

County News

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New Executive Order targets preemption

BEVERLY SCHLOTTERBECK
EDITOR

A new executive order on federalism and complementary legislation now in Congress should give state and state government associations a new tool to combat preemption of local and state authority.

Executive Order No. 13132 issued on Aug. 4, directs government agencies to consider the impact of regulations and proposed legislation on state and local authority.

The order replaces Executive Order No. 13083, which was fiercely criticized by state and local groups when it was first released in May of last year. Eventually, that order was suspended.

Over the intervening months, representatives from the major state and local government associations, including NACo, negotiated long and hard over the new order. In the end, a policy was crafted that everyone could live with.

"We are happy to see the Administration's effort to accommodate our concerns. The order now puts federal agencies on notice that the Administration will no longer ignore, dismiss or disregard the impact of regulations and legislation on state and local government authority," said NACo Executive Director Larry Naake.

Essentially, the new order requires federal agencies to closely assess the impact that any proposed regulation or legislation will have on state and local policy. It attempts to correct an attitude that presumes federal legislation permits overriding local law in the pursuit of national objectives.

"The order says that unless a piece of legislation says — up front — it intends to preempt state or local authority, agencies cannot assume OK to draft regulations that preempt," explained NACo Legislative Director Ed Rosado.

Where the need for preemption is justified, the order says states should be given "maximum administrative discretion" when implementing national policy. Federal agencies are likewise directed to

avoid imposing costly regulations unless the government provides funds for compliance or there has been formal consultation with state and local officials in the early stage of developing the regulations.

Consultation

The need to notify and consult with state and local officials early on in the process of rulemaking appears as a requirement throughout the order. "This is an especially critical component of the order for NACo. Since national associations, like NACo, are included in the definition of state and local government officials, we won't be blindsided by unacceptable rules with too little time to react, and we may be able to avoid unnecessary conflict or regulatory burden by being at the table early," Rosado said. "It's a win-win for all parties as far as we see it."

Agencies are required to certify that proposed regulations and legislation from the executive branch comply with the order by including a "federalism summary impact statement." Agencies are directed to appoint one individual, who will be responsible for complying with the order. Independent regulatory agencies, such as the Federal Communications Commission or the Securities and Exchange Commission, are not covered by the order.

Timelines

Executive Order 13132 is effective Nov. 2. Agency compliance plans are also due to the Office of Management and Budget (OMB) by Nov. 2. In February 2000, the OMB director and the assistant to the president for intergovernmental affairs are to confer with state and local officials about the order's implementation.

(To read the order go to <http://www.naco.org/pubs/cnews/current.index.cfm> on the Internet.)

Congress

Meanwhile, bills to slow or stop

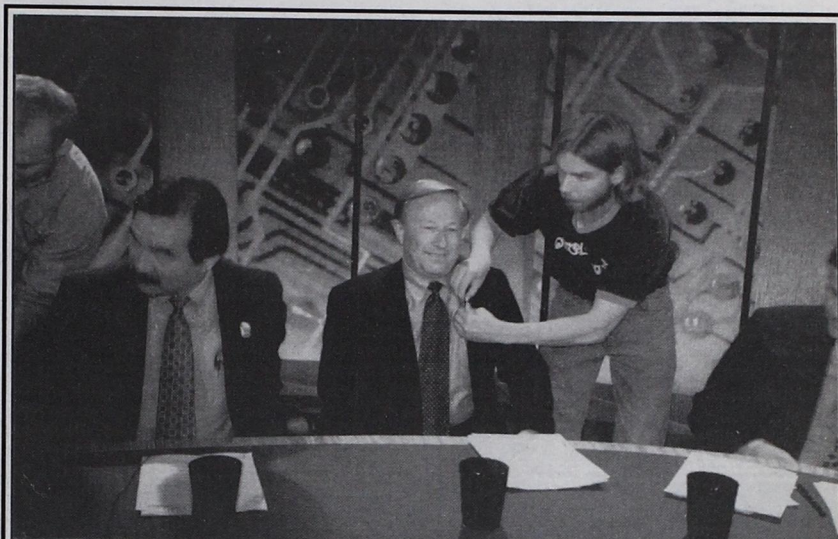


Photo by Jeff Fletcher

A technician attaches a microphone to Bruce Romer, Montgomery County, Md. chief administrative officer, before the start of a recent NACo satellite broadcast on preparing for Y2K computer problems. Seated to his right is Gordon Aoyagi, emergency director/fire administrator.

Counties and cities walk away from Sewer Overflows Committee

By DIANE S. SHEA
ASSOCIATE LEGISLATIVE DIRECTOR

At a meeting of EPA's federal advisory committee on sanitary sewer overflows (SSOs) in Washington, D.C. last month, local government representatives on the committee walked away from talks intended to result in new federal regulations for SSOs. Steering Committee Vice-Chair Beulah Coughenour, Indianapolis/Marion County city-county councilor, represents NACo on the committee.

Over serious concerns that the process was leading inevitably toward huge public expenditures with little or no environmental or public health gains, NACo, the National League of Cities, the Association of Municipal Sewerage Agencies, the American Public Works Association and the Water Environment Federation withdrew to call attention to the need for technically and financially feasible regulations.

EPA currently estimates that the SSO problem will cost local governments and their ratepayers \$80 billion — \$90 billion, but the draft regulations EPA is proposing could drive these costs drastically higher, and still not have a significant impact on improving water quality.

Coughenour pointed out to the advisory committee that if the draft SSO regulations were implemented, "limited local resources would be diverted away from other priorities, such as police, fire safety and schools."

The groups were also concerned that the draft-proposed regulations would expose communities to frivolous lawsuits and allow state and federal regulators to micromanage local operations.

Counties had put nearly five years into an intensive effort to work with EPA on regulations that were reasonable and affordable, but the groups agreed that the process had derailed, and their only

option was to abandon it and find other ways to protect the interests of local governments.

The draft regulations include monitoring, public notification, detailed operating requirements, capacity assurance, and maintenance requirements for municipal sanitary sewer collection systems.

Counties would have no defense to lawsuits by environmental groups for unavoidable overflows due to floods, hurricanes and other storm events. In addition, "satellite" collection systems, that send sewage for treatment to another jurisdiction, would be required to obtain National Pollutant Discharge Elimination System permits.

NACo, along with the other local government organizations, will be submitting extensive written comments to EPA on the specific regulations, as well as seeking legislation to prevent EPA from developing the draft regulations in their current form.

NACo Financial Services Center launches general supplies contract

The National Cooperative Purchasing Alliance, sponsored by NACo and the U.S. Conference of Mayors, announced the launch of a new contract for use by local governments across the United States. This contract, bid by Los Angeles County on behalf of all local governments, provides for general and electrical supplies.

The contract includes electrical supplies, cabling, lighting equipment and supplies, small tools, data and voice communication products and other general supplies. Discounts off manufacturers' pricing range from 15-72 percent, depending upon brand and volumes ordered.

Los Angeles County and the Alliance piloted the contract during June and July. The contract is being rolled out to 100 counties and cities initially, and is available to any local government that would like to test the pricing and delivery capabilities of the contract. The supplier, Graybar, has set up a sophisticated toll-free system for ordering, as well as an electronic ordering interface.

Counties interested in accessing the Graybar

contract can do so by dialing the toll free number 877/827-5517. Callers will be given the NACo national identification number and customer price authorization number and will be directed automatically to their nearest Graybar representative.

Graybar is an employee-owned company headquartered in St. Louis, Mo. It has been in business for more than 100 years. Graybar delivers through its network of local and regional warehouses and outlets.

More than 2,900 public agencies across the country presently use the cooperative purchasing program to buy office supplies, computers and software, and office furniture.

Most states give local governments the authority to "piggy-back" on bids by other public jurisdictions. The Alliance contracts are all bid by public entities on behalf of all local governments in the United States.

For more information on the cooperative purchasing alliance, contact Angela Upton-Caro at the NACo FSC, 202/942-4278.

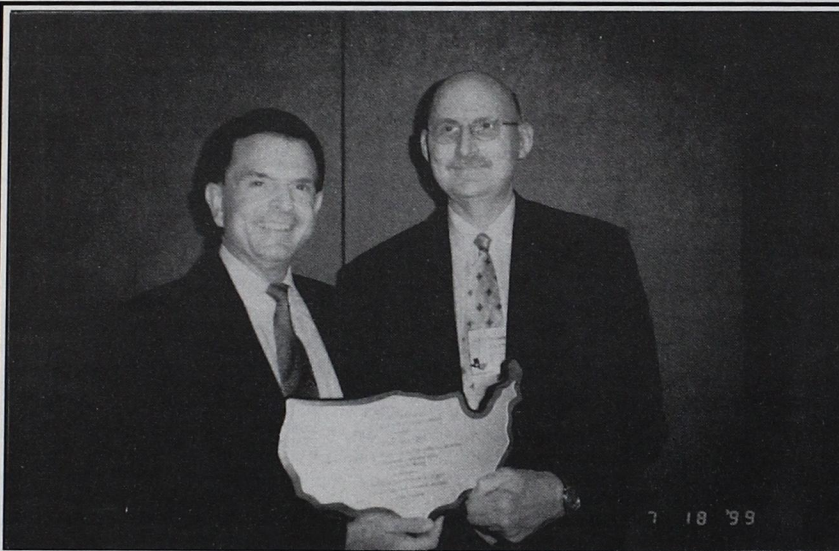


Photo by Dubbie Melton

Ray Valdes, Seminole County (Fla.) tax collector (l) receives the annual Victor E. Martinelli Award from the National Association of County Treasurers and Finance Officers (NACTFO) at NACo's Annual Conference in St. Louis. Making the presentation is Glen Thompson, 1998-99 NACTFO president.

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the creeping shadow of preemption are moving in Congress. Earlier this summer, NACo First Vice President Javier Gonzales testified in support of H.R. 2245, the Federalism Act of 1999, introduced by Rep. David M. MacIntosh (R-Ind.). The measure would impose standards similar to those in the executive order on Congress and the Executive Branch.

H.R. 2245 would also require:

- the Congressional Budget Office to identify the costs to state and local governments for complying with preemptive regulations.

- bill sponsors to clearly state whether they intend their legislation to preempt state or local law

H.R. 2245 was referred to the full committee, Committee on Government Reform, for consideration. No action has yet been scheduled

In the Senate, S. 1214, the Federalism Accountability Act of 1999, is similar to H.R. 2245, and adds a few new twists; specifically, that after each congressional session ends, S. 1214 requires the CBO to issue a report on legislation, regulations and federal judicial decisions that preempt state and local laws.

The bill has cleared its committee and is ready for a Senate vote.

Group celebrates CDBG's 25 years

National Association for County Community and Economic Development will hold its 24th Annual County Community and Economic Development Conference and Training Sept. 25-29, in Marina del Rey, Calif. The conference, sponsored by NACED, NACo and Los Angeles and San Bernardino, Calif. counties, will provide county elected officials, community and economic development practitioners and non-profit organizations with current information about what is going on in the housing, community and economic development field.

The theme of the conference is "CDBG: 25 Years and Still Building," in recognition of the 25th anniversary of the Community Development Block Grant (CDBG) program. Special events will be held throughout the conference commemorating the program as well as recognizing individuals and communities that have made a difference using CDBG.

Conference highlights include: day-long trainings sessions on the HOME Investment Partnerships program, and dealing effectively with the media, a tour of the economic development successes in Marina del Rey, and a Technology Room providing the newest software for effective program implementation.

The conference features breakout sessions on current topics of interest, briefings by the U.S. Department of Housing and Urban Development (HUD) officials, roundtable discussions to hammer out the community's most difficult issues and NACo's Community and Economic Development Steering Committee meeting.

NACED conferences provide an excellent opportunity to learn about program models, networking and interacting with expert practitioners and county elected officials as well as getting the most valuable information on community and economic development activities across the country.

This is one NACED conference that you don't want to miss. If you have any questions or would like more information, please contact: Dianne Taylor, NACo at 942-4204 or Shawna LaRocca, NACED at 202/429-5118.

County behavioral health directors meet to discuss reforms

The National Association of County Behavioral Health Directors (NACBHD) held its fourth annual conference preceding the NACo conference in St. Louis.

The opening general session reflected county behavioral health directors' concern with the need for strong, viable partnerships between mental health, substance abuse and criminal justice systems. Adults and young people in need of therapeutic interventions and medications often do without in a system that does not understand or recognize their needs.

One presentation during this general session deserves particular mention. It described reform initiated by the State of North Carolina and was

presented by Kathy Dudley, state programs manager, Intervention and Prevention Bureau of the North Carolina Office of Juvenile Justice and Delinquency Services.

Dudley reviewed developments since September 1997 when the governor appointed the Commission on Juvenile Crime and Justice to conduct a thorough and comprehensive study of North Carolina's juvenile justice system. Dramatic increases in adolescents committing adult crimes and juveniles committing a high rate of serious crimes led to the appointment of the commission.

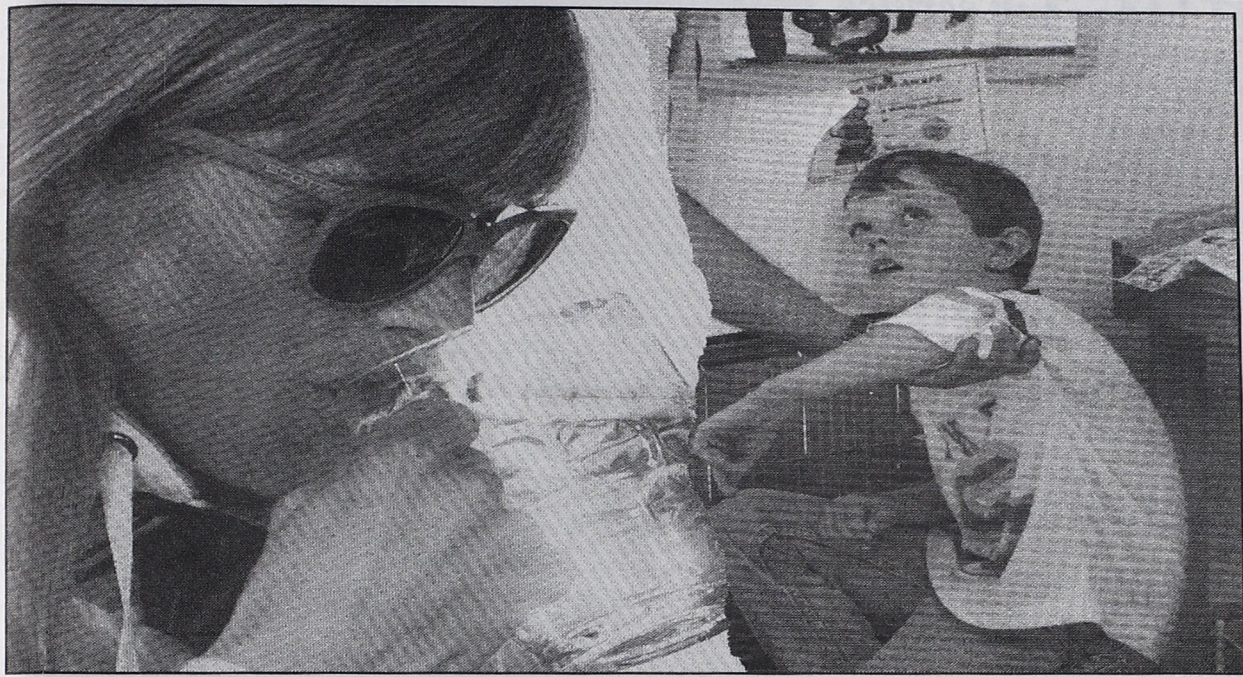
The commission reviewed specific issues: 1) prevention, 2)

See CONFERENCE, page 10

County News invites Letters to the Editor

If you have a compliment, complaint or different point of view, we want to know. Please include a phone number with your letter. Mail, fax or e-mail to: County News, NACo, 440 First St., N.W., Washington, D.C. 20001-2080; 202/393-2630; cnews@naco.org.

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Don't
Drink
To Get
Angry.**



It just happens that way.

In studies nationwide, alcohol, more than any other drug, has been closely associated with violence and aggression. It is involved in over half of all rapes and is a factor in two thirds of one city's child abuse and neglect cases. Substance abuse brings out the worst in people and makes victims of us all. To find out how you can protect your community with prevention programs, contact the National Clearinghouse for Alcohol and Drug Information, PO Box 2345, Rockville, MD 20847-2345, 1-800-729-6686 (TDD 1-800-487-4889).

Center for Substance Abuse Prevention
PreventionWORKS!

Photograph by Stuart Rabinowitz, from the book Family Violence, by Evan Stark, Ph.D., The Rosen Publishing Group.

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agency structure, 3) the Juvenile Code, and 4) sanctions for juvenile offenders. In March 1998 the commission completed its final report, containing 61 recommendations for changes in the state's juvenile justice system and laws. In November 1998 the State Legislature passed the Juvenile Justice Reform Act (JJRA), the first complete revision of the state's juvenile laws since 1979.

The JJRA created a new Office of Juvenile Justice (OJJ), which became effective Jan. 1, 1999. The new OJJ consolidated two state divisions: the

Division of Youth Services and the Juvenile Services Department into this new state agency.

New responsibilities were added, including development of a funding mechanism and allocation of funds for local programs that met state standards and were determined to be effective in preventing delinquency and recidivism.

The JJRA also created a State Advisory Council on Juvenile Justice and Delinquency Prevention to advise the OJJ in the development of a comprehensive interagency plan to re-

duce juvenile delinquency and substance abuse, and coordinate efforts among state agencies serving juveniles.

The JJRA directed the board of county commissioners in each county to appoint a Juvenile Crime Prevention Council (JCPC) to act as a local juvenile justice planning and service evaluation body.

Each JCPC was required to be comprised of 25 members, with specified slots for a wide variety of key stakeholder leaders and community participants, such as: school superintendent, mental health director, county commissioners, chief district court judge, police chief, district attorney, county manager, person under the age of 21, member of the faith community and seven members of community. These JCPC's were established statewide by April 1999, establishing priority funding plans and initial allocations to providers as of July 1.

In relation to delinquent and unvenile code placed stronger emphasis on protection of the public, on deterring juvenile delinquency, on the timeliness of juvenile justice procedures, and on juveniles' and parents' accountability.

At the same time, it continued to emphasize, in the disposition phase of juvenile proceedings, the evaluation of juveniles' needs and provision of appropriate treatment and rehabilitative services. It provided substantially more structure for the court in determining dispositions, including whether a delinquent juvenile will receive services in the community or in a training school. In relation to custody and placement decisions, it replaced the "least restrictive standard" with a "most appropriate" standard.

There has been agreement among the major state and local constituents that this represents meaningful and effective reform, with a good balance of accountability vs. treatment/support.

Much work remains to organize and coordinate this major state system restructuring, as well as related local changes in collaborative planning practices, judicial decision making regarding individual juvenile disposition, and redesigned service delivery systems. Everyone is committed to make this reform work for government, children, families, and their communities.

To further examine this model, clarify the impact of behavioral health and criminal justice system linkages on local governments, and learn more about the National Association of County Behavioral Health Directors, please contact Lauren Wolfe at 202/234-7543 or Lauren@nacbh.org.

(Steven J. Ashby, area director, The Durham Center, NACBHD Board member and Lauren B. Wolfe, NACBHD deputy executive director, contributed to this article.)

Profiles *in service*



Naomi Friedman

Senior Project Manager

Years working at NACo: Six and 1/2.

Education: B.A. in English, Brandeis University; M.A. in Urban and Environmental Policy, Tufts University.

The hardest thing I've ever done: Cope with the loss of my mom while in college.

Three people (living or dead) I'd invite to dinner: My mom, the Dalai Lama and Albert Einstein.

A dream I have is to: Move out to the country.

You'd be surprised to learn that I: Slept outside of a nuclear power plant for five days.

The most adventurous thing I've ever done is: Travel to Indonesia by myself.

My favorite sport is: Hiking.

I'm most proud of: Changing careers from elementary school teaching to environmental policy.

Every morning I read: My e-mail and often *The Washington Post*.

My favorite meal is: Asian food and chocolate (though not necessarily together).

My pet peeve is: Selfishness.

My motto is: We can change the world.

The last book I read was: *The Bean Trees*, by Barbara Kingsolver.

My favorite movie is: "Gone with the Wind," and "Benny and Jojo."

My favorite music is: Folk/rock/blues.

My favorite president is: Thomas Jefferson.

Pew launches new \$50 million initiative to build arts support

By Scott Logan
RESEARCH ASSISTANT

The Pew Charitable Trusts, one of the largest charitable foundations in the country, with \$4.7 billion in assets, has announced the launch of a new initiative, "Optimizing America's Cultural Resources."

The goal of this \$50 million initiative is to strengthen political and financial support for the arts.

Pew is supporting this effort to encourage policy makers to focus on issues like arts financing, intellectual property rights, zoning in historic areas and an arts curriculum for public schools.

The effort will involve academic research, opinion polls and more media coverage for the arts. Pew hopes to encourage lawmakers to develop cultural policies by providing them with the research necessary to understand the arts.

The foundation's five-year, multi-million dollar strategy has three components.

The first will establish a comprehensive centralized source for reliable data and information on all aspects of American cultural life.

The second will implement arts coverage and stimulate informed discussions among policy-makers and other opinion leaders about needs and opportunities for enriched cultural life for all Americans.

The third component will encourage cultural institutions to earn the support of policy makers and funders by measuring the results of their programs and activities more effectively and by developing their leadership.

The foundation will accomplish its goals by funding outside programs through a grant program. Guidelines for the grant program currently being formulated and announced in early 2000.

This initiative complements NACo Immediate Past President Betty Lou Ward's Presidential initiative to promote local government support for the arts. NACo President C. Vernon Gray will be continuing the effort during his term in office. As part of his Economic Development Initiative, the Arts and Culture Commission will be highlighting the economic benefits of the arts.

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Information
Superhighway

Internet

World Wide
Web

Broadband rollout in rural areas is no party line

By KEVIN WILCOX
AND MARY ANN BARTON
SENIOR STAFF WRITERS

If you want to understand the urgency of the broadband Internet technology debate today, you need to look back to 1850 and a small town in the Midwest called Chicago. Sandburg's "city of the broad shoulders" had a population of a mere 30,000 then and a new technology – the railroad.

Ten years and nine additional railroads later, the population had more than tripled and the foundation was laid for the third largest city in America.

Today, with their farm economies in real trouble and their next generation fleeing, rural counties don't want to miss out on the new economic engine – broadband Internet access. Broadband, which comes in a host of competing technologies, promises to make Internet access 100 times faster or more and speed the integration of sound and video into the Web.

"The opportunities in rural areas are limited," said Karen Miller, Boone County, Mo. commissioner. "When people have access to the Internet, it opens the whole world to them. If you can work at home and access the Internet, you can live anywhere. This is a way to keep people in these communities."

Miller said it's important that rural areas not fall behind in new technologies, or they will have a harder time competing to build a diverse economic base.

Broadband will allow consumers and businesses to download enor-

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mous files containing software, movies or music. It will also provide the capacity for video conferencing, telemedicine and video on demand. Phone companies, cable companies and microwave and satellite companies are all jockeying to provide their own versions of broadband.

It's a confusing scene for consumers who are watching as telephone companies buy cable companies and go both to court and to Congress seeking to relax regulations they contend are hampering the spread of the high capacity systems. Who can provide services through these new lines and how is also being decided.

"What we're moving to is multiple companies striving to deliver a bundle of communication services," said Cynthia Brumfield, president of Broadband Intelligence, Inc., a Bethesda, Md. research firm. "Every communication player wants to do this. Instead of sticking to their niches, everyone is breaking down their boundaries."

Digital Divide

The broadband drama is being played out against a backdrop of growing concern that the information superhighway isn't going to have enough exits in poor and rural neighborhoods.

In July the U.S. Department of Commerce released a report that found less than 3 percent of poor rural households have Internet access, compared to 62 percent of upper-middle class urban households.

"Many Americans are being left behind," said Larry Irving, assistant secretary for communications and information at the Commerce Department.

The study found that at every income level, rural households are less likely than their urban counterparts to own computers and access the Internet. Still, the best factor for predicting whether any home, rural or urban, has a computer is the family's income. The poorer a family is, the less likely they are to own a computer.

There are more varied reasons why homes with computers don't have Internet access. The most common answer, from 25 percent of respondents, was that they simply don't want it. Others cite the cost of a connection. Some rural homes also have to pay long-distance charges if there isn't an Internet service provider (ISP) in their local calling area, although nobody seems to keep statistics about how many rural homes this affects. It is a factor reported by about 5 percent of those surveyed.

The Big Picture

An infant technology is showing

the promise of becoming an economic engine. Huge corporations are pouring the bulk of their resources into urban centers. Rural areas are already lagging behind and facing economies of scale that might be an insurmountable obstacle for years to come. Add all of these factors together and it's easy to see why broadband capacity in rural areas is a big concern.

"If you look at the model of telephone and electric service, they made it to rural markets, but it took the government to offer incentives," Brumfield said. "I don't think it will take that with broadband, but it might."

How to get affordable broadband to rural customers is a key issue at the National Telephone Cooperative Association (NTCA), according to Jessica Bridges, government affairs representative.

"It's extremely expensive in rural areas," Bridges said. "It stands to be expensive to rural customers. We're trying to see how best to deploy it without pricing it out of reach of rural customers."

Analysts are reluctant to predict what a customer could expect to pay for a broadband connection in a rural area, where fewer customers will share the costs of longer communication lines.

The NTCA represents more than 500 companies in 46 states. The systems range from 2,000 to 4,000 lines. These companies have to deal with everything from mountains to deserts. The association is in the process of surveying members about broadband efforts.

"Our carriers are proactive in terms of technology," Bridges said. "They have historically been on the cutting edge. They are working very diligently to deploy broadband."

Horry County, S.C.

America's largest telecommunications cooperative, the Horry Telephone Cooperative in Horry County, S.C., is one of those small companies working to roll out broadband.

In business since 1952, the cooperative offers everything from cable TV to long distance. It's already an ISP and offers broadband on cable modems. About 200 of the company's 12,000 Internet customers have signed up for cable modems since the cooperative began offering them in November 1998.

"We're a one-stop shop," said Debbie Brooks, the co-op's marketing director. The cooperative offers service to both Horry and Georgetown counties, where the population is about 184,000. The area includes Myrtle Beach, which is mostly served by GTE.

Homes slow to sign up for broadband

By KEVIN WILCOX
SENIOR STAFF WRITER

Although the market for broadband is growing rapidly in terms of percentage increases, the number of users is still very small. Of the more than 30 million homes in the U.S. with Internet access, fewer than one million use broadband connections. High-capacity lines are available in limited areas, and even so they still pass millions of households that have yet to opt for the more than \$50 per month fees and the \$200-\$400 or more for a new modem.

"The content that will require broadband is in the very infant stages," according to Tim Loewenstein, who chairs the board of supervisors in Buffalo County, Neb. and also runs an Internet service provider (ISP) company.

"The content is being held back because the broadband is not there," he added. "It's the old chicken vs. the egg thing. Which comes first the content or the broadband?"

Cynthia Brumfield, president of Broadband Intelligence, Inc., a Bethesda, Md. research firm, draws an analogy between broadband and cable television to explain why only about 4 percent of homes that could have broadband actually do.

"If you look at cable, it only existed at first to make reception clearer," Brumfield said. "In a way, high-speed Internet access is the same today. It just makes the Internet faster."

"It wasn't until HBO came along that cable penetration grew by leaps and bounds," Brumfield added. "I think an HBO-like event will have to happen for broadband. There are a lot of things on the horizon, but it's impossible to predict which one will catch the public's imagination."

The cooperative also offers integrated services digital network (ISDN) connections, a precursor of broadband that allows connections twice as fast as regular ISP service. Mostly small businesses and residents with home offices are opting for the \$56 a month service, which allows its users to talk on the phone and stay hooked up to the Internet at the same time.

Selling Yourself

Jim Aimone, director of network development for the Horry Telephone Cooperative, said rural counties "should be concerned" about getting broadband technology.

"It's up to the phone company or cable company to upgrade and offer the new services," Aimone said. But it's "very, very expensive [for phone companies and cable companies] to upgrade. Business-wise, you can't blame them."

He suggested that rural counties put clauses in any cable TV agreements that require the company to build out into rural areas. "You have to be careful though that they don't overbuild. You don't want it to cost too much and then have them raise prices. It's a real quandary."

He also advises counties to work

with a Competitive Local Exchange Carrier (CLEC). These are phone companies that have been given authority by the 1996 Telecom Act to offer phone services to customers already served by a Local Exchange Carrier (LEC). For example, the co-op is acting as a CLEC in Myrtle Beach, where GTE is the LEC. "Otherwise, you'd have very little leverage with a LEC," he said.

A competitive local exchange carrier is a company that competes with the already established local telephone business. The Telecommunications Act of 1996 requires that the incumbent local exchange carrier (ILEC) open up its market to competition by allowing competitors to interconnect with their facilities, unbundle their networks and/or resell network elements. State public service commissions are charged with implementing interconnection under the legislation.

A CLEC can be a private entity, or even a phone company that is already established (it would operate as a CLEC outside its current boundaries).

In addition to ILECs, other established companies that are getting into the CLEC game include

cable companies, long distance companies and Internet service providers.

In most cases, a proposed CLEC goes before the state public service commission to seek authorization to become a CLEC. In some rural areas they must show a need for their services and/or that their rates would be competitive with the ILEC.

By 2000, CLECs will comprise nearly 15 percent of the local business market, according to Global Information, Inc. CLEC local revenues are expected to grow at an average rate of more than 30 percent, reaching \$9.5 billion in 2001. Driving growth is the demand for integrated broadband services.

Another way to attract telecommunications services to rural communities is to "proactively go out and sell themselves...create a series of incentives," Aimone said. An example might be fixing up an old building for an office for a phone company. "Make it cost effective for them," he said.

Planning

In addition to selling the cooperative and offering incentives, planning is a key piece of the puzzle, according to Frank Odasz, president of Lone Eagle Consulting in Dillon, Mont. Odasz said rural communities must first decide what it is they hope to accomplish before they spend money on cutting-edge telecommunication services to their area.

"My barber looks at the Internet as a time-wasting toy," he said. "The hard part of this is, how do you tell your citizens and validate the benefits?"

The residents of Dillon, Beaverhead County, Mont., population 10,000 — have just such a training project that was started by retired schoolteachers, Ken and Nancy Bandelier. They received a \$98,000 grant from the Commerce Department's NTIA and started Dillonnet.com.

The program includes a computer check-out service, so residents can familiarize themselves with the Internet by checking out a laptop, a small fee and plug it into any phone connection.

"What we need is more training, more examples," says Odasz. He uses the example of Lusk, Wyo. (population 1,504), as a cautionary tale of a place that got wired before they knew what they planned to do with it. Seven years ago, the town of Lusk spent \$500,000 installing a fiber optic and coaxial cable system that runs past every business and home. Today, the network is unused — only the schools and public power stations are linked.

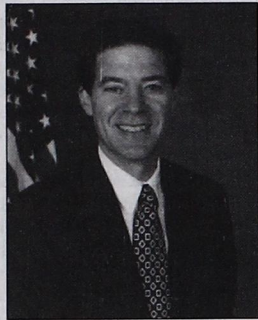
Salon, an online magazine, says Lusk "enjoys the digital equivalent of a 12-lane highway with no ramps and virtually no traffic."

Legislation seeks to clear rural roadblocks to broadband

By MARY ANN BARTON
SENIOR STAFF WRITER

Capitol Hill is doing its part to address the problem of how to get broadband services to under-served areas. Proposed legislation is pitting large telecommunications companies against each other, with local phone companies, long distance companies, cable TV companies and Internet service providers all interested in the outcome. Here are several of the bills Congress is currently considering, in hopes of addressing the issue of a growing "digital divide."

invest in upgrading their small market and rural network infrastructure with the broadband capacity necessary to provide high-



Sen. Sam Brownback (R-Kan.)

speed Internet service," he said.

There has been no action on the bill since it was introduced in May.

Sen. Sam Brownback (R-Kan.), a member of the Senate Commerce Committee, has also introduced a bill, the Broadband Internet Regulatory Relief Act of 1999.

"We need to ensure that high-speed Internet access is available to rural constituents as soon as possible," Brownback said.

Brownback's bill would offer regulatory relief to phone companies "willing to deliver" broadband connections to rural areas. The bill was introduced with Sens. Don Nickles (R-Okla.) and Larry Craig (R-Idaho).

In the House

On the House side, Reps. Bob Goodlatte (R-Va.) and Rick Boucher (D-Va.), have introduced the Internet Freedom Act or H.R. 1686 in the House Judiciary Committee. Like McCain's bill, it seeks to do away with FCC regulations that prohibit local phone companies from building across areas open only to long distance carriers.

"I introduced the Internet Freedom Act to ensure that the Internet remains open and competitive and to encourage the deployment of high-speed Internet services in underserved and rural areas," said Goodlatte.

"The growth of the Internet has been driven by competition and the freedom to access the user's choice of information."

Another goal of this House bill is to ensure consumer choice through open competition. For example, if passed, the measure would mean that AT&T would have to open its cable lines to other Internet service providers, such as America Online.

The bill has received a hearing earlier this summer in the House Judiciary Committee and has about 25 cosponsors in both parties. Cable and long distance companies are lobbying against the bill. Internet service providers, local phone companies and consumer groups favor the bill.

The House Commerce Committee's Reps. W.J. Billy Tauzin (R-La.) and John Dingell (D-Mich.) (the ranking Democrat on the committee), have introduced the Internet Freedom and Broadband Deployment Act of 1999, H.R. 2420.

"We need to ensure that high-speed Internet access is available to rural constituents as soon as possible."

Sen. Sam Brownback (R-Kan.), a member of the Senate Commerce Committee

The bill provides an incentive for Bell companies to develop and deliver advanced telecommunications services.

The measure would deregulate the Bell companies' high-speed data service offered from the home to the customer's ISP so that the service can compete with similarly unregulated services, such as cable modems.

It does not require cable companies who offer high-speed data services to provide open access to competing Internet service providers.

What We Talk About When We Talk About Broadband

DSL

This system uses existing telephone lines to provide high-speed access using digital coding techniques. The copper phone lines are reconditioned and rearranged at the time a customer orders DSL.

Combining copper and fiber optic lines can present a challenge, though. There are also limits to how long the copper link in the system can be, which could present problems in rural areas.

The most common DSL version is ADSL. This is an asymmetric system, where uploads (information you send to the Internet) are slower than downloads.

Cable

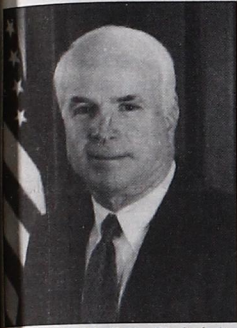
This system uses coaxial cable to deliver the Internet via cable modems. The system requires major upgrades to cable systems to make the systems two-way. Also, users share the cable, so as more subscribers get the service they will compete for bandwidth and the system will slow somewhat. Early systems have proven very reliable.

Satellite

Satellite systems offer one-way broadband. A user connects to the Internet with a regular phone line, but the downloads are received via satellite to a house-top dish. This technology is particularly well adapted to the distances of rural areas, but is not as close to being a reality and will probably have more upfront costs.

Wireless

Wireless systems will use microwaves and towers to provide broadband to homes. It should be cheaper to deploy than satellite, but is unsuited for mountainous rural areas. Weather factors can also



Sen. John McCain (R-Ariz.)

In the Senate

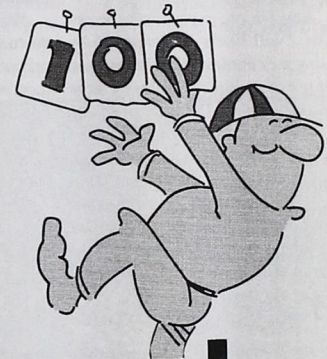
The Internet Regulatory Freedom Act of 1999 or S. 1043, introduced in May by Senate Commerce Committee Chairman John McCain (R-Ariz.), would prohibit the Federal Communications Commission (FCC) from regulating any aspect of data-only service offered by local telephone companies.

The senator's bill establishes, in McCain's words, a "deregulated parity" between cable TV and local telephone companies in deploying high-speed Internet service.

When McCain introduced the legislation, he pointed out that of the approximately 700,000 households that currently do have advanced high-speed Internet service, more than 95 percent receive it from their local cable TV company.

"Eliminating these irrelevant and costly restrictions will enable local phone companies to

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The Scorecard

Find out how your favorite congressperson voted on the issues that matter to counties.

Go to

<http://congress.nw.dc.us/naco/scorecard.html>

NEAL PEIRCE COMMENTARY

Public Transit: A Defense From the Right

By NEAL R. PEIRCE
WASHINGTON WRITERS GROUP

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

Is the money we spend on public transportation systems really wasted?

Hear the drumfire of criticism that comes from libertarians, anti-taxers and status quo apologists, and you might think so.

Despite billions of dollars invested in public transit, they argue, it's a lost cause. Ridership is down from 23 billion yearly during World War II to eight billion now. Counting all local trips Americans make, and 1 or 2 percent of them are by public transit. Confine your calculation to commuting trips in metro regions, and buses and rails still account for only 5 percent.

Such conservative voices as the Cato Institute, the Reason Foundation and *The Wall Street Journal* have argued the anti-transit case for years. And now comes a salvo from the Brookings Institution's Anthony Downs. He's arguing in recent speeches that public transit simply can't and won't alleviate the traffic congestion plaguing most American communities today.

Reason 1, Downs says: Autos are "faster, safer, more comfortable, more flexible in timing and in linking scattered origins and destinations."

Any transit expansions, he insists, "will likely be swamped by rising metropolitan populations and the use of multiple vehicles by more households." Downs predicts there'll be 60 million to 77 million more vehicles on our roads by 2020, up 30 percent to 38 percent from 1995. Rush hours are an insurmountable problem: "We cannot build road systems with enough capacity to permit all these people to move rapidly at the same time."

The Downs bottom line: "Traffic

congestion is a problem that cannot be solved."

His advice? "Get yourself an air-conditioned car with a stereo radio, tape deck, phone, fax machine, portable computer, bar, and microwave oven, and commute with someone you really like."

Chuckle, chuckle. The implication is an early 21st century of ever-worsening traffic jams. More and more waking hours spent in gridlock trying to get to work or errands. Daily danger of missing business meetings, doctors' appointments, whatever. Maybe more road rage erupting around you.

The economic repercussions would be grisly, too: Gridlocked roads slowing movement in goods and services, making many U.S. businesses uncompetitive in world markets. Development radiating out to ever-more distant suburbs. Air pollution getting worse.

There have to be ways to retain a mobile America. Public transit can relieve choked transportation systems.

Today that argument's coming not just from environmentalists or the transit lobby. It's being made by Paul Weyrich, a respected leader of America's conservative movement.

Weyrich and his Free Congress Foundation surprised the policy world in 1996 by rejecting the libertarian idea that transit depends on government handouts, while the automobile culture is a pure product of market forces.

Weyrich argued that even in 1921, when almost all transit services were privately owned and paid taxes and received no government aid, \$1.4 billion of public tax money was poured into road construction. Subsidies to autos have done nothing but grow since.

This summer Weyrich (with co-author William Lind) leapt back into the fray with a new report now available on the American Public Transit Association Web site (www.apta.com/ino/online/)

conserve.htm). They take on the libertarian public transit "1 percent argument" and insist that bus and rail use can only be measured against private autos when people have a choice.

That means, first, any trip where public transit is actually within reasonable walking distance. They report that's true now for a scant 50 percent of Americans.

"Measuring transit by counting trips it cannot compete for is like asking how much orange juice you can get from a bushel of apples," Weyrich and Lind contend.

Second, competition means having quality transit service — safe, clean, comfortable, on-time vehicles, pleasant stations, adequate parking, courteous service, schedule reliability. Surveys show only a third of American households believe they do.

The Weyrich argument is that where quality service is offered — the likes of Chicago Metra commuter lines and such light rail lines as St. Louis' MetroLink, the San Diego Trolley and Portland's TriMet — public transportation suddenly becomes dramatically more competitive.

Fifty to 60 percent of all commuting trips to Chicago's business district, for example, are made on public transit, of which 21 percent is Metra — an enormous boon to the region with America's fifth worst traffic congestion.

St. Louis' MetroLink is carrying two-thirds the 1920s patronage level of the first-transit line ever in that city, electrified 100 years ago. In Washington, D.C., 70 percent of all trips to the new MCI sports center are on transit.

Another way of seeing the issue: Public transit offers the choice that a 100-percent auto system denies us. It's a mobility insurance policy for the next century. The premiums will be well worth it.

(c) 1999, Washington Post Writers Group

Hats off to...

Financial Management

Electronic Auditing Program

Charleston County, S.C.

At the request of several towns and cities within the county, Charleston County undertook the responsibility of administering their business license programs.

Confronted with thousands of businesses to audit, reams of paperwork, mounting certified mailing costs and endless transcribing of reports to forms and forms back to reports, Charleston County created an innovative program to maximize its auditing efficiency and effectiveness.

The Electronic Auditing Program was developed to consolidate the management of several business license programs and to reduce the administrative workload of the auditors, allowing them more time in the field to conduct business license income verification analyses.

Using existing software, the Paradox database was integrated with the existing business license program. This allowed auditors, through the use of laptop computers, to extract vital information from the county's databases while they are in the field conducting business audits.

Since its inception, the Electronic Auditing Program has been a tremendous success. The program has reduced the tasks of identifying, researching, and scheduling business license audits from 15–24 hours to 6–8 hours per month per auditor. Consequently, monthly audits increased from 25–35 per auditor to 40–50 per auditor. The program has also increased the average income generated per auditor from \$12,000 to \$23,000 and eliminated \$150–\$200 per month per auditor in postage fees.

This program was developed in an environment where laptop computers and microcomputer programmers were already present. Therefore, the cost of implementation was effectively zero. A laptop computer

and portable printer can cost less than \$5,000.

Re-Engineering the Business License and Personal Property Tax Function

Henrico County, Va.

As a result of phenomenal growth in recent years, Henrico County is spending an excessive amount of time administering business license returns and business license returns.

In 1996, the county received, processed approximately 11,000 business personal property returns and another 17,600 business license returns. In addition, the county estimated that it was losing millions of dollars each year due to undited accounts for which an agreement cannot later be generated because the statute of limitations.

In 1997, the administration of the business license tax and personal property tax was reengineered. First, the information-collection process was streamlined by combining two different returns, the Business License Questionnaire and the Business Return of Tangible Personal Property, into a single two-sided form.

The filing date for both returns was also combined. Consequently, the amount of paperwork associated with the collection of information was significantly reduced.

The county experienced reductions in printing costs, mailing, processing time and required storage space.

Secondly, the county combined the audits of the two different returns. The single audit approach eliminated duplication in effort that resulted from the prior approach of auditing a single taxpayer on different occasions for different taxes.

By implementing a single approach, the audit cycle (the number of years required to complete an audit on all existing accounts) has been substantially reduced.

The time required to process one form was approximately 50 percent less than the amount of time required to process two different forms. The program has also significantly reduced the millions of dollars lost each year from undited accounts.

(Hats Off was composed by James J. Culotta, research associate. Hats Off features 1999 Achievement Award winners.)

FINANCIAL SERVICES NEWS

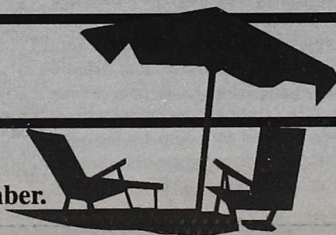
and

RESEARCH NEWS

and

NACo ON THE MOVE

are on vacation. They will resume in September.



Web Watch



NACo Web site offers discussion forums on GIS

The NACo Web site recently began offering its users two discussion forums that give county officials the ability to share geographic information systems (GIS) ideas with each other.

One of the forums is a general discussion group, at <http://www.naco.org/forums/Index.cfm?CFApp+10>. The other is designed for GIS Starter Kit users, at <http://www.naco.org/forums/Index.cfm?CFApp+14>.

County holds merger survey on the Web

Jefferson County, Ky., www.co.jefferson.ky.us, is asking residents to sound-off on a proposed merger with Louisville. The *Louisville-Courier-Journal* reports that Judge-Executive Rebecca Jackson wants the results of the county's Internet survey when she and Louisville Mayor Dave Armstrong

make a case for the merger early next month.

The survey asks people whether they are for or against the merger, and about their main concerns and what they see as possible benefits of the merger.

A group called Task Force 2000 has the job of making such a merger work, although many oppose the linking of the city and county. Voters defeated the idea twice in the 1980s.

Virginia association revamps its Web site

The Virginia Association of Counties (VACo) recently launched a newly redesigned Web site at www.vaco.org.

The site's new features include a clickable state map linking VACo to other county Web sites. There is also a bulletin board for county officials to exchange information and viewpoints. The latest job listings

will also be online.

Fulton County, Ga. court provides forms

Most people needing probate forms to process wills or establish guardianship of children have to visit the county courthouse. In Fulton County, Ga., residents may now download and print probate forms or prepare forms online.

The site, www.gaprobate.org, guides users through the preparation of 55 standard probate forms. It was created by 42 Georgia Tech senior design computer science students, who worked more than 9,000 hours over six academic quarters.

Region works together to check Y2K readiness

A partnership of local, state and federal government agencies, including utilities and transportation services, plan a Y2K exercise for Sept. 1 in Washington, D.C.

Several surrounding counties were planning on taking part, including Virginia counties of Arlington, Fairfax, Loudoun and Prince William and Maryland counties of Montgomery and Prince George's.

The exercise will run from 9 a.m. to 3 p.m. and simulate the transition from 9 p.m. on Dec. 31 through 3 a.m. on Jan. 1, 2000.

(Mary Ann Barton, senior staff writer, compiles Web Watch. Got some news? Send it to mbarton@naco.org.)

THE H.R. DOCTOR IS IN

'It's a Wonderful Life'

It is a tradition in the Rosenberg family to watch the old Jimmy Stewart movie, "It's a Wonderful Life," at least one a year. This is the movie in which a person works very hard to make a difference in the lives of others, but comes to question his own value and worth as a person.

He is given the gift of being able to see what the world would be like had he never existed.

In any organization, there is a similar struggle periodically in which HR professionals wonder if they make a difference at all.

They, at times, wonder about whether their colleagues understand how hard they work or how much they care. With that background in mind, let's ask "Clarence, the HR angel" to give us a glimpse of what local government might be like without HR.

Imagine a world in which managers are appointed based on whom they know, not whether they can do the job. Imagine an agency in which employees are untrained and which has no protections in matters of workplace equity, such as unlawful discrimination.

The agency without HR would be very vulnerable to workplace violence and to lawsuits alleging poor behavior or poor performance. The culture of the organization would be far less people friendly. Employees would have much less communication within the agency.

Out of a lack of communication would come a lack of understanding and that would give rise to ru-

mors and much greater workplace stress, union organizing, absenteeism and more. By the way, there would be no Employee Assistance Programs around for getting help to employees and then, families when they need it most. That would lead to further serious workplace trouble.

Top management would make decisions without strategic input from HR about the human effects of organizational change, outsourcing, reductions in force. These decisions, poorly made and lacking insight, would only further harm the morale and productivity of the organization.

Employee transactions, such as separations, promotions, discipline, would be handled ad hoc and one at a time. There would be no data or trend analysis nor would the organization have a forward observer who would be looking over the horizon at changes in the law or economy. This, in turn, would lead to higher costs for benefits — and fewer of them.

Ask yourself whether or not HR makes a positive difference. All those who prefer to work in the agency Clarence has just shown us, please say "aye." All opposed? Take an HR professional out to lunch and occasionally say, "Thank you."

Best wishes and let me know if I can help.

Sincerely,
Phil Rosenberg,
The HR Doctor
e-mail philrosenberg@prodigy.net
The HR Doctor

Attend a national symposium on Dealing with Disaster . . . without leaving your office.

In the Symposium Center at <http://www.riskinstitute.org>

Understand how to make your county more disaster-resilient

Plan now to participate in "Dealing With Disaster," an Internet Symposium sponsored by the Public Entity Risk Institute (PERI). The Symposium—conducted entirely over the Internet, Oct. 4-8, 1999—is vital for anyone interested in how your county and community can better prepare for a natural disaster and become more disaster-resilient.

Discuss community-based disaster preparation and recovery issues with professionals from many fields

Each day, a thought-provoking ideas and issues paper will be "presented" in PERI's Symposium Center on the Web. Symposium participants from local government, non-profit organizations, and the private sector will have a free-flowing electronic discussion on the ideas and issues.

Discover how local governments, local nonprofits, and local business can shift their focus to work together before and after a disaster

Sign in at any time during the week—or, register ahead of time, and we'll transmit a paper to you each morning of "Dealing with Disaster."

Easy and free to register and participate—go to <http://www.riskinstitute.org>, click on Symposium Center, and follow the instructions.

Internet Symposium
Oct. 4-8, 1999



Dealing with Disaster
Info: (703) 934-6046

Does your county's shopping list include a new county auditor or finance director?

FIND one in Job Market!

For more information, contact Victoria Vickers at 202/942-4256 or e-mail vvickers@naco.org.



NEWS FROM THE NATION'S COUNTIES

CALIFORNIA

A well-intentioned law requiring extended stays in animals shelters for abandoned pets is having unintended consequences in some counties. The law was written by state Sen. Tom Hayden to address the 600,000 abandoned animals that are killed in the state each year.

The law requires that feral (wild) cats be kept for several days and given medical care, although they are never adopted. It also requires that pets brought in by their owners for euthanasia be kept several days to give the owners a chance for a change of heart.

In **KERN COUNTY**, this has led to overcrowded animal shelters, more on-the-job injuries and no decrease in the percentage of animals euthanized, which stands at 80 percent.

County officials are worried that the rate of adoptions will actually decrease because crowding makes the dogs and cats depressed, which manifests itself in erratic behavior.

FLORIDA

• **LAKE COUNTY** joins a growing list of counties where witnesses have testified long-distance through high-tech computer networks. Elizabeth Cockman testified against Major Lewis Linn, who is charged with trying to kill her. Cockman is paralyzed, and doctors said she was unable to travel.

Since the state Supreme Court approved live video testimony last year, the technology has been used in several counties, including **MIAMI-DADE** and **ORANGE** counties.

It costs about \$40,000 to \$60,000 to set up a conferencing site. The technology has been used so far in cases where someone has been unable to travel.

• The state Building Commission is caught between **MIAMI-DADE COUNTY** officials and home builders in a debate over how best to test building materials used in local construction.

The standards evolved from the aftermath of Hurricane Andrew, which pounded southern Florida. The idea was to make sure that shutters and roofing material were up to the task.

MIAMI-DADE requires that the building materials be checked by a lab the county has approved. The county monitors the labs to make sure the job is done right. Officials are worried that the state might weaken these standards when drafting a statewide code.

ILLINOIS

• It just got harder to make crime pay in **COOK COUNTY**. Sheriff Michael Sheahan has made a big move into high-tech. First, the de-

partment installed cameras in 12 cruisers as part of a pilot program.

Then the county took \$286,500 in money forfeited in narcotics arrests and bought a command bus to use as a mobile communications center during emergencies. It "can literally serve as a police station on wheels," Sheahan said.

Adding to that, the county has purchased a trailer that shows passing drivers how fast they're going, and a couple of unmarked cruisers with more flexible radar devices.

MICHIGAN

• **OAKLAND COUNTY** is working to tighten its sanitary code in the wake of two outbreaks of Hepatitis A in the county in the past two years. A bipartisan effort by the Board of Commissioners and L. Brooks Patterson, county executive, will require that all restaurants have at least one certified food service manager on staff.

"It is vital that we do everything in our power to prevent a pleasant evening of dining out from turning into a game of Russian roulette and this new requirement should alleviate much of that concern," Patterson said.

Hepatitis A is a liver infection that results in loss of appetite, abdominal pain, nausea, fever and body aches. The county's restaurant industry is voluntarily supporting the code change.

MONTANA

• And the TV winner is... the winner of the Philips 19" color/stereo television was drawn at the Annual NACo Deferred Compensation Advisory Committee Meeting in St. Louis, Mo. Congratulations to **CARTER COUNTY**, Mont. Carter County responded to the questionnaire that was mailed to counties with the NACo Deferred Compensation Plan administered by Nationwide Retirement Solutions, Inc.

The questionnaire was designed to gather important account information for maintaining and updating records. Chairperson Terry Wood, of the NACo Deferred Compensation Advisory Committee, drew the winner from more than 800 respondents.

NEVADA

• The Mustang Ranch brothel in **STOREY COUNTY** has closed the Associated Press reports. The legal operation brought in about \$230,000 to the county's budget each year and was a good friend to the community.

The brothel bought a school bus for the county and offered reduced rent for the needy at a Mustang-owned trailer park. "They have been a very good neighbor to us," said County Commission Vice-Chairman Carl Trink at a meeting to debate how to

absorb the loss of revenue generated by the brothel.

"It's a sad situation because you're going to have prostitutes on the streets in Reno like you do in Las Vegas," said former Mustang manager and former county Commissioner Shirley Colletti.

Prostitution is legal in Storey County, but illegal in Reno and surrounding Washoe County.

OREGON

• Drunk drivers could lose their wheels in **MULTNOMAH COUNTY**, where they are considering tougher drunk driving laws.

Commissioner Lisa Naito is expected to introduce a proposal allowing police to seize all vehicles involved in drunk driving arrests, including a first offense. A drunk driver could lose his or her license for good if caught a second time.

PENNSYLVANIA

• The trap door used for the last hanging in **YORK COUNTY**, in 1907, was part of a birthday party the county threw for itself recently, celebrating its 250th anniversary. The trap door was on display at the Police Heritage Museum, one of 15 county museums and historical sites open free to the public. According to a spokesman for the museum, York County held its last public hanging in the 1830s because crowds were becoming too large. About 30,000 people were gathering to view the executions.

UTAH

• U.S. Bureau of Justice statistics show Utah's prisons are the least-crowded in the country. While federal prisons hold 127 percent more inmates than they were built to house, Utah's prison are operating at just 81 percent capacity, according to the statistics. The low occupancy rate is attributed to the state's policy of paying local jurisdictions to retain criminals in county jails.

VIRGINIA

• One of the reasons why so many people move to **STAFFORD COUNTY** is because it's a safe, clean place to live. And they plan to keep it that way. The county sheriff's office, Office of Litter Prevention Education and the Beautification Committee are working together to step up enforcement of county littering laws and educating residents about litter prevention.

(News From the Nation's Counties is compiled by Mary Ann Barton and Kevin Wilcox, senior staff writers. Got some news? Send it to mbarton@naco.org or kwilcox@naco.org.)

COUNTY SERVICES NEWS

Safety Net Program Still Relatively Unknown

What federal program lifts 4.6 million people out of poverty every year?

What program is the largest cash-transfer program for low-income families with children?

If your answer to either of these questions was the Temporary Assistance for Needy Families (TANF) program, you are wrong. The answer is the Earned Income Tax Credit (EITC).

From relative obscurity a decade before, EITC has expanded three times since 1986 to become one of the powerhouse programs in the nation's safety net. Today, nearly 20 million people qualify for the credit. Among working families, EITC lifts more children out of poverty than any other program.

EITC is a "refundable" tax credit. This means that if the amount of the credit you're entitled to exceeds your tax liability you get a check (refund) from the federal government.

To see the effect of the EITC expansions since 1986, take a look at the average single woman, with children, earning \$10,000 a year. In 1984, this woman paid \$300 in income and payroll taxes. By 1996, she paid no taxes. Instead, thanks to the EITC, she received a \$2,000 subsidy from the government—the equivalent of a 20 percent pay boost.

In 1998, the maximum EITC benefit was \$3,756 for families earning up to \$12,260 with two or more children. The benefit gradually phases out when income for this same family reaches \$30,095.

EITC has received bipartisan support for years because it has all the right incentives. Aimed at taxpayers with earned income, it lowers taxes, supplements wages and rewards work over welfare.

Ten states even offer their own state EITC to counter the heavy reliance of state tax systems on regressive sales and excise taxes that hurt the poor disproportionately.

The problem is, to receive the tax credit you have to know about it. You need to file a tax return, even if you don't owe taxes. Getting the word out about the EITC to eligible citizens has always been the challenge.

That challenge is even greater now that thousands of welfare recipients are entering the workforce, sometimes for the first time.

Through its publications, NACo's Workforce Development Program periodically reminds workforce development agencies operating welfare-to-work programs to provide information on the EITC.

However, every county office dealing directly with the public could carry out a valuable public service by providing information on the EITC. (Many county welfare offices routinely do so.)

There are two ways people can take advantage of the tax credit. One, they can file a tax return at the end of the year and receive the credit in one lump sum.

Two, their employer can add part of a worker's EITC to every paycheck, and the worker receives the rest of the credit after filing a tax return. This is called an "advance EITC."

For many workers, receiving the advance EITC in each paycheck can make a difference in buying groceries, paying rent or meeting other monthly needs.

For example, employees earning the minimum wage would see their take-home pay increase by more than \$100 per month.

To learn more about the EITC, you may call NACo's Workforce Development Program, 202/942-4227. To get information that you can duplicate and distribute to county citizens, contact the Center on Budget Policy and Priorities, 202/462-1080, and ask for an EITC Outreach Kit. The center is leading a national outreach campaign to inform citizens about the credit.

(County Services News was written by Cynthia Kent, senior research associate.)

ADMINISTRATIVE COORDINATOR — OZAUKEE COUNTY,

(\$80,000): Seeks experienced public administration professional with significant and progressive experience in government administration to serve as Administrative Coordinator of 430 full-time employees and \$63 million budget, 25 department, progressive, yet conservative, county government organization. Appointed by 32-member Board of Supervisors who are elected to four terms. County Board has extended committee structure. New position under the general supervision of County Board Chairperson. Minimum Bachelor's degree required; MPA or related graduate degree desirable. Significant general administrative experience, with particular emphasis in financial and budget administration, strategic planning, personnel/labor relations in a unionized environment required. Leadership skills, participation, team-building communication and strong interpersonal skills important. Starting salary \$75,000 +/-, negotiable, depending upon experience and qualifications. Ozaukee County residency required within three months of

completing probation. Apply/Inquire at once to County's recruitment consultant: The PAR Group—Paul A. Reaume, Ltd., 100 N. Waukegan Road, Suite 200, Lake Bluff, IL 60044-1694, TEL: 847/234-0005; FAX: 847/234-8309; e-mail: pargroup@interaccess.com. Ozaukee County is an Equal Opportunity Employer — Women and Minorities Encouraged to Apply.

CITY-COUNTY PLANNER — ANACONDA-DEER LODGE COUNTY, MONT.:

Anacanda-Deer Lodge County, a growing valley community in the beautiful Rocky Mountains is seeking candidates for the position of Planning Director for their consolidated city-county government with 10,000 residents.

Under the general guidance/direction of the Chief Executive, the Planning Director performs professional/administrative work in conducting community development and land-use planning following the policies set by a 15 member Planning Board and five mem-

JOB MARKET

ber City-County Commission and supervises staff consisting of 5 members.

A complete job description is available by calling 406-563-4000 or FAX 406-563-4001. Salary for this position is dependent on qualifications. An application and resume can be submitted to: Chief Executive's Office, A.D.L.C. Courthouse, 800 S. Main, Anaconda, MT, 59711 by 5 p.m. Sept. 3, 1999. It is expected the position will be filled by Sept. 14, 1999.

COMMUNITY DEVELOPMENT DIRECTOR, DEPARTMENT OF PLANNING AND DEVELOPMENT — COUNTY OF SURRY, VA.:

The County of Surry is a small, rural community of approximately 6,500 people located in southeastern Virginia on the James River. The county is seeking a Director of the Department of Planning and Development—salary range: \$46,842—\$72,753 to perform complex professional planning work and administrative work in directing the activities of the Department of Planning and Development and related work such as the preparation of grant applications and the coordination of special projects.

The preferred candidate will have a strong background in environmental and land use planning, excellent oral and writing communication skills and proven ability to work in a diverse rural community.

Minimum qualifications require any combination of education and experience equivalent to a college degree in urban or regional planning, public administration or a closely related field supplemented with a master's degree in urban or regional planning and considerable experience in professional planning including some supervisory experience.

Submit current resume including education background, dates of employment and salary history, title and telephone of immediate supervisor, reasons for leaving and experience working with boards, commissions and citizens groups by September 10, 1999, by 4:00 p.m. (facsimile will not be accepted) under a cover letter in a sealed envelope marked "Personnel-Community Development Director." Finalists will be required to complete and submit a Surry County Job Application Form.

Mr. Terry D. Lewis
County Administrator
Post Office Box 65
Surry, Virginia 23883
Surry County is an Equal Opportunity Employer

COUNTY MANAGER — ALACHUA COUNTY, FLA.:

Population: 211,403 and growing. A truly outstanding opportunity to live and work in an exceptional quality of life community. A family-oriented community with outstanding educational, recreational and cultural opportunities. Gainesville is the county seat of Alachua County. It was rated as the "most livable" city in the United States in a 1995 Money Magazine survey. There are several areas in the County that are National Register Historic Districts. Reports to the Board of County Commissioners. Salary ne-

gotiable DOQ in range of \$90,000 to \$115,000 per annum plus automobile and excellent fringe benefit program. \$177.8M total County budget. 800 employees. Requires unusually high-achieving county manager or assistant from a progressive local government, with bachelor's degree in public administration or related field plus 5-7 years of increasingly responsible experience in local government administration. Requires a leader, a manager, someone committed to citizen involvement, a team player with a strong staff, and possessing all other skills of an outstanding county manager. **Confidential resumes should be sent by September 17, 1999, to James L. Mercer, President, The Mercer Group, Inc., 5579B Chamblee Dunwoody Road, Suite 511, Atlanta, GA 30338. FAX: (770) 399-9749. E-Mail: mercerv@mindspring.com Alachua County is an Equal Opportunity Employer. Minority and Female candidates are encouraged to apply. In accordance with Florida's Open Records Law, resumes and all application materials are subject to public disclosure.**

COUNTY MANAGER — DAWSON COUNTY, GA.:

The Dawson County Board of Commissioners will be accepting applications for the position of County Manager until September 27, 1999. The County Manager serves as the Chief Administrative officer of Dawson County (Population 18,000, FY 99 Budget — \$8 million, 200+ employees.) Dawson County is located in the foothills of the north Georgia mountains and borders Lake Lanier and is the 7th fastest growing county in the United States. The responsibilities of such position include administration of the various functions of government as directed by the Board of Commissioners and all applicable laws. The position oversees the operation of county departments and reports directly to the Board of Commissioners.

Please submit a resume, letter of interest, salary requirements, and professional references to Bobby Wallace, Chairman, Dawson County Commission, 25 Tucker Avenue, Suite 102, Dawsonville, Georgia 30534, by September 27, 1999.

Dawson County is an equal opportunity employer.

DEPUTY DIRECTOR OF CORRECTIONS AND SECURITY — YAKIMA COUNTY, WASH.: Annual Salary Range: \$49,024-\$83,460

Plus Excellent Benefits. Yakima County seeks an administrator, sensitive to cultural diversity issues with strong critical thinking skills to work closely with the Director, serve as a confidential bargaining team member, and administer policy and collective bargaining agreements. Will coordinate staff and activities of several divisions of a large minimum to maximum-security correctional center, its relevant correctional programs and will manage the county's government security services. Requires equivalent to a Bachelor's Degree in Corrections, Behavioral Science, Criminal Justice, Public Administration, Human Development or a related discipline and seven (7) years of broad scope and progressively responsible management experience in professional corrections and law enforcement services. Master's Degree is preferred. Must fulfill all certification requirements and have completed advanced training in corrections and law enforcement operations, supervision, management and administration. Applications and supplemental questionnaires must be received in Yakima County Human Resources Department, Room 412 Courthouse, Yakima, WA 98901, (509) 574-2210, by 5:00 p.m., Monday, August 30, 1999.

EQUAL OPPORTUNITY EMPLOYER

MANAGER, BUILDING OPERATIONS — SANTA CLARA COUNTY, CALIF.:

The County of Santa Clara is accepting applications for Manager, Building Operations. This exec. mgmt. position is resp. for managing the staff and functions of the Bldg. Ops. Div. **Qualifications:** Typically, educ. and exp. equivalent to a Bachelor's degree in an engineering discipline, Public or Bus. Admin. or a closely related field and a min. of 3 yrs. current exp. in the planning, admin. and supervision of bldg. trades personnel in bldg. and utilities maint. and repair functions w/ a medium to large-sized org. **Salary:** \$75,474 to \$96,335/yr. DOQ + Co. pd. retirement contribs. and a comp. benefit pkg. **Filing Period:** Open — anticipate closing early September 1999. **Apply:** COUNTY OF SANTA CLARA ESA, 70 W. Hedding St., 8th Fl. San Jose, CA. 95110 Attn: Exec. Recruitment (408) 299-4331 ext. 207 **EOE/MFD**

MANATEE COUNTY GOVERNMENT — BRADENTON, FLA.:

Located on Florida's beautiful Gulf coast, Manatee County announces the following openings:
Highway Maintenance Division

Continued on page 12

NOTICES

CONFERENCES

On Nov. 9, from 11 a.m.—1 p.m. E.T., the EPA will present a free national satellite forum titled "Buying Recycled: The Real Story About Cost, Availability and Quality." The forum will provide viewers with tips on reviewing product specifications and testing procedures, identifying cost-competitive quality products with recycled content, setting up cooperative purchasing and exploring the feasibility of closed-loop systems. For more information visit the Waste Wise Web site at www.epa.gov/wastewise/wwsf, send e-mail to wwsf@erg.com, fax to 703/411-1440 or write to Waste Wise Program (5306W); U.S. EPA; 401 M Street, S.W.; Washington, DC 20460.

PUBLICATIONS

"Preventing Workplace Violence" is a newly published policy guide intended to assist public officials with intercepting the causes of workplace violence. The guide advocates a proactive approach and discusses causes, symptoms and treatments for the prevention of workplace violence.

The cost is \$10 per copy. To order, call 800/745-8780.

The Citizens for Sensible Transportation has two new publications now available. "Civilized Streets — A Guide to Traffic Calming" is a technical manual that provides descriptions and diagrams for achieving effective traffic calming methods. Cost is \$55 plus shipping.

"Transportation Corridor Management: Are We Linking Transportation and Land Use Yet?" The book examines 11 cases of sustainable development in the U.S. in an effort to eliminate the gap between theory and practice when linking land use and

transportation. Sections on Lessons Learned, Next Steps and an Annotated Bibliography are included. Cost is \$10 plus shipping.

To order, contact Citizens for Sensible Transportation by phone at 503/225-0003, fax to 503/225-0333 or visit their Web site at www.cfst.org.

VIDEOS

"Growing Pains," is a 12-minute video produced by the Policy Initiates Group, which highlights the current challenges being faced by suburban Washington County, Ore. as the Portland area braces for significant population increases. The connection between land use patterns and traffic problems is demonstrated. Cost is \$12 plus shipping. The video is available from Citizens for Sensible Transportation.

To order the video, call 503/225-0003 or fax to 503/225-0333. Visit online at www.cfst.org.

AWARDS

The National Trust for Historic Preservation's National Main Street Center is currently accepting applications for the 2000 Great American Main Street Awards. Awards are given to five communities every year for outstanding revitalization of the Main Street or neighborhood commercial district. Winning communities receive \$5,000 for further revitalization efforts, road signs, a bronze plaque and media coverage.

Communities can request applications by writing to the Great American Main Street Awards at National Main Street Center; 1785 Massachusetts Ave., N.W.; Washington, DC 20036; or by calling 202/588-6140. Deadline for entry is Oct. 31.

(Notices is compiled by Victoria Vickers, editorial assistant.)

Job Market - Classified Rate Schedule

- **Line Rates:** \$7 per line, NACo member counties; \$10 per line, others.
- **Display Classified:** \$50 per column inch, NACo member counties; \$70 per column inch, others.
- **Billing:** Invoices will be sent after publication.
- **Mail advertising copy to:** Job Market, County News, 440 First St., N.W., Washington, DC 20001.
- **FAX advertising copy to:** Job Market, County News, 202/393-2630.
- **Be sure to include billing information along with copy.**
- **Estimates given prior to publication are approximations only, and do not necessarily reflect final cost.**

For more information, call Victoria Vickers, County News, National Association of Counties, 202/942-4256.

JOB MARKET

from page 11

Manager - AS degree with a minimum of ten years exp. in the field of highway maintenance. Minimum five years mgmt. exp. including budgets, supervision and organizational mgmt. required. Position will be responsible for the maintenance of 900+ miles of paved and un-paved roads.

Fleet Services Division Manager - AS degree with a minimum of ten years exp. in fleet maintenance. Minimum of five years mgmt. exp. including budgets, supervision and organizational mgmt. required. Position will be responsible for maintenance and P.M. of 800+ pieces of equipment including vehicles, heavy equipment, ambulances and transit buses.

Entry range for both positions is: \$41,184 to \$47,362 depending on qualifications. Both positions are open until filled.

Manatee County offers an excellent benefits package including Florida Retirement System. No State income tax in Florida.

Apply:

Manatee County Human Resources
P.O. Box 1000

1112 Manatee Ave. W. Suite 863
Bradenton, FL 34206

Ph. 941-748-4501 ex. 3520/Fax 941-

749-3035

AA/EOE M/F/H/VET PEF

A drug free workplace

RISK MANAGER - MARATHON COUNTY, WIS.: \$45,000-\$56,250. This is a professional, administrative position in central Wisconsin. Position requires bachelor's degree in risk management, insurance, loss control, or closely related field, and 3 years risk management experience involving varied insurance programs; OR equivalent combination of education and experience.

Risk Manager is responsible for property/casualty insurance, employee benefit insurance, liability programs, loss control, claims management, and has input into worker's compensation and safety programs.

Required application materials available at Marathon County Personnel Department, Courthouse, 500 Forest Street, Wausau, WI 54403-5568, (715) 261-1451, or on the County's web site at www.co.marathon.wi.us. Application deadline: 9/7/99.

PLANNER - GULFPORT, MISS.: Multi-county Mississippi planning & development organization seeks Planner with experience in EDA, CDBG, rural development and related fields. Degree in Planning preferred. Send resume and salary history to Planning Director, 2015A, 15th Street, Gulfport, MS 39501, or FAX to (228) 868-7094.

PHYSICAL DEVELOPMENT DIRECTOR

Dakota County, Minnesota, one of the largest and most progressive counties in Minnesota, is seeking a highly skilled individual to lead its Physical Development Division with 200 full-time equivalent positions, an operating budget of over \$17 million, and a capital budget of over \$46 million. The Physical Development Director leads the Departments of Highway, Parks, Survey and Land Information, Environmental Management, and Planning, and serves as liaison to the County Housing and Redevelopment Authority and Soil and Water Conservation District. The Director is responsible for providing leadership in establishing and achieving a vision for the Physical Development Division, guiding the development of strategic plans to accomplish this vision, and motivating employees to achieve the vision. This position manages the division's activities in order to achieve efficient and effective operations, and evaluates the operations in accordance with applicable laws.

The successful candidate will be a highly analytical leader, with demonstrated skills in planning, managing, directing, and coordinating a number of diverse projects. Additional necessary position competencies include establishing and maintaining effective working relationships with elected officials, city officials,

community organizations, and the general public, as well as strong communication and interpersonal skills. Knowledge of the key principles and practices pertaining to the departments in the division is highly desirable.

To be considered for this position, applicants must have a Bachelor's degree, preferably in Public Administration, Planning, Engineering, Natural Resources, Environmental Management, or a related field plus at least seven years of directly related administrative experience including advanced supervisory responsibilities in one or more of the areas of Planning, Parks, Survey, Highway, or Environmental Management. Five years experience working with government agencies and/or elected officials, and Master's degree in a related field are preferred.

Please submit letter of interest and resume by the close of business day August 20, 1999. Submit to Dakota County Employee Relations Department, 138 Highway 55, Hastings, MN 55033-2372, fax to (656) 438-8178, or hand-deliver to the Information and Service Center in the Western Service Center in Apple Valley, EOE.

DAKOTA COUNTY IS A SMOKE-FREE ENVIRONMENT

Workforce Development & Human Services Conference

Bernalillo County, Albuquerque, New Mexico, November 18-20, 1999

Registration Form

Return completed form to: NACo Conference Registration Center • P.O. Box 26307 • Akron, OH 44319
Conference registration may be faxed to: (330) 963-0319. For inquiries only: (202) 393-6226.

CONFERENCE REGISTRATION

First Name	Last Name	Nickname
Title	County/Company	
Address		
City	State	Zip
Telephone	Fax	
Spouse Name	Youth Name	

*Please indicate your specific area(s) of interest Human Services Workforce Development

REGISTRATION PAYMENT

Check Money Order Visa
 Mastercard P.O./Voucher

CREDIT CARD INFORMATION

Card # _____
Exp. Date _____
Cardholder's Name _____
Signature _____

	Early (on/before 10/9)	On-Site (after 10/9)
County Member	\$350	\$400
NACo Corporate Member	\$350	\$400
Non-Member County	\$400	\$450
Government	\$400	\$450
Private Sector	\$450	\$500
Spouse	\$60	\$75
Youth	\$60	\$75
TOTAL DUE	\$	

* Registration fees in the form of a check should be made payable to the National Association of Counties

Payment Policy - The conference registration fee MUST accompany this form and MUST be received before a registration can be processed. A credit card payment or check will fulfill your registration at the time of registration. You may reserve your registration with a voucher or county purchase order made payable to the National Association of Counties. A purchase order will only HOLD registration; full payment must be made before registration will be issued.

Cancellation Policy - Refund of the conference registration fee, less an administrative fee of \$50 (or 50% of spouse/youth fee) will be honored if written notice of conference registration cancellation is postmarked no later than October 18, 1999. Cancellation requests of any registration after this date will be subject to an administrative fee equal to 50% of the registration fee. Note: AFTER NOVEMBER 30, 1999 NO REFUND REQUESTS WILL BE HONORED. All registrations postmarked October 10th or later will be processed on-site. Sorry, no telephone cancellations can be accepted.

Hotel Information

Hotel reservations MUST be made directly with the Hyatt Regency Albuquerque. There are two ways in which to make your reservations:

1. Call the Hyatt Central Reservations at 1-800-233-1234. Please indicate the specific hotel property, the Hyatt Regency Albuquerque. You MUST also reference the National Association of Counties to receive the group rate.
2. Call the Hyatt Regency Albuquerque directly at (505) 842-1234 and ask for Reservations. You MUST reference the National Association of Counties to receive the group rate.

Conference group rates at the Hyatt Regency Albuquerque Hotel are as follows:

\$119.00 for single or double room, plus applicable sales tax. For any questions relating to your hotel accommodations, please contact the Hyatt Regency directly.

All conference activities will take place within the Hyatt Regency Albuquerque Hotel. The address of the hotel is:

**Hyatt Regency Albuquerque
at Albuquerque Convention Center
330 Tijeras NW
Albuquerque, New Mexico 87102**