administration and/or related management/supervisory work experience in related fields. Supervisory experience of large staffs of 100+ necessary. Equivalent combination of education and work experience is acceptable. Prefer municipal government experience. Must have excellent people/public relations skills, be an effective oral and written communicator and have strong computer skills.

Send salary history and resume to Larry Dykes, HR Assistant Manager, 508 N. Central Avenue, Kissimmee, FL 34741 or ldyk@osceola.org. Fax (407) 343-2811. Resumes/applications subject of Florida open record's law. Position closes August 13, 2001. EOE.

COUNTY ADMINISTRATOR—PINELLAS COUNTY, FLA.

(Clearwater/St. Petersburg, population-921,482) Salary \$117,583-\$182,254, negotiable, depending upon experience, qualifications, and professional achievement.

Seeks public management executives for County Administrator consideration. 7-member board of County Commissioner, all elected on a partisan basis. Responsibility for administering an oper-

ating budget of \$594,155,660; and capital improvement budget of \$511,333,890 with 2,582 of 6,446 total County employees. Superlative interpersonal communications skills, employee, community and inter-governmental relations skills, financial management, strategic planning, and human/social service sensitivity are imperative, with open, collaborative, facilitative, and innovative management style. Ability to provide strong administrative leadership and supportive counsel to large, complex organization and an ability to interact effectively and impartially with partisanly elected Officials essential. Baccalaureate degree required; graduate degree(s) in Public/Business Administration or related fields preferred. Salary \$117,583-\$182,254, negotiable, depending upon experience, qualifications, and professional achievement. Apply to Steve Bernard, Vice President, The PAR Group, Public Management Consultants, 100 N. Waukegan Rd., Ste. 200, Lake Bluff, IL 60044. TEL: 847/234-0005; FAX: 847/234-8309; e-mail: pargroup@interaccess.com. Inquiries may be made to Steve Bernard directly, TEL: 616/453-7767; email: gshg@primeaccess.com.

COUNTY ENGINEER — VALLEY COUNTY, IDAHO.

Immediate opening for professional Engineer to work with and advise the Road Superintendent and the Board of Commissioners on county road and bridge construction. Road inspections; establish cost estimates and surety amounts for improvements; represent Valley County in meetings and negotiations with other governmental agencies on public works matters; prepare bid specs, bid doc's, and bid advertisements for all road projects; act as project engineer in all public works projects undertaken by the County; works under the direct supervision of the Road and Bridge Superintendent. Certification required. Salary will DOE, negotiable. Position open until filled with qualified candidate. Valley County is located in the beautiful central mountains of Idaho, elevation 5,000 and is home to popular four seasons recreation and sporting pursuits. See McCall, Id. Web site for more area information and links. Work location in Cascade, Idaho. County population approx. 10,000. Submit resume to T. Sandmeyer, P.O. Box 1350, Cascade, ID 83611. Fax (208) 382-7107, inquiries (208) 382-7145 or tsandmeyer@co.valley.id.us.

COUNTY MANAGER — GRANT COUNTY N.M.

The salary range is \$55,000 to \$65,000 depending on experience. The Board of County Commissioners of Grant County, New Mexico announces the opening of the position of County Manager. The County Manager serves as Chief Administrative and Finance Officer and oversees all aspects of County Government including public works, finance, corrections, roads and personnel.

Requirements for the position include a degree in finance, management or administration or any other relevant field, and ten years experience in local government (or a combination of the above) with emphasis on long-term planning and finance administration.

The salary range is \$55,000 to \$65,000 depending on experience.

The County Manager position is located in Silver City, New Mexico, a com-

munity of 13,000 people on the edge of the 548,000 acre Gila Wilderness.

Resumes will be accepted until August 30, 2001. Grant County Manager's Office, PO Box 898, Silver City, N.M. 88062.

The County of Grant is an equal opportunity employer.

COUNTY MANAGER — NYE, NEV.

Salary: \$85,000 annually (DOQ) plus excellent benefits. Nye County, the third largest county in the area in the United States (18,190 square miles) with annual revenues of \$49 million, is seeking a County Manager to head up their management team. Reporting to a five member Board of County Commissioners, the County Manager oversees eleven operating departments, with approximately 400 employees.

The ideal candidate will be appointed by the Board of Commissioners and must also be a proven manager and visionary leader with high integrity and strength of character. Candidate will be responsible for handling day-to-day administrative matters and the implementation of County policy. Candidate should have a track record of positive relations with employees, department directors, elected officials and citizens. Outstanding communication, listening and interpersonal skills are required. Must be experienced and skilled in assisting county board members in developing policies while taking both direction and offering meaningful professional support. Must possess strong technical skills in budgeting and finance.

Candidates must have at least 5 years experience in management and a Bachelor's degree from an accredited college or university in public or business administration, accounting or related field. A Master's degree is desirable.

APPLY BY: Immediately. Open until filled. Resumes not accepted in lieu of County application. Submit application and resume to: Human Resources, P.O. Box 3400 Tonopah, NV 89049. Office (775) 482-7240. FAX (775) 482-7245. Email: debbie.jeffrey@co.nye.nv.us EOE.

CUYAHOGA COUNTY ADMINISTRATOR — CUYAHOGA COUNTY, OHIO.

Salary: Commensurate with experience. The Cuyahoga County Board of Commissioners is seeking an experienced manager to fulfill the role of chief operating officer for Cuyahoga County Government. This position reports directly to the Board of Commissioner in an unclassified capacity. Responsibilities include, but are not limited to:

- Overseeing an annual budget in excess of \$1 billion
- Overseeing the management of County departments, including the human services delivery system
- Advising the Board on concerns/needs of County citizens
- Making recommendations to the board on budget, capital projects, community projects and public policy
- Facilitating relations with autonomous elected officials and agency heads.

Application Procedure: Send resume and cover letter to William J. Reidy, Chair — Search Committee, c/o Nancy Farina, Cuyahoga County Administration Building, Room 432, 1219 Ontario Street, Cleveland, Ohio 44113.

See JOB MARKET on page 18

JOB MARKET/CLASSIFIEDS

JOB MARKET, from page 17

Application Deadline: Position available until filled. EEO/SMOKE-DRUG FREE ENVIRONMENT. VISIT OUR WEB SITE: WWW.CUYAHOGA.OH.US

DIRECTOR OF CHESTERFIELD COUNTY PUBLIC LIBRARY SYSTEM, CHESTERFIELD COUNTY, S.C. Hiring Range: \$30,000-\$35,000, depending upon qualifications and type, amount and appropriateness of experience.

Chesterfield County, South Carolina has an excellent opportunity to participate in further development of rural county library system governed by an interested nine-person board, with service provided to the 42,768 citizens in the area by 5 branches, including the HQ in Chesterfield, all of which are automated and connected to the Internet and to DISCUS. Some knowledge required of public library management, automation and Internet access, electronic reference apps, and budgeting and financial planning.

Strong leadership and Public Relations skills essential. Minimum Education requirements: MLS from ALA-accredited program and 2 years of progressively responsible prof (post-MLS) exp, preferably in a public library, and with at least 1 year of administrative/supervisory experience, will be given priority, although applications from beginning librarians with MLS and no experience will be accepted also. Must have a driver's license. Hiring Range: \$30,000-\$35,000, depending upon qualifications and type, amount and appropriateness of experience. Submit resume and letter requesting application form to Myrtis Burr, Interim Director, Chesterfield County Library, 119 West Main Street, Chesterfield, S.C. 29709

DIRECTOR, GEOGRAPHIC INFORMATION SYSTEMS — LANCASTER COUNTY, PA. Salary Range \$38,834-\$63,065.

The County of Lancaster, Pennsylvania, serving a population of 470,650, is seeking a Director of GIS. This position reports to the County Administrator and is administrative and fiscal manager who oversees the development of the County's GIS operations; confers with other county departments, governmental and educational agencies, developers and other potential private sector customers to determine user demands; makes recommendations for County-wide GIS goals and develops strategies and initiatives to meet goals. Essential functions include, but are not limited to, preparation and administration of budget, organization and implementation of GIS related projects, development of strategies to meet the needs of GIS user community, and providing technical assistance on GIS applications to other County departments. Competency requirements include demonstrable leadership, administrative and communication ability, along with ability to coordinate and implement strategic plans. Individuals with a Bachelor's Degree with major in geography, data processing, computer science or related field and five years of progressive technical or management experience, which includes GIS related applications are encouraged to apply. Salary Range

\$38,834-\$63,065. Send resume to J. Thomas Myers, Personnel Director, County of Lancaster, 50 N. Duke St., Lancaster, PA 17603 or fax (717) 293-7269. Application deadline: August 17, 2001. EOE.

DIRECTOR OF COMMUNITY HUMAN SERVICES — RAMSEY COUNTY, MN. \$90,957 - \$108,154 annually.

Ramsey County, MN is seeking candidates for a Director of Human Services to provide leadership and direction in its Human Services Department. Position is resp. for directing and managing all operations of the Dept. and ensuring that services are provided in a manner consistent with applicable laws, rules and regs. Individual is resp. for developing and implementing an annual budget of approx. \$170M; directly/indirectly oversees the work of approx. 1,200 employees.

Requires MA in Social Work, Pub. Admin., Bus. Admin., or rel. field; ten years prog. resp. mgmt and program admin. Exp. in human services w/ at least three years as an assistant director or equiv. level; ability to be licensed in a human services field as req. to supervise a non-licensed administrator of res. facilities.

Submit resumes detailing experience, inc. size of org., scope of budgets, and responsibility for staff supervision to: Ramsey Cty HR, 430 Govt. Ctr. W, 50 West Kellogg Blvd., St. Paul, MN 55102; 651-266-2700; TDD 651-266-2728. Initial screening of apps. will occur August 10, 2001. For more info, and position profile, visit the Ramsey Cty Web Site at www.co.ramsey.mn.us.

DIRECTOR OF PARKS AND RECREATION — LOS ANGELES COUNTY, CALIF. Salary \$103,174-\$154,761. (DOQ/DOE).

The most populous county in the United States seeks a Director of Parks and Recreation. Reporting to the County's top elected officials, the five-member Board of Supervisors, the Director oversees a departmental budget of \$83 million with nearly 1,200 employees. The Department is responsible for the management of more than 130 facilities, including eight regional parks, 79 local and community regional parks, four arboreta and botanic gardens, 18 natural areas and

19 golf courses on which more than 1.8 million rounds of golf are played annually. Additionally, the Department operates 31 swimming pools and 344 miles of equestrian and hiking trails.

The ideal candidate will be an individual with extensive executive management and administrative experience related to park and recreation services. Highly desirable qualifications include extensive management experience in a progressive parks and recreation organization; education in public or park administration or a closely related field, experience in legislative analysis, contract bidding experience, sensitivity to environmental matters and a track record of working effectively with public officials and diverse community groups.

The final filing date is Thursday, August 9, 2001. The County has excellent benefits including two retirement plan options, a "Megaflex Benefit Plan" that includes health and life insurance, 401k with County matching contribution up to 4 percent housing relocation allowance and a \$525 per month transportation allowance (or County auto). Apply by sending cover letter, current salary and resume (showing both years and months of employment beginning and ending dates) to David Harris at:

CSAC HR Advisory Services
740 University Avenue, Suite 130
Sacramento, CA, 95825
Tel: 916-924-8333
Fax: 916-567-1220
Email: resumes@shannonassoc.com
Web site: www.shannonassoc.com

EXECUTIVE DIRECTOR — MACOMB COUNTY, MICH. Salary: \$84,000-\$105,561.

The nine-member Macomb County Planning Commission (MCPC) of Macomb Co., MI is searching for an enthusiastic "go getter" to plan and promote Macomb County (pop. 788,149). The executive director will direct a staff of 36 in the formulation, implementation and administration of the planning, community and economic development, sold waste management planning, public transportation, housing, and GIS programs and activities. The ideal candidate will possess exceptional communication, planning economic development, marketing, grant writing and budgeting skills, and the abil-

ity to manage multiple projects. Minimum of eight years managerial experience in planning, community and economic development programs. MA in urban planning, business administration or public administration, or equivalent and possession of a state or national licensee as a professional, certified community planner.

Submit a resume, cover letter and narrative of not more than three pages, describing your managerial experience and accomplishments in directing planning, community and economic programs.

Submit material to: Charles Blockett, Jr. IPMA-CP, 3537 Waverly Hills Rd., Lansing, MI 48917 or e-mail to cblockett@hotmail.com by September 22, 2001. Macomb County is an EEO employer.

Note: Under Michigan law, applicants must request confidentiality. Resumes of finalists will be subject to public disclosure.

EXECUTIVE DIRECTOR — NEBRASKA ASSOCIATION OF COUNTY OFFICIALS

The Nebraska Association of County Officials (NACO) seeks a highly motivated, progressive Executive Director.

Requirements include: experience in working in the legislative arena and with state governmental agencies; demonstrated organizational, leadership and management skills; excellent oral, written and interpersonal skills; proven ability to negotiate, budget and oversee day-to-day business activities. Position also requires: developing association policies, programs and priorities; serving as advisor to 18-member Board of Directors; hiring, supervising and evaluating staff; and managing publications and education programs. Some travel required. Compensation commensurate with experience and education. Send cover letter, resume, references and salary history and requirements to: NACO Executive Director Search, 625 S. 14th St., Suite A, Lincoln, NE 68508-2793. Application deadline August 31, 2001. If confidentiality of employment interest is important, so state in application cover letter. NACO is an equal opportunity employer.

INFORMATION SERVICES DIRECTOR — ALACHUA COUNTY, FLA. Annual Salary \$68,161.39 - \$105,649.86 Salary is Negotiable.

See **JOB MARKET** on page 19

PUBLIC WORKS, DIRECTOR CITY OF SIOUX CITY, IOWA

(Starting Salary to Mid-\$80's
D.O.E. + Car)

The City of Sioux City (population 85,000) is a regional center for the three state area (Northwestern Iowa, Nebraska and South Dakota) and the fourth largest city in Iowa. The City employs 960 full-time personnel and operates with an overall budget of \$89 million. Operating under the Council-Manager form of government, the Public Works Director reports to the City Manager and is one of nine Department Directors; another six Departments are supervised by Boards or Commissions, which report directly to the City Council. The Public Works Department has 126 full-time and 42 part-time employees; it operates with a \$12 million annual budget and directs a \$76.5 million, 5-year capital improvement budget. Field employees of the Department are represented by AFSCME Local #212.

The Public Works Director has responsibilities for three operating Divisions to include: Public Services, City Engineer and Parks & Recreation, Flood control, snow emergency operations, tree maintenance and cemeteries all fall under the Department's auspices, along with traditional public works duties (bridge, street and road repairs, maintenance and construction, etc.). The Director plays a major role in long-term capital planning, intergovernmental affairs, media and community relations. The ability to work effectively at relationship building is equally as important as technical skills. A strong management presence and interpersonal skills must accompany the necessary technical profile and the ability to articulate complex technical positions in plain language is essential.

Qualifications and backgrounds should include a minimum of a Bachelor's Degree in Civil Engineering, Construction Management, Public Administration or a related field. A Master's Degree is preferred. Advanced knowledge of automated systems including CADD/CAM, GIS, pavement

management, work process scheduling and project management is required. At least 10+ years senior technical management background with significant budgetary and program management experience must be demonstrated. Strong knowledge of contract administration, long-range planning, and relevant computer applications is desired. Management of a staff size and budget similar to the Public Works operations in Sioux City, or larger, is desirable. Ongoing knowledge of labor contract negotiations and administration in a collaborative bargaining environment would be highly beneficial. Qualified individuals submit a statement of interest, resume and current salary information **No Later Than August 24, 2001 to:**

Ms. Jan Wiessner or Mr. Jerry Oldani

THE OLDANI GROUP

188 - 106th Avenue NE - Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938
Fax: 425.453.6786

E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

Learn More About Sioux City By Visiting Their Web-Site At: www.sioux-city.org

The City of Sioux City Is An Equal Opportunity Employer And Values Diversity At All Levels Of Its Workforce.

STATE OF MARYLAND

CHIEF INFORMATION OFFICER (CIO)

(Starting Salary Range in the low \$100's
depending on experience)

The State of Maryland is seeking a high-energy, dedicated technologist and visionary to serve as a change agent while guiding its current and future technology efforts as the next Chief Information Officer (CIO). He/she will serve as the primary advisor to the Secretary of the Department of Budget and Management with respect to all aspects of information technology and telecommunications. The CIO oversees 150 full-time employees and a \$75 million total budget. In addition, he/she has cognizance responsibility and establishes working relationships with over 450 IT practitioners in state government. The CIO also has oversight responsibility for a statewide Data Center and a \$100 million network infrastructure.

Requirements for the position include a minimum of a Bachelor's of Science Degree in Computer Science, Information Systems, Business Administration, Public Administration or related fields. In addition, he/she should have at least ten years of progressively responsible experience managing a complex technology program. A Master's Degree or equivalent or advanced education in Information Technology is desired.

The individual must possess demonstrated knowledge, skills and abilities working in a large, complex and decentralized operating environment. The CIO must demonstrate a background and track record of working effectively with

public officials, private sector firms, university representatives, civic groups and technical experts. Knowledge and experience in planning, forecasting, organizational analysis and a minimum of seven years experience in management are required. The successful candidate will have proven team-building and leadership skills. Professional designations or certifications are desirable and will be considered favorable in the selection process.

To apply for this position, please submit your cover letter, salary history and resume **NO LATER THAN August 15, 2001 to:**

THE OLDANI GROUP

188-106th Avenue NE, Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938 / Fax: 425.453.6786
E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The State of Maryland and
The Oldani Group are Equal Opportunity
Employers and value diversity.

EXECUTIVE DIRECTOR

State Labor Relations Board State of Maryland

(Starting Salary Low to Mid \$80's+
Depending On Experience)

The State of Maryland is seeking a highly skilled Labor Relations professional to fulfill the responsibilities of a newly created position in support of the State Labor Relations Board (SLRB). The Executive Director will be responsible for assisting the SLRB in development of policies, practices and administrative procedures related to:

A) The establishment of guidelines for formulation of collective bargaining units for state employees; investigating, holding hearings and resolving disputes regarding the creation of bargaining units for state employees;

B) Establishing procedures for supervising the conduct of and resolution of disputes regarding exclusive representation elections for state employees; and C) Investigating and taking appropriate actions in response to complaints of unfair labor practices and lockouts for state employees. Over 35,000 State employees are represented by unions.

The appointing authority for this position is the Secretary, Department of Budget & Management with day-to-day direction and primary reporting relationship to the Executive Director, Office of Personnel Services & Benefits (OPSB). The Executive Director will not participate in labor contract negotiations, but must have a thorough knowledge of contract terms and provisions regarding the nine bargaining units in the State. An extensive background in conflict/dispute resolution, labor-management relations, grievance review

and drafting of rulings will be essential for the new Executive Director. Outstanding written and verbal communications skills will also be imperative requirements.

The desired candidate will possess a Bachelor's Degree and ten plus years experience in professional managerial and administrative work in the areas of labor and employee relations. Prior experience in labor contract negotiations would be helpful, but not mandatory. A Master's Degree and/or a J.D. would be considered highly beneficial. Qualified candidates should submit resume and current salary information **NO LATER THAN AUGUST 15, 2001 to:**

Ms. Jan Wiessner or Mr. Jerry Oldani

THE OLDANI GROUP

188 - 106th Avenue NE, Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938 / Fax: 425.453.6786
E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The State of Maryland is an Equal Opportunity Employer and values diversity.

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ASSISTANT CITY

(Salary:

The City of Redmond is seeking a highly qualified and versatile individual to serve as the Mayor, providing leadership, vision and external representation. The Mayor will be responsible for the overall management of the City, including the development and implementation of the City's policies, programs and budget. The Mayor will also be responsible for representing the City in all official capacities. The individual must possess a minimum of five years of experience in a similar position and a Bachelor's Degree. The position is a full-time position with a salary range of \$60,000 to \$80,000. The City of Redmond is an equal opportunity employer.

In addition to the operations, few residents and employees. Redmond is a community of people who respect the environment and the surrounding area. The Mayor will be responsible for the overall management of the City, including the development and implementation of the City's policies, programs and budget. The Mayor will also be responsible for representing the City in all official capacities. The individual must possess a minimum of five years of experience in a similar position and a Bachelor's Degree. The position is a full-time position with a salary range of \$60,000 to \$80,000. The City of Redmond is an equal opportunity employer.

The Assistant to the Mayor will be responsible for the day-to-day management of the City's operations, including the development and implementation of the City's policies, programs and budget. The Assistant to the Mayor will also be responsible for representing the City in all official capacities. The individual must possess a minimum of five years of experience in a similar position and a Bachelor's Degree. The position is a full-time position with a salary range of \$40,000 to \$50,000. The City of Redmond is an equal opportunity employer.

City of San Jose Assistant

(Starting Salary
D.O.E.)

The City of San Jose is seeking a highly qualified and experienced individual to serve as the Assistant City Manager. The Assistant City Manager will be responsible for the day-to-day management of the City's operations, including the development and implementation of the City's policies, programs and budget. The Assistant City Manager will also be responsible for representing the City in all official capacities. The individual must possess a minimum of five years of experience in a similar position and a Bachelor's Degree. The position is a full-time position with a salary range of \$80,000 to \$100,000. The City of San Jose is an equal opportunity employer.

The ACM will play a key role in the City's operations, strategic planning, organizational management, coordination of critical projects and programs, and all fall within the purview of the ACM. The ACM will be responsible for the day-to-day management of the City's operations, including the development and implementation of the City's policies, programs and budget. The ACM will also be responsible for representing the City in all official capacities. The individual must possess a minimum of five years of experience in a similar position and a Bachelor's Degree. The position is a full-time position with a salary range of \$80,000 to \$100,000. The City of San Jose is an equal opportunity employer.

The position will require a minimum of five years of experience, preferably in a large special district or a large organization. The individual must possess a minimum of five years of experience in a similar position and a Bachelor's Degree. The position is a full-time position with a salary range of \$80,000 to \$100,000. The City of San Jose is an equal opportunity employer.

JOB MARKET, from page 18

Alachua County is seeking a highly qualified, motivated and creative individual to lead a team based department in the delivery of the County's technological programs. The Director will be a member of the County's Leadership team and will have the role of Chief Information Officer of the County. Alachua County is located in north central Florida, with a population of approximately 211,000 residents. Alachua County is home to the University of Florida, and was recognized nationally for its outstanding quality of life.

The Director will perform a variety of routine and complex administrative, technical and professional work developing and implementing program policies and procedures, directing office heads in administrative activities, evaluating existing programs, recommending revisions and/or new services and implementing the strategic technology plan within the County.

Minimums are: bachelor's degree with major course work in computer science, mathematics, engineering, business administration or a related field and five years progressively responsible administrative experience includ-

ing three years of supervisory experience in the management of an information services and/or telecommunications program; or any equivalent combination of related training and experience. Requires the successful completion of a criminal history background investigation prior to employment.

Mail resume with cover letter to request an official application by August 31, 2001 to: Alachua County Personnel Office, P.O. Box 1467, Gainesville, Florida 32602, or apply on-line at www.co.alachua.fl.us. Direct inquiries regarding this position to (352) 374-5219. Resumes will be accepted after this date if deadline is extended. Applicants with disabilities will be accommodated in the application process. Final candidates will be required to successfully complete a pre-employment drug test. An affirmative action/equal opportunity employer.

LEGISLATIVE LIAISON — ARLINGTON COUNTY, VA. #1190-2A-CMO/\$60,956-\$98,525.

Arlington County, a progressive urban community adjacent to the Nation's capitol, is seeking an experienced legislative liaison to serve as a registered lobbyist to represent Arlington County's

interests to the Virginia State legislature. Position requires substantial time working both in Richmond and in Arlington. Other responsibilities include working with a regional authorities and groups in the Washington Metro Area on inter-jurisdictional issues such as transportation, human services, public safety, planning, finance and revenue. Requires: ability to develop close working relationships with County administrators and elected officials, state legislators and regional groups. A Bachelor's Degree plus three years experience in legislative affairs working with either state or local government issues. Closes 8/23/01. Apply electronically at www.co.arlington.va.us/pers or call 703/228-3363 (24-hr jobline); 703/228-3500 (Employment Desk); 703/228-4613 (TTY Users only). Arlington County, Virginia. EOE/Reasonable Accommodation Upon Request

POLICE CHIEF — CITY OF LIBERTY, MO. (Salary range: \$53,232 to \$71,880. Beginning salary is negotiable depending on qualifications.)

Population: approximately 27,000. Liberty, MO is located 15 miles northeast of downtown Kansas City, MO. Covering

26 square miles, it offers an ideal blend of a small town with the cultural and recreational amenities of the Kansas City metropolitan area. Liberty is committed to ensuring quality development while preserving the City's unique past. It's school district is excellent.

The Police Department is highly respected and well supported by Liberty residents. The current chief is retiring after 33 years with the department, which has 38 sworn and 16 civilian employees and a \$3.24 million budget. Requirements include the equivalent of a bachelor's degree; a master's degree is preferred. Candidates must show measurable successful police management and leadership abilities, exceptional communication skills and be a team player. The police chief is expected to be a participant in the community, be visible and accessible within both the organization and the community.

The City operates under the mayor-council-administrator form of government. The Mayor is elected at large and two council members are elected in each of four wards. The Police Chief is appointed by the Mayor, upon the recommendation of the City Administrator, with the advice and consent of the City Council. The Police Chief reports directly to the

City Administrator.

To apply, please send your confidential resume by **September 14, 2001 to:**

Robert E. Slavin
SLAVIN MANAGEMENT
CONSULTANTS
3040 HOLCOMB BRIDGE ROAD
SUITE B-1
NORCROSS, GA. 30071
Phone: (770) 449-4656
Fax: (770) 416-0848
e-mail: rsalvin101@aol.com

An Equal Opportunity Employer and Recruiter

PUBLIC WORKS DIVISION ADMINISTRATOR — OSCEOLA COUNTY, FLA. Hiring range \$65,000-\$80,000 DOQ.

Public Works Division Administrator. Includes excellent benefits. Located in one of the fastest growing areas in Florida near theme parks and attractions. Position responsible for Engineering, Utilities, Solid Waste, and Road & Bridge Departments. Minimum Requirements: Bachelor's Degree in Engineering or related field, ten years experience in civil engineering or related field, preferably in a local government environment. Supervisory experience of large staffs of 100+ necessary. Florida Professional Engineering License preferred, but not required. Must be able to display organizational abilities, team building relationships, excellent oral presentation and written skills, budget preparation, adaptive skills in dealing with management of supervisors/employees as well as outside vendors and the general public. Send salary history and resume to Larry Dykes, HR Assistant Manager, 508 N. Central Ave., Kissimmee, FL 34741 or ldyk@osceola.org. Fax (407) 343-2811. Resumes/applications subject to Florida open record's law. Position closes August 13, 2001. EOE.

REGISTRAR OF VOTERS — SANTA CLARA COUNTY, CALIF. \$103,145-\$132,217 Annually. (Depend- ing on qualifications).

The County of Santa Clara invites applications for this critical Executive Management position. We are seeking a dynamic individual with demonstrated leadership abilities and strong administrative skills to manage the conduct of elections and other related activities for a culturally and ethnically diverse population. \$103,145-\$132,217 Annually. (Depending on qualifications). EXCELLENT BENEFIT PACKAGE.

EXECUTIVE MANAGEMENT SERVICES

70 W. Hedding Street, 8th Floor
San Jose, CA 95110
(408) 299-4355, ext. 207
www.sccjobs.org

SR. IT CONSULTANT/ASSESS- MENT AND TAX — CHARLESTON COUNTY, S.C. Salary range \$50,918-\$77,022.

Charleston County, S.C. has an outstanding opportunity for an IT Professional with solid local government experience in automating real property assessment and taxation. For complete details, please visit our website at www.charlestoncounty.org. Resumes may be submitted to job@charlestoncounty.org.

ASSISTANT TO THE MAYOR CITY OF REDMOND, WASHINGTON

(Salary: High \$90s to Low \$100s)

The City of Redmond, Washington is seeking an experienced and versatile municipal manager to serve as its next Assistant to the Mayor, providing expert guidance to the Mayor on internal and external issues. The Assistant to the Mayor assumes a key leadership role in assisting the Mayor with a variety of organizational duties including initiating and leading interdepartmental task forces and project teams, and facilitating discussions on complex interdepartmental issues. The Assistant to the Mayor is an at-will position, serving in a support capacity to respond to administrative matters at the request of the Mayor. The individual in this position will also anticipate and conduct research on emerging issues and will work proactively to formulate effective options and alternative courses for the Mayor's consideration.

In addition to the opportunity to work for a high quality municipal organization, few cities can offer a comparable quality of life for residents and employees. A modern city of 45,000 residents, Redmond is a community of good neighborhoods and friendly people who respect each other and their surroundings. The region offers unparalleled scenic beauty and a close proximity to the Seattle metropolitan area. In addition to a wide range of outdoor recreational activities available to residents, Redmond and the surrounding region offer a variety of educational and cultural opportunities including libraries, museums, art galleries, symphonies, opera, ballet, a zoo, aquarium and science center, and numerous theatrical presentations. The region boasts award-winning schools and a large number of institutions for higher learning including several community colleges, the University of Washington, Seattle University, Seattle Pacific University and the University of Puget Sound.

The Assistant to the Mayor should have five to seven years of experience in a senior position in government where skills in

negotiations, team building and public policy have been required. Experience with project management, strategic planning, fiscal management and public relations are highly desirable. The ability to negotiate effectively in a manner that represents the best interests of the City is essential. The Assistant to the Mayor must possess a minimum of a Bachelor's Degree. A Master's Degree or graduate training in public policy, public administration, strategic planning or intergovernmental affairs is preferred. The ideal professional will possess considerable knowledge of municipal government operations, preferably in a strong Mayor-Council or strong executive-legislative environment.

Qualified individuals should submit resume, salary history and a statement of qualifications **NO LATER THAN August 6, 2001 to:**

Mr. Jerry Oldani or Ms. Marcia Isenberg

THE OLDANI GROUP

188 106th Avenue NE, Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938 / Fax: 425.453.6786
E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The City of Redmond is an Equal Opportunity Employer and values diversity at all levels of its workforce.

CHIEF OF POLICE CITY OF PLANO, TEXAS

(Starting Salary To The
Low \$100's+ D.O.E.)

The City of Plano (population 244,000) is an award-winning and All-America City (1994); it is generally recognized as one of the best managed municipal/suburban governments in the U.S. Plano is the fourth largest city in the DFW-Metroplex, and one of the fastest growing communities in the nation, for populations over 100,000. It is also one of the safest large communities in the country. Plano's Police Department (PPD) is CALEA accredited and operates with a total staff of 478 full-time employees (329 sworn and 149 civilian). The PPD's operating budget is approximately \$52.3 million. The Chief of Police reports through the Executive Director, Community Response & Technology to the City Manager. The Police Department sworn staff members, with the exception of the Chief and Assistant Chief, are managed under the guidelines of Chapter #143 of the Texas Civil Service Code.

PPD is a "state-of-the-art" law enforcement agency, which is currently engaged in the upgrade of all technology systems. Officers answer over 117,000 calls annually, with an average priority response time of 5.9 minutes in this 72-square-mile community. PPD currently has the advantage of Mobile Data Computers (MDC's), Mobile Video Recorders (MVR's), Thermal Imaging Devices (TID's) and will soon have upgraded Automatic Vehicle Locators (AVL's) and the latest CAD/RMS technologies available. Over 165 active Neighborhood Crime Watch programs, School Liaison Officers (SLO's) and Public Safety Officers (PSO's) provide additional advantages to the community along with active Citizens Police Academy, Explorer/Cadet and Youth Policing Academy programs. Specialized tactical units, advanced planning and research also facilitate Plano's Community and Problem Oriented Policing philosophies.

A new Chief will be an experienced law enforcement executive with at least seven to ten years of senior management background as a Chief in a community of 100,000+ residents; Assistant/Deputy Chief in cities of 150,000 or greater; or a major Department/Division Commander in a large urban/metropolitan area department. A minimum of a Bachelor's degree in Administration of Justice, Criminology, Public Administration, Police Administration, or related fields is required. A Master's degree or advanced management schooling through FBI-NA, LEEDS, PERF, Southwest

Law Enforcement Academy or similar programs is desired. The strongest candidate must demonstrate outstanding community outreach skills; knowledge and experience in high growth/high service demand communities; outstanding fiscal and administrative skills; and the capacity to be an articulate spokesperson and advocate for a modern law enforcement agency. The Chief must also be capable of focusing on internal communications programs, collaborative decision-making processes and team building/professional development while handling the myriad of external demands on his/her time.

The new Chief must be certified or be able to obtain basic certification through the Texas Commission on Law Enforcement Officer Standards & Education (TCLEOSE) and meet Advanced Peace Officer level standards within 12 months of appointment. Texas Open Disclosure Laws may allow for release of candidate information at any stage of the process; we will endeavor to maintain confidentiality. Residency within the City of Plano is strongly desired. Interested individuals submit a statement of interest, resume and current compensation information **NO LATER THAN AUGUST 21, 2001 to:**

Ms. Jan Wiessner or Mr. Jerry Oldani at

THE OLDANI GROUP

188 - 106th Avenue N.E., Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938 / Fax: 425.453.6786
E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The City of Plano is an Equal Opportunity Employer Which Values Diversity At All Levels Of Its Workforce

GOVERNMENT OF THE DISTRICT OF COLUMBIA CHIEF TRANSPORTATION ENGINEER

(Starting Salary Range to the Low
to Mid \$100's D.O.E.)

The District of Columbia serves one of the most vibrant and diverse population centers in North America and is responsible for maintaining and building approximately 1,100 miles of street, roads and numerous bridges in the nation's capital. Nowhere in the U.S. is the efficient and effective movement of vehicles and people, in a safe manner, more necessary than in the District, which is home to 560,000 residents and almost one million daily commuters; the District also hosts over 20 million visitors/tourists annually.

A recent reorganization within D.C.'s Department of Public Works has resulted in the establishment of a new District Division of Transportation (DDOT), which is to become a department level agency this October. DDOT has responsibility for rights-of-way management, traffic safety and services, transportation policy and planning, mass transit, tree maintenance and infrastructure project management. The Chief Transportation Engineer will serve as the Administrator for the Infrastructure Project Management Division. In that capacity, the Chief Engineer will manage 155 employees and a significant level of capital construction projects in excess of \$200 million annually. Currently, DDOT has over \$500 million in funds allocated for infrastructure asset management. The Chief Engineer is expected to increase DDOT's capacity to handle public asset management projects to over \$300 million annually within the near future. The Chief Engineer will direct a skilled cadre of Project Management Teams utilizing performance-based contract management methodologies. Experience in, and knowledge of, advanced project management, asset inventories and scheduling systems will be necessary.

Other requirements include a minimum of a Bachelor's Degree in Public Administration, Architecture, Civil Engineering or related fields plus seven to ten years' of senior management experience

d.
District Division of Transportation

and oversight for public works, transportation/infrastructure development and capital programs planning. The candidate must be a registered Professional Engineer or have the ability to gain certification within six to twelve months of employment. A Master's Degree in management, public administration and/or engineering is desirable. Five or more years direct management experience and interaction with elected/appointed officials, federal regulatory agencies, and top consulting firms must be evident in background. Experience in engineering design, contract administration, inspection, and capital improvements project management is needed. The Chief Engineer will be given significant latitude in the accomplishment of DDOT's mission by the Director and Deputy Director; therefore, outstanding communications skills and a collaborative management style will be essential. Qualified individuals submit resume and current compensation information **NO LATER THAN AUGUST 15, 2001 to:**

Ms. Andrea Sims or Mr. Jerry Oldani

THE OLDANI GROUP

188 - 106th Avenue NE, Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938 / Fax: 425.453.6786
E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The Government of the District of Columbia is an Equal Opportunity Employer and values diversity at all levels of its workforce.

City of San Jose, California Assistant City Manager

(Starting Salary to Mid-High \$100's
D.O.E. and Car Allowance)

The City of San Jose (population 918,800) is seeking a highly experienced and well versed municipal Executive to serve as its Assistant City Manager (ACM). This position works directly with the City Manager, acts in the Manager's absence, and coordinates/facilitates major projects, initiatives and programs with five Deputy City Managers and 16 Department Directors. As a result, the strongest team building, collaborative and consultative abilities must be evident in the management profile of the ACM. The City has over 7,400 full-time employees and a total operating budget in excess of \$2.4 billion.

The ACM will play a major role in the direction of City operations, strategic planning and problem solving efforts. Organizational management, professional development programs, coordination with the Mayor and Council's staff on critical projects and performance measurement efforts may all fall within the purview of the ACM's responsibilities. The ACM will be accessible and visible with the Executive Management Team and key stakeholders, maintaining and developing momentum, advice and status with regard to critical programs and issues affecting the City's day-to-day operations.

The position will require 10+ years of senior management experience, preferably as a City Manager in a large urban or suburban agency as a General Manager or Executive Director of a large special district or utility; or as an Assistant/Deputy in a large organization. A Master's degree in Public or Business Administration, or closely related field is preferred but not mandatory. A minimum of a Bachelor's degree in related disciplines is essential, along with advanced management training and/or certification. Candidates must possess

experience in an environment with organized labor/the ability to quickly grasp the complexities of a dispersed/decentralized government, have extensive governmental operation background and superior reasoning/analytical abilities. Qualified individuals submit a statement of interest/background, resume and current salary information **NO LATER THAN AUGUST 20, 2001 to:**

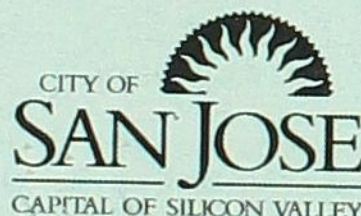
Mr. Jerrold Oldani or Ms. Teri Black Brann

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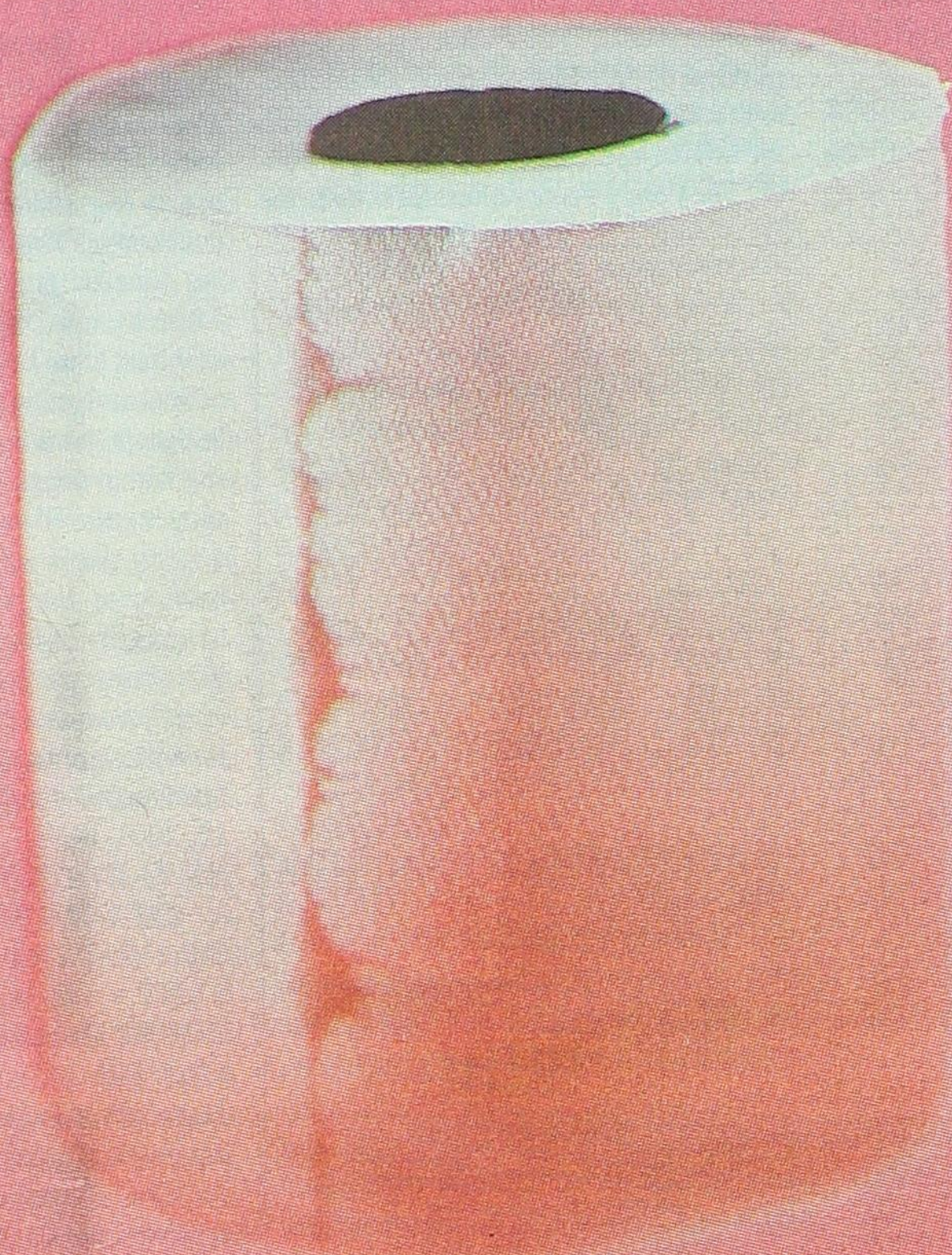
188 - 106th Avenue NE, Suite 420
Bellevue, Washington 98004
Phone: 425.451.3938 / Fax: 425.453.6786
E-mail: resume@theoldanigroup.com
General Inquiries: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The City of San Jose, in recognition of unique housing conditions in the region, offers a substantial housing assistance program for those establishing full-time residency in the City within two years of employment. An exceptional program of benefits and advanced compensation features are also offered.

The City of San Jose is an Equal Opportunity Employer valuing diversity at all levels of the workforce.



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