

# County News

National Association of Counties • Washington, D.C.

www.countynews.org

Vol. 33 No. 21 • November 12, 2001

## NACo seeks to boost homeland security role for counties

*New policy proposal would add anti-terrorism block grant to funding arsenal*

By BEVERLY SCHLOTTERBECK  
EXECUTIVE EDITOR

NACo's Homeland Security Task Force has adopted a 16-point policy platform that sets the stage for federal and county cooperation in the fight against terrorism. The policy addresses critical issues for county governments in the areas of public health, local law enforcement and intelligence sharing, infrastructure security, and emergency planning and public safety. It calls for Congress to enact a new Anti-Terrorism

Block Grant funded at a minimum of \$3 billion. The block grant would support county and municipal law enforcement, public safety agencies and programs.

"This policy drives home the crucial role county governments maintain as first responders to incidents such as the Sept. 11 and anthrax attacks," said NACo President Javier Gonzales.

The task force established by Gonzales, met in Washington, D.C., Oct. 26. The policy was adopted

after a daylong meeting during which members of the administration and other officials intimately tied to emergency management, public health and disaster response briefed task force members.

Overall, the policy seeks better coordination between local, state and federal agencies, charged with protecting health and property, and is

intended to guide the Administration and Congress as they make investments in local programs to improve homeland security.

It seeks to boost funding for public health initiatives such as securing an adequate supply of vaccines and antibiotics to counter a bio-terrorism attack. It asks for assistance in securing public infrastructure and reim-

bursement for securing airports and federal facilities. It also asks that local public officials be included as members of the local anti-terrorism task forces established by Attorney General John Ashcroft.

The interim policy recommendations will be presented for formal

See **HOMELAND** on page 6

## Airport security bill heads to conference

By ROBERT J. FOGEL  
ASSOCIATE LEGISLATIVE DIRECTOR

After a great deal of debate and maneuvering around the issue of passenger and baggage screening at airports, the House of Representatives passed H.R. 3150, its version of the airport security legislation. In a series of votes during the Nov. 1 debate, the House supported the approach to screening advocated by the Republican leadership and President George W. Bush.

Federal employees would supervise screening but private contractors could do the actual screening. Advocates argued that Congress should not create a new federal workforce to do this. Opponents

countered only federal employees or law enforcement personnel could do the job.

The choice faced by the House was between the H.R. 3150 and H.R. 3165, a bipartisan bill supported by the Democratic leadership. H.R. 3165 mirrored the Senate-passed bill that would place federal employees in the role of baggage screeners at the top 142 airports and allow other smaller airports to use local, state or federal law enforcement personnel as screeners.

This bill was defeated in the House by a 218-214 vote. Subsequently, the House approved H.R. 3150 in a

See **BILL** on page 6



(l-r) James E. Cadue, commissioner, Monroe County, Pa. discusses homeland security policy during the Oct. 26 meeting of NACo's Homeland Security Task Force. Listening are task force members, John Brackney, commissioner, Arapahoe County, Colo.; Hank Blackwell, fire marshal, Santa Fe County, N.M.; and Al Amaro, commissioner, Yuba County, Calif. For more on the task force meeting, see pages 7-9.

Photo by Tom Goodman

## County News Quik Takes

### Counties Secure America

- Seventy-seven percent of responding counties reported "yes" to having mutual aid agreements for EMS/EMT services.
- Seventy-six percent of responding counties conduct annual mock emergency practices.
- Sixty percent of responding counties have stand-alone emergency response plans.
- Forty-nine percent of responding counties have coordinated plans for terrorist activities.

Source, NACo 2001 Emergency Preparedness Survey

## Senate OKs mental health parity bill

By SALLY McELROY  
ASSOCIATE LEGISLATIVE DIRECTOR

The Senate adopted the Mental Health Equitable Treatment Act (S.543) as an amendment to the Senate Labor, HHS funding bill.

The bill, adopted Oct. 30 by voice vote, would require employers that provide group health insurance plans with mental health benefits to provide in-network benefits that are equal to the benefits for physical health.

No company would be required to offer mental health coverage under

this legislation, and businesses with fewer than 50 employees would not be subject to the parity requirements.

Affected group health plans would not be able to impose any treatment limitations or financial requirements and copays for mental health care that are different from physical health care. The amendment would take effect on Jan. 1, 2003.

NACo supported adoption of S. 543, which was on a fast track for Senate action before the events of Sept. 11 when it was pushed off the agenda.

Plans for action on the bill were revived in recognition of the effects on mental health and well-being the attacks have had on many throughout the nation.

Sens. Paul Wellstone (D-Minn.) and Pete Domenici (R-N.M.) continuously advocated for action on the bill before their party's leadership. In addition, support for the bill among interest groups and providers remained widespread.

See **MENTAL HEALTH** on page 4



# Harkin unveils Farm Bill proposal

By ERIC CILIBERTI  
ASSOCIATE LEGISLATIVE DIRECTOR

Senate Agriculture Chairman Tom Harkin (D-Ind.) unveiled his farm bill proposal on Nov. 1. The bill would cover five years and would spend roughly the same \$175 billion as the House-passed bill.

Among the highlights in the rural development title of Harkin's farm bill proposal is the creation of a Rural America Infrastructure Development Account. Funds in this account could be used by the Secretary of Agriculture to clear the existing backlog of applications for community facility, water or waste

disposal grants or direct loans, and rural water or wastewater technical assistance and training grants.

Harkin's proposal also significantly boosts waste and water facility grants, from \$590 million to \$1.5 billion a year. Water and waste disposal grants were rated as the most important component of the farm bill's rural development title, according to NACo's June 2001 Rural Action Caucus Farm Bill Survey.

Harkin's plan also includes various initiatives aimed at bridging the digital divide. These include loan and grant programs for advanced

broadband telecommunications, creation of a grant program that would fund rural "telework" centers and a simplified grant program aimed toward small, rural communities struggling to adhere to environmental regulations.

The Senate Agriculture Committee is hoping to mark up various titles of the farm bill as *County News* goes to press, while final passage of a farm bill is still uncertain at this time. Differences between the House and Senate farm bills in conference may preclude completion of a farm bill before the end of the legislative session.

# LUCC sets new agenda for metropolitan counties

By SHAWN BULLARD  
ASSOCIATE LEGISLATIVE DIRECTOR

Meeting by conference call exactly one month after the Sept. 11 terrorist attacks in New York City and Arlington County, Va., Large Urban County Caucus (LUCC) leaders decided to set a broad agenda for next year for America's metropolitan counties.

With its leadership retreat originally scheduled in Oakland County, Mich. on Sept. 12-13, LUCC's 23 steering committee members opted to condense their agenda into a nationwide conference call on Oct. 11, rather than reschedule the Michigan meeting.

Following a short overview on past priorities and successes over the last 24 months, Wayne K. Curry, LUCC chairman and Prince George's County, Md. executive, asked the caucus to specifically address key initiatives the majority felt would most directly affect the caucus in 2002.

Of the dozen county executives, commissioners and supervisors on the call, Executive Bob Gaffney, Suffolk County, N.Y., strongly encouraged metropolitan county officials throughout the nation to take the lead on developing terrorism task forces similar to New York's highly respected Joint Terrorism Task Force.

"As a result of our proximity, Suffolk County not only gets a healthy dose of funding, but we also are provided with direct access to training that would otherwise cost the county a lot of money," said Gaffney. "It is most important that we aggressively engage state domestic security directors to ensure we are at the table whenever discussing domestic security."

Caucus leaders voiced strong support for NACo's Homeland Se-

curity Task Force, but also contended that caucus members should remain diligent in the areas of immigration, housing, health care, and the proposed federal stimulus package.

"We are getting clobbered on illegal immigrant costs," said Commissioner Tom Rutherford, Bernallillo County, N.M. "With much of the nation's focus on terrorism, I'm afraid we are going to lose some serious ground and get even farther behind."

Commissioner Barbara Sheen Todd, Pinellas County, Fla., quickly agreed, "We know the federal government is going to shift its priorities and because of that we must protect our flanks."

"We should go after this issue (immigration costs) with a vengeance," concluded Supervisor Don Stapley, Maricopa County, Ariz. and LUCC vice-chairman.

Peter McLaughlin, chairman of NACo's Community and Economic Development Committee and immediate past chairman of LUCC, strongly encouraged the caucus to expand its current efforts to solve the nation's housing crisis.

During 2001, home ownership has been LUCC's top priority. "For many of us around the country, we've got to broaden our affordable housing agenda to not only purchasing, but to

renting as well," said McLaughlin, a Hennepin County (Minn.) Commissioner. "We've got to expand well beyond our current position."

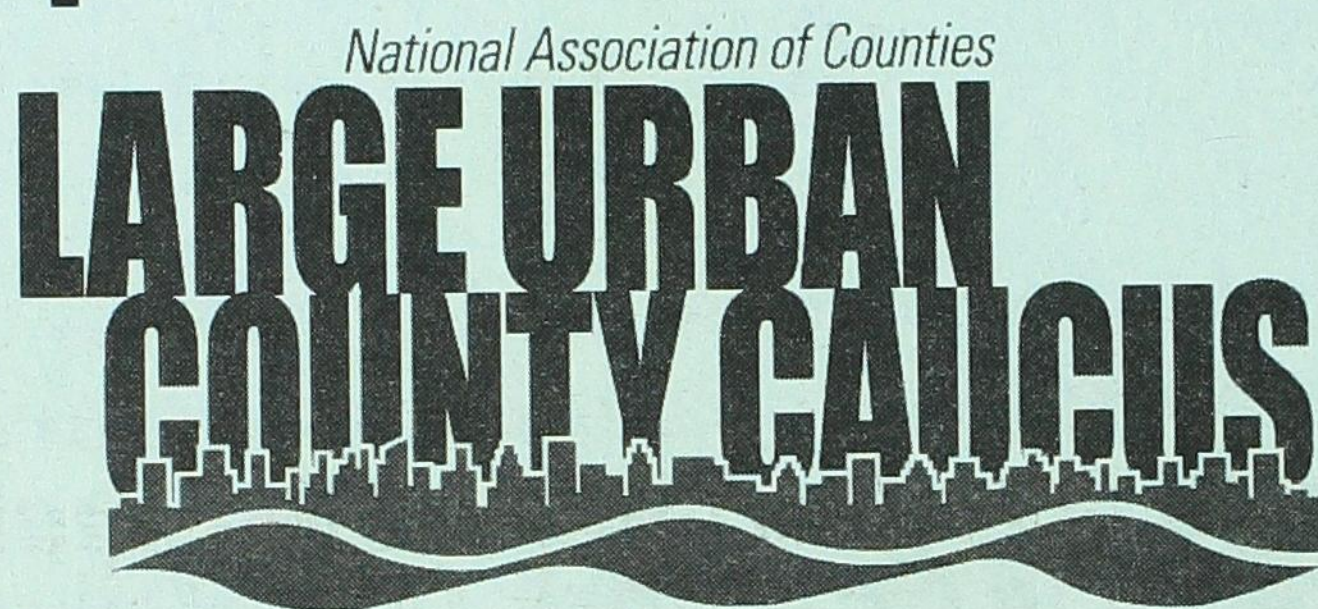
Stressing a 1 percent local vacancy rate in Hennepin County, McLaughlin asked if other metropolitan counties were experiencing similar difficulties.

Gaffney, as well as many others, said they were having great difficulty in meeting their communities housing needs.

"We've never seen the pressure we have in our shelters today," said Gaffney. "The housing stock just does not exist."

Recognized earlier this year for successfully hosting a NACo/LUCC Regional Meeting on Housing in Jefferson County, Ky., Executive Rebecca Jackson concluded that metropolitan county leaders must continue to push the issue before Congress and the Administration.

Curry will present LUCC's strategy for 2002 at NACo's Board of Directors, fall board meeting in Santa Fe County, N.M. on Nov. 28-Dec. 1. The strategy will incorporate broad priorities to include reducing immigration costs, improving domestic security, stimulating economic development and increasing housing ownership and rental opportunities.



## NACo's Third Annual

ACTS OF

*Caring*

AWARDS 2001

NACo has announced the third annual *Acts of Caring* awards, a continuing program designed to bring widespread recognition to counties and their volunteer programs in service to local communities.

With the success of the first two years of the program, NACo is looking forward to holding another *Acts of Caring* awards ceremony on Capitol Hill in Washington, D.C. in April 2002 during National County Government Week.

A new award presented as part of the 2002 program is the Youth Literacy Mentoring Award. Two other special awards are also presented. The Youth Service Award was presented for the first time this year to Clark County, Washington. The top award, the 2001 Legacy Award for Excellence and Innovation, was given to Shelby County, Tenn., for its *Fans for Seniors* program.

Other categories for awards are Civic Education and Public Information, Criminal Justice, Elderly Services, Emergency Management, Environment, Health Services, Libraries, Parks and Recreation, Programs for Children and Youth, and Social Services.

The deadline for entries for the 2002 program is Jan. 18, 2002. To find out more about the awards, please contact the *Acts of Caring* services bureau at (202) 387-8550.

## What is an Act of Caring?

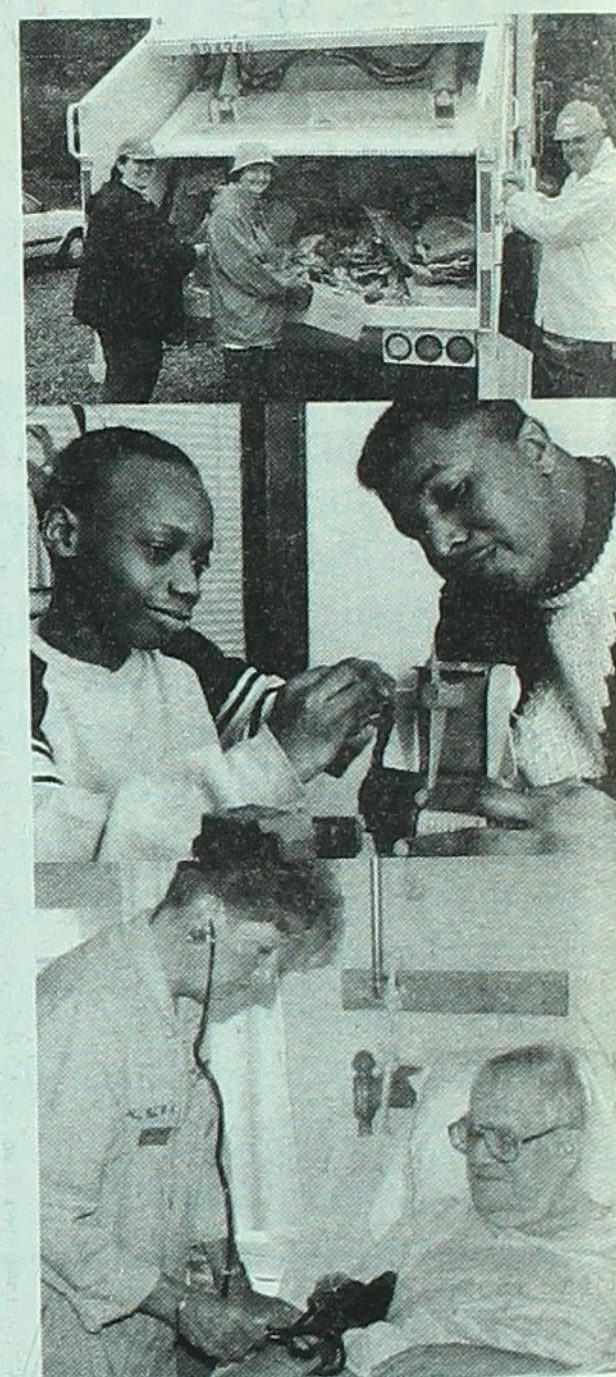
An "act of caring" is a community service provided by a county-sponsored volunteer program that enhances or preserves the quality of life.

## Who is Eligible to Participate?

Any county government or affiliated volunteer group with an active program that meets the following application criteria is eligible to participate in the Acts of Caring awards.

## Eligible programs must:

- Exist at least one calendar year prior to the application date.
- Enlist community participation on a volunteer basis.
- Include the participation of the county (officials and/or staff) in a significant and ongoing role.
- Serve as a model program and be replicable.
- Demonstrate measurable outcomes that benefit the community.
- Submit a completed application no later than Jan. 18, 2002.



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# Deadline approaches for counties honor roll

By STACEY KENNEDY  
EDITORIAL ASSISTANT

The final submissions deadline for *America's Counties Honor Roll* is Nov. 26. All submissions will appear in the Dec. 8 edition of *County News*.

The *Honor Roll* will showcase counties that have provided relief and support for the communities and victims of the Sept. 11 terrorist attacks.

Their responses span a wide spectrum, from passing resolutions, which condemn the acts of terrorism perpetrated against the United States, to holding fundraising drives for local charities.

For example, several Scotland County, N.C., employees were trained in critical incident stress management and assisted in the New York City recovery efforts the day after the attacks on the World Trade Center.

Providing one-on-one assistance to victims of the attacks, Henrico County, Va. sent mental health grief counselors to assist in de-briefing

those involved in the Pentagon search and rescue mission. The county also sent a team of firefighters to ground zero in New York City to assist in rescue and cleanup.

In an effort to support rescue teams during their recovery mission, the citizens of Wilkinson

County, Ga. donated an 18-wheeler of supplies to rescue workers in New York City.

Firefighters, along with the local sheriff's office in Rockdale County, Ga. teamed up with a local disk jockey to organize a 10-hour concert, *Love American Style from Conyers, Ga.*,

which raised funds for the New York Firefighters' 9-1-1 Fund.

And finally, spotlighting those who were called to duty, Vanderburgh County, Ind. developed a Web site featuring relatives of county employees who serve in the military. Produced by the county's auditor's office,

the site is accessible to employees.

If your county has produced noteworthy relief efforts or passed a resolution either fax, e-mail or mail your information to: County News, 440 First St., NW-Ste. 800, Washington, DC 20001, Fax: (202) 393-2630, e-mail [cnews@naco.org](mailto:cnews@naco.org).

Deadline for submissions is November 26.

## America's Counties' "Honor Roll"

Keeping the United States Strong and Free!

Please send information to *County News* about the resolutions you passed or activities undertaken in the aftermath of the Sept. 11 terrorist attacks in New York City, Arlington County, Va. (the Pentagon) and in Somerset County, Pa.

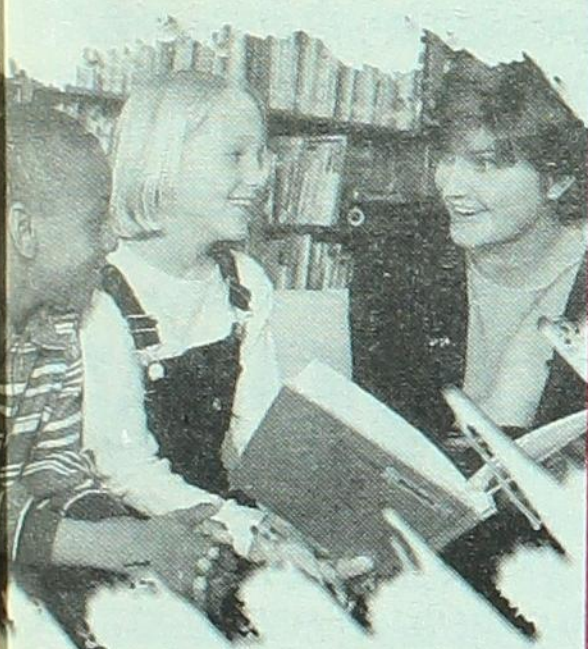
*County News* will publish an "Honor Roll" of America's Counties showcasing their efforts to keep the United States strong and free.

Please either fax, e-mail or mail to:

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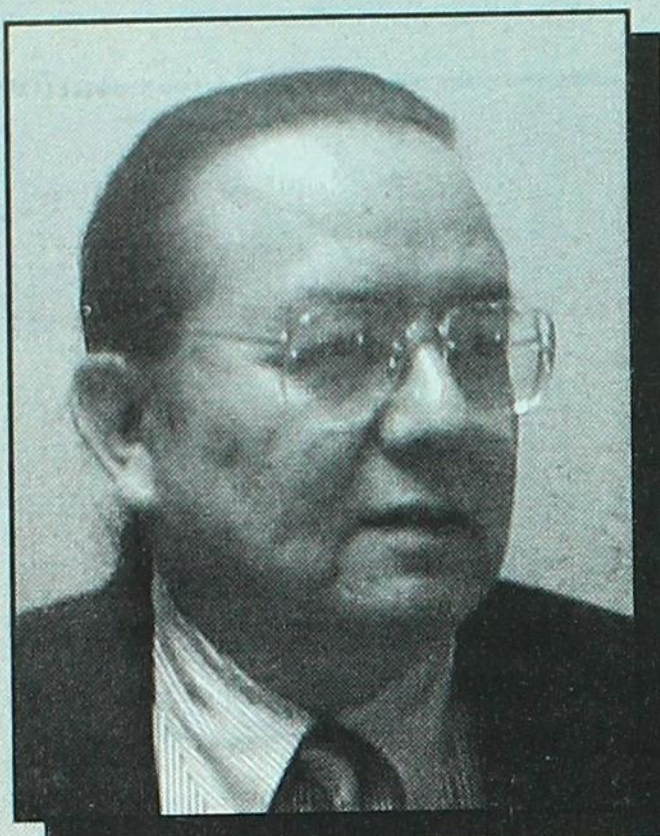
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# PROFILES

## in service...



**Bill Mungary**

**Community Development Director  
Kern County, Calif.**

**NACo Board of Directors**

**Number of years active in NACo:** 23 years

**Years in Public Office/Public Service:** none

**Occupation:** Director, Community Development Department, Kern County, Calif.

**Education:** B.A., International Relations; M.B.A. Finance, both at UCLA

**The hardest thing I've ever done:** Face my father after I told him from a mountain top in Turkey that I cancelled my assignment to Frankfurt, Germany in order to volunteer in Vietnam.

**Three people (living or dead) I'd invite to dinner:** An orphan from Afghanistan, Israel and the World Trade tower.

**A dream I have is to:** Spoil some grandkids.

**You'd be surprised to learn that I:** Discovered, after being William Joseph for 23 years, that my birth certificate said I was Billie.

**The most adventurous thing I've ever done is:** Be the first in my father's and mother's family to go to college and graduate, with a single scholarship of \$100.

**My favorite sport is:** People watching, anywhere.

**I'm most proud of:** My kids, Monica and Clinton (no Bill Clinton jokes, please).

**Every morning I read:** The Bakersfield Californian at home and the Los Angeles Times at work.

**My favorite meal is:** Ethnic cooking, anywhere.

**My pet peeve is:** People who don't know who they are and don't care.

**My motto is:** Just do it.

**The last book I read was:** The Celestine Prophecy, by James Redfield.

**My favorite movie is:** The Third Man (Vienna, the music, b/w film and a really different culture.)

**My favorite music is:** Blues, Cajun and classic jazz.

**My favorite president is:** Richard Nixon for being predictable.

## Resources for rural counties Regional organizations serve counties

More than 500 regional development organizations across the country are helping county officials identify priorities and plan for the future. These organizations are called Economic Development Districts, Councils of Governments, Regional Planning Commissions and many other names, but all have the primary purpose of helping counties and other local governments build sustainable communities and create jobs.

A recent NACo survey showed that rural counties are experiencing greater fiscal stress, are less likely to have economic development professional staff, have a much lower capacity for grant-seeking and limited access to the latest technology.

Regional development organizations in rural and small metropolitan areas provide a critically important

resource to help rural counties meet these challenges. While large urban counties and cities can afford full-time professional staff, rural counties increasingly turn to their regional development organization for assistance and expertise in securing state and federal grants.

Regional organizations are particularly important for small metropolitan and rural counties and are often the only local resource available to officials looking for assistance and funding. "The Southeast Tennessee Development District helps McMinn County accomplish things we can't hire people to do," according to County Executive Ron Banks.

Banks has seen the practical value of working with the district to solve local problems including an overcrowded jail and overflowing landfill. "The development district is a resource. It's like having a whole staff working for you," he notes.

County officials and NACo were among the earliest supporters of regional planning and cooperation, in both urban and rural regions. During the 1960s the federal government promoted and funded regional planning for a wide array of programs from economic development and transportation to law enforcement assistance. Of the 47 federal programs that required regional planning, only 13 were continued in the 1990s.

Despite the decline in federal planning funds, regional development organizations continue to provide needed technical assistance. A 2000 survey by the National Association of Development Organizations (NADO) showed a typical regional development organization was founded in 1969, serves a population of 220,000 in six counties and 33 cities and towns, has 16 employees and a budget between \$1 million and \$1.5 million.

Funding for the typical regional organization budget is 42 percent federal; 21 percent state; 11 percent local; 11 percent service fees; 3 percent private and 6 percent other funds. The programs vary by region and reflect local priorities including transportation planning, workforce training, services for the aging, solid waste management, small business revolving loan funds, emergency management, geographic information systems and tourism.

(For information about regional development organizations in small metropolitan and rural counties visit [www.nado.org](http://www.nado.org) or e-mail [info@nado.org](mailto:info@nado.org). Included on the NADO Web site at [www.nado.org/pubs/digest.html](http://www.nado.org/pubs/digest.html) are copies of the Economic Development Digest with information about regional development organizations and their work with counties.)

## MENTAL HEALTH

from page 1

The House Labor, HHS Appropriations Bill does not contain a similar provision. Therefore, S. 543 will be an issue for the conference committee to resolve. Similar House legislation, H.R. 162, has not been considered. However, the House version of the economic stimulus package contains a two-year extension of the 1996 Parity Law, which expired on Sept. 30. This law provides parity for mental health coverage in annual and lifetime caps but does not contain the language barring treatment limitations and financial requirements.

In addition, under the 1996 law, companies that experienced a rise of more than 1 percent in health insurance costs due to compliance with parity were exempt from the law.

Although the amendment passed by voice vote, there were some concerns expressed about the cost of the bill. Several senators feared that cost increases resulting from providing comprehensive mental health parity could increase overall health insurance costs for businesses to a point that they might decide to drop coverage altogether.

Earlier this year the Congressional Budget Office (CBO) estimated that S.543 would increase health care costs by 0.9 percent for group health plans. Sen. Phil Gramm (R-Texas) estimated that the bill would cost the private sector \$23 billion over five years. NACo supports S. 543 and H.R. 162.

## County News

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Published biweekly except January and August by:  
**National Association of Counties Research Foundation, Inc.**  
440 First Street, N.W.  
Washington, D.C. 20001

202-393-6226 FAX 202-393-2630

E-mail: [cnews@naco.org](mailto:cnews@naco.org)

Online address: [www.countynews.org](http://www.countynews.org)

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Mail subscriptions are \$90 per year for non-members, \$60 per year for non-members purchasing multiple copies. Educational institution rate, \$45 per year. Member county supplemental subscriptions are \$20 each. Send payment with order and address changes to NACo, 440 First St. N.W., Washington, D.C. 20001.

POSTMASTER: send address changes to County News, 440 First St. N.W., Washington, D.C. 20001  
(USPS 704-620) • (ISSN: 0744-9798)

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# Gateway communities open to the world, raise issues

By M. MINDY MORETTI  
SENIOR STAFF WRITER

On the weekends, when the weather is right, the population of Gila County, Ariz. increases to three, sometimes four times its usual count of just over 51,000 people.

Tourists from the nearby Phoenix area flock to the county and its 4,625 acres of national forest and parkland to revel in the wonder of nature. County Supervisor Ron Christensen welcomes the tourists, but he also wishes his county got a little something in return.

"Our biggest issue is how do we recover some of the costs that it costs us to be a gateway community," Christensen said. "We need to find a way to share some of the revenues."

Gila County, and in particular the community of Payson, is a gateway community to the Tonto National Forest.

The county provides law enforcement, fire and search and rescue assistance to the park. In addition to these services to the park — for which the county is not reimbursed — the timber and cattle industries on the remaining 3 percent of the county lands have been on the decline in recent years further exacerbating the lack in revenues.

Christensen and his counterparts in counties throughout the United States appreciate the revenue tourists and the parks bring into their communities. However, they still feel the resources they expend to protect and serve the parks is not counterbalanced by the revenue tourists bring into the community each year.

"It's cool, we enjoy having them, but we need to find a way to capture some dollars that help us," Christensen said. "There simply is no revenue structure to support what we do."

Gateway communities serve as portals to the nation's monuments, wildlife refuges, national forests and other public lands. These communities, which are located near or adjacent to federal lands, are affected economically, culturally and even socially by the actions and decisions of the federal managers who manage the areas and the millions of people who visit the lands each year.

Gateway communities and the issues they face are one of the major focuses of NACo President Javier Gonzales during his tenure in office.

For instance, the number of agencies overseeing the federal lands that border the nation's counties and the levels of accountability within those agencies, creates a

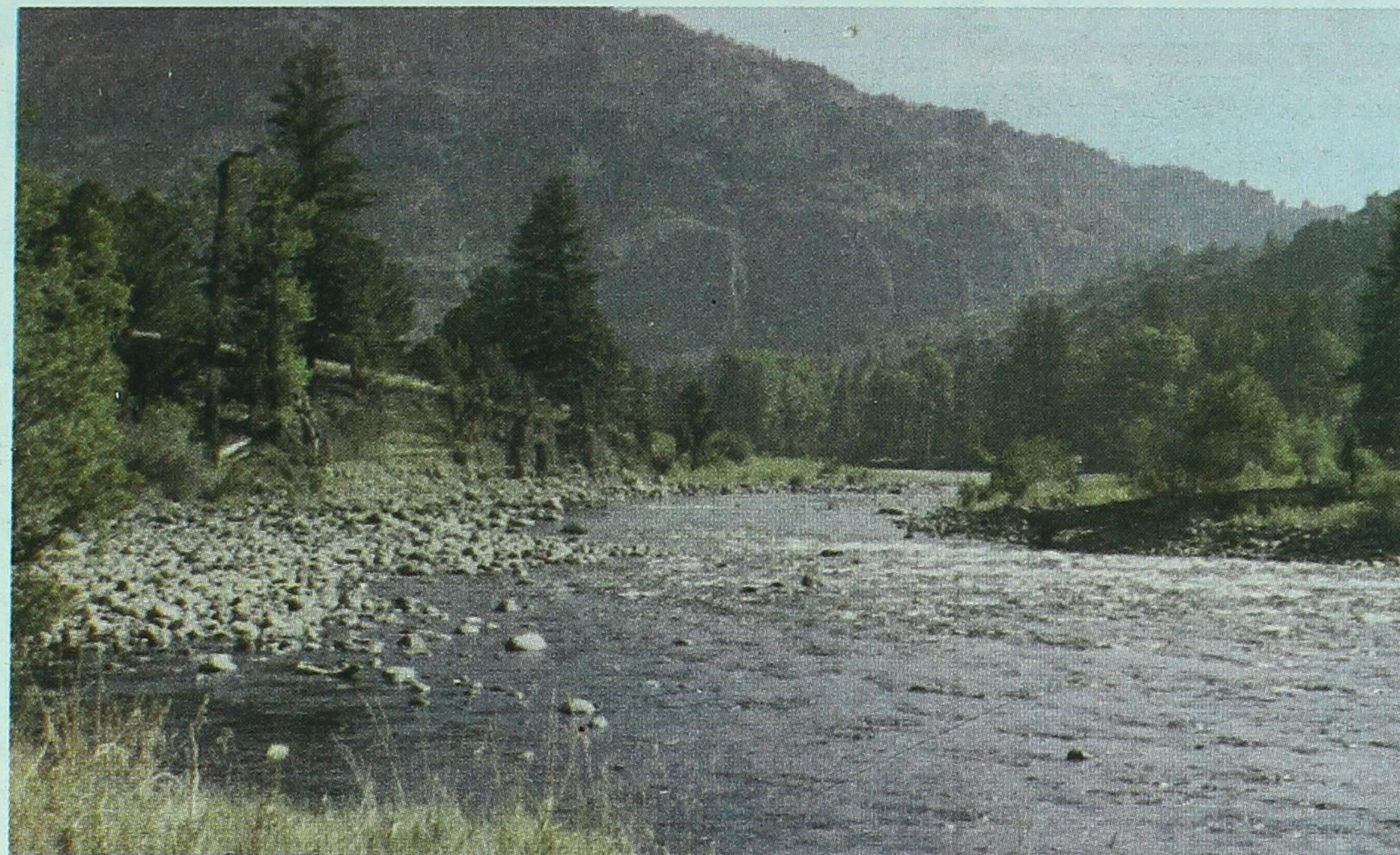


Photo by M. Mindy Moretti

The 2.4 million acres of the Shoshone National Forest (pictured) run through several Wyoming counties making counties like Park (Cody) gateway communities not only to the Forest, but also Yellowstone National Park.

quagmire county officials must deal with on a daily basis.

"The red tape is just unbelievable," said Alan D. Gardner, commissioner for Washington County, Utah that is near or adjacent to Zion National Park, Bryce National Canyon, the Grand Canyon and the Grand Staircase National Monument.

Gardner recounts the ordeal those in his region endured when the Grand Staircase National Monument was designated.

"They [federal agencies in Washington] didn't want to cooperate, they were just heavy handed, trying to dictate what was going to happen. There was no local input whatsoever. It was just a very uncooperative situation," Gardner explains.

Gardner and Christensen both agree they have good working relationships with the federal representatives who work locally, but the problems arise once decisions must come from Washington.

"We have a wonderful working relationship with our local BLM [Bureau of Land Management] and local rangers," Christensen said. "But it's not coming from the top down, if that makes sense. I would really like to see the local rangers and the people that are put in charge of the forest and on the ground here have a whole lot more responsibility and input in the decision making process."

Even the agents responsible for the federal lands see the limitations and the problems.

"It is difficult and it is frustrating not only for the local communities, but for the levels of government as well," said Diana Maxwell, partnership program manager for the Na-

tional Park Service. "There has to be a commitment at the leadership level — be it the park service or local community — to come to the table and work together to identify the problems and find the solutions."

While lack of communication and understanding is one of the key problems facing gateway communities, Aubry King of the National Alliance of Gateway Communities believes that trend is changing.

"In Washington, I detect more awareness of the importance of gateways than has previously been the case," King said. "I think over the last three or four years, the national leadership has been more involved and proved to be more responsive."

## NACo and Gateway Communities

To help foster that burgeoning involvement and responsiveness,

Gonzales is convening a series of regional forums throughout the year to discuss the problems faced by gateway communities. The meetings are also designed to help those involved learn from the experiences of communities that have already created solutions to their problems.

The first Gateway Forum was held in Pima County (Tucson), Ariz. in early October and brought together officials from the local communities, all four federal agencies as well as participants from other gateway-related organizations such as the National Alliance of Gateway Communities.

"I thought there were some good ideas presented [at the meeting]," Gardner said. "I think everyone has a lot in common with the restrictions, whether it's endangered species or just the land management issues."

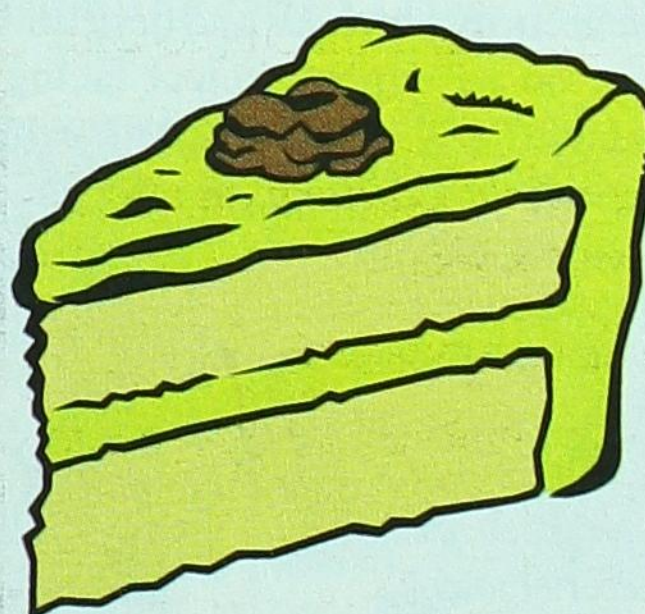
The meetings (a total of four throughout the year) are designed to bring everyone involved to the table, discuss the issues they are facing, share the solutions, if any, they find working and create a report to present to Capitol Hill.

"I think we've got an idea whose time has come," King said. "I don't think we're ever going to reach a final conclusion, but we're definitely in the early stages of bringing on some real changes."

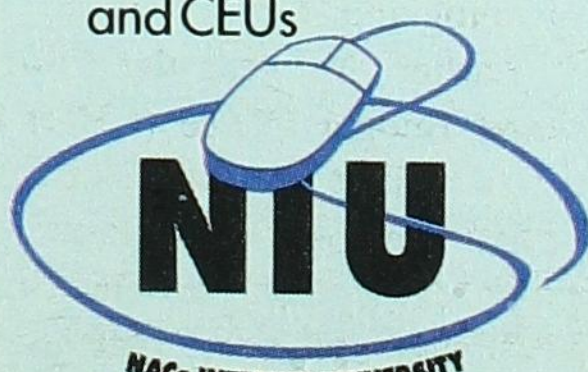
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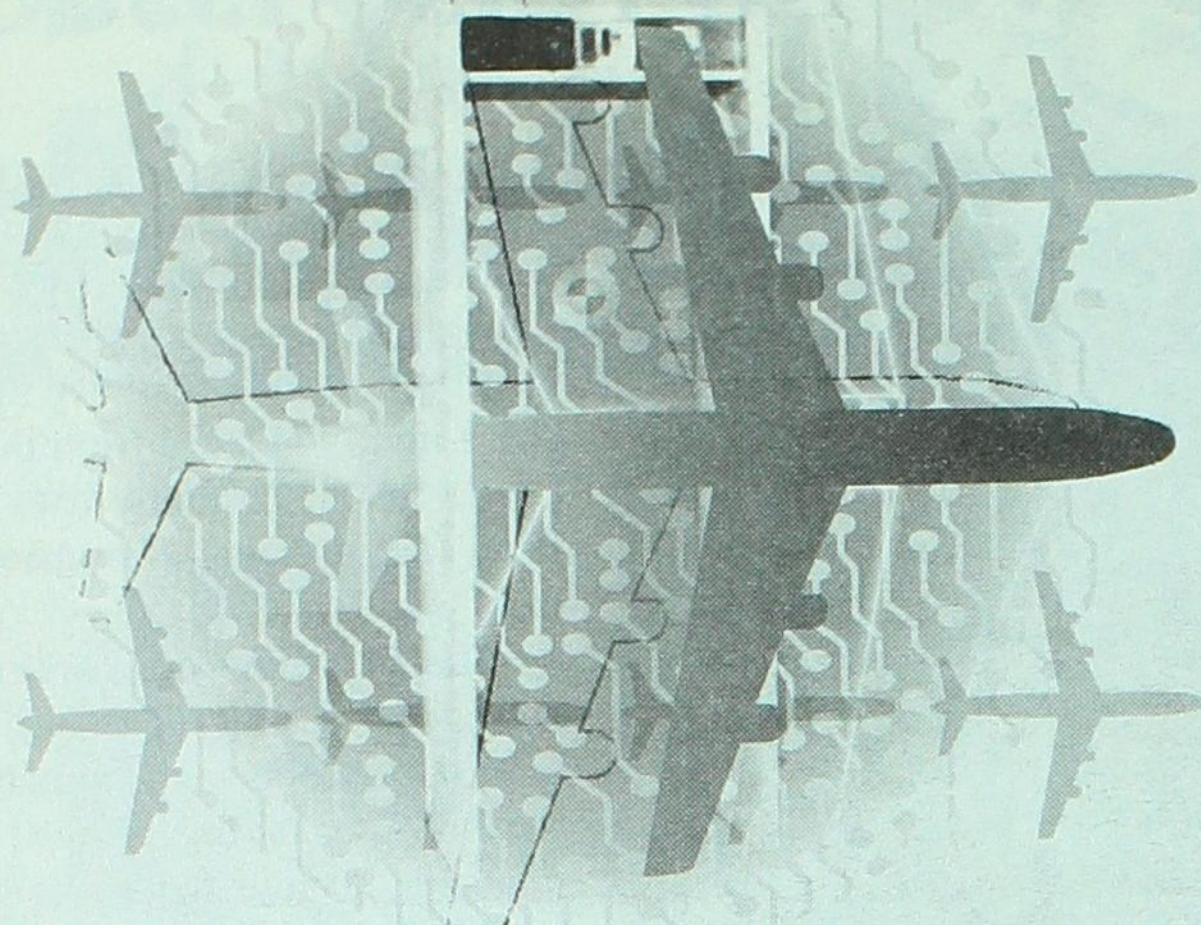


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## BILL *from page 1*

286-139, handing the House leadership and Bush a hard won victory.

The legislation is now headed for what will likely be a contentious conference with the Senate, which previously passed its version, S. 1447, by a 100-0 margin.

In a letter, NACo strongly urged the conference committee to come to a quick resolution and "...enact legislation to reassure the public that air travel and airports are safe."

Among other items, the letter encouraged Congress to act quickly to appropriate the allocated funds to assist financially burdened airports, and stressed the need for all airports to have flexibility in using Airport Improvement grants and Passenger Facility Charges to cover security costs.

The House conferees are Reps. Don Young (R-Alaska), John Mica (R-Fla.), Tom Petri (R-Wis.), Jimmy Duncan (R-Tenn.), Vernon Ehlers (R-Mich.), Jim Oberstar (D-Minn.), Bill Lipinski (D-Ill.) and Peter DeFazio (D-Ore.).

The Senate conferees are Sens. Ernest F. Holling (D-S.C.), Daniel Inouye (D-Hawaii), John D. Rockefeller (D-W.V.), John Kerry (D-Mass.), John Breaux, (D-La.), Byron Dorgan (D-ND), Ron Wyden (D-Ore.), John McCain (R-Ariz.), Ted Stevens (R-Alaska), Max Burns (R-Mont.), Trent Lott (R-Miss.), Kay Bailey Hutchison (R-Texas) and Olympia Snowe (R-Maine).

### Comparison of the two bills

While the bills clearly differ on who would do the screening, both require federal supervision, federal standards and federal requirements for screeners in terms of education, qualifications and training.

The House bill places responsibility for the oversight of screening in the U.S. Department of Transportation,

while the Senate bill puts it in the Justice Department. Both bills impose a \$2.50 security user fee paid by passengers to finance screening as well as increasing armed air marshals on flights.

In terms of assistance to airports, the House bill would authorize \$1.5 billion for FY02-03 to reimburse airport operators and local governments for security requirements.

The bill would also allow Airport Improvement Program (AIP) grants to pay off bonds for certain airport projects if the U.S. Transportation Department deems it necessary to prevent default of that bond. The bill also allows AIP funds to be used for specified security purposes at non-hub and small airports.

The Senate bill authorizes such sums as may be necessary to reimburse airport operators for security mandates imposed by the Federal Aviation Administration. It also permits limited use of AIP funds for security and allows for expedited processing of Passenger Facility Fee (PFC) security-related requests.

NACo supports permitting all airport operators to use AIP grants for security purposes and debt service on an airport project facing default. NACo also supports permitting all airports to use the proceeds of PFC to be used for security purposes.

One very controversial provision in the House-passed bill would extend liability protection to a number of entities arising from the Sept. 11 terrorist attacks.

American and United airlines were granted this protection in the airline bailout bill. H.R. 3150 would extend this protection to companies and governmental units such as Boeing, GE, Pratt and Whitney, and the Port Authority of New York and New Jersey, the fire and police departments of New York City and Boston's Logan Airport.

## HOMELAND

*from page 1*

adoption by the NACo Board of Directors at its fall meeting later this month. In the meantime, the policy package has been presented to Tom Ridge, director, White House Office on Homeland Security.

Following are the security recommendations presented.

Policy Agenda to Secure the People of America's Counties

### • Public Health

#### 1. Fund the Public Health Threats and Emergencies Act

Congress should provide adequate funding for the Public Health Threats and Emergencies Act. An appropriation of a minimum of \$1.8 billion is needed to implement the law fully and effectively, with at least \$835 million dedicated to building and maintaining local and state public health preparedness and infrastructure.

#### 2. Improve the Health Alert Network

The Centers for Disease Control-Public Health Practice Program, the CDC office that best understands local dynamics, should continue to coordinate and communicate with county health departments, including a focus on improving the Health Alert Network and on assistance with technological upgrades for county health departments.

#### 3. Ensure an Adequate Supply of Vaccines and Antibiotics

The federal government should ensure an adequate supply of appropriate antibiotics, vaccines and other relevant medications and medical supplies, to be made available to counties and other local communities in a timely manner as part of the stockpiled push packages administered by the CDC.

#### 4. Develop a National Policy to Prioritize Medical Treatment

The federal government should develop a national policy to prioritize, in the case of a public health emergency, who gets treated first under what circumstances when demand for treatment exceeds supply.

#### 5. Train Health Personnel

Public and private sector health personnel should receive adequate training to manage public health emergencies, in cooperation with federal, state and local governments. While specific training relative to bio-terrorism is needed, general competency building in public health is also needed to assure that the workforce is fully prepared.

#### 6. Ensure that Adequate Medical Surge Capacity Exists

The federal government, in cooperation with state and local governments should ensure that the medical surge capacity needs associated with events of mass casualties can be met, particularly in communities that serve as regional medical centers.

### • Local Law Enforcement and Intelligence

#### 7. Authorize a Local Anti-Terrorism Block Grant

Congress should enact a new local anti-terrorism block grant at a minimum of \$3 billion to comprehensively fund county and municipal law enforcement and public safety agencies and programs. Funding decisions under the block grant should be made countywide as an outgrowth of the existing "all hazards" emergency management planning process.

#### 8. Include Counties in Anti-Terrorism Task Forces

The Justice Department should expand the composition of its newly created law enforcement Anti-Terrorism Task Forces to specifically include elected representatives of county and other general purpose local governments. Security clearance should be provided to county officials for intelligence information commensurate with their responsibilities.

### • Infrastructure Security

#### 9. Reimburse Counties for Airport Security Costs

Congress should enact an airline security bill immediately, to provide county-owned and operated airports with federal reimbursement for additional costs of security measures mandated by the federal government. In addition, the federal government should assist airports in financing security measures by allowing flexibility with the Airport Improvement Program, Passenger Facility Charges, and tax exempt bonds.

#### 10. Assist Ports and Transit Systems in Financing Security Measures

The federal government and state governments should provide assistance to counties for securing ports, transit systems, commuter rail and freight rail systems.

#### 11. Help Localities Secure Public Utilities and a Safe Water Supply

Congress should authorize funds for drinking water systems and other public utilities, large and small, to conduct physical vulnerability assessments and emergency planning.

Additional research should be conducted into the threats to water and sewer systems and other public utilities and the development of methods and technologies to prevent and respond to attacks.

#### 12. Include Security in Infrastructure Development

The federal government and state governments should evaluate threats and consider security as a criterion in the funding and development of new infrastructure, including physical infrastructure (such as transportation, schools, flood control and water systems) and cyber infrastructure. Security measures associated with the development of infrastructure should be eligible for federal funds.

#### 13. Reimburse Counties for Securing Federal Facilities

The federal government should reimburse counties for the local public safety and law enforcement costs associated with requests to provide security to federal installations and federally owned infrastructure within their jurisdictions.

### • Emergency Planning and Public Safety

#### 14. Train County Officials to Prepare for and Respond to Acts of Terror

Federal, state and local governments should collaborate to train first responders to respond to acts of terror, utilizing and expanding upon existing training facilities and opportunities to their fullest extent. Curricula also should be established for the specific purpose of training elected county officials and other representatives of general-purpose local governments. A standard, core set of competencies should be developed.

#### 15. Assist Public Safety Communications Interoperability and Interference Issues

The federal government should assist counties in obtaining additional spectrum as soon as possible to address interoperability and dead zone problems created by congestion and interference with commercial services. In the event of a disaster or terrorist attack, all first responders should have access to a common set of frequencies that can be used to communicate between agencies. To make this effective, particularly if the federal government chooses to use the 700 MHz band and digital communications, financial assistance should be provided to ensure that counties can afford to use this new technology.

#### 16. Establish a Public Communication Network

A communication network capable of delivering information in a timely manner between the federal government, state and local governments, and the general public should be established.

(For more information, contact the NACo Legislative Affairs staff at (202) 393-6226, or visit NACo's website at [www.naco.org](http://www.naco.org).)



# Counties and Homeland Security

Photos by Tom Goodman

## Task force delivers strong message about county role in homeland security to feds

By BEVERLY SCHLOTTERBECK  
EXECUTIVE EDITOR

If you're on the ground responding to terrorist attacks — whether by plane or by anthrax — the last thing you need are issues of command and control, mismatched equipment and threats of lawsuits. And the first things you need are well-established partnerships, networks, support and local control.

If there were messages to be delivered to federal officials attending the all day meeting of NACo's Homeland Security, these were the clearest ones.

In a fast-paced, focused environment, the 43 members of NACo's task force, meeting in Washington, D.C. Oct. 26, heard from, asked questions of, and made suggestions to a parade of presenters, who covered everything from emergency preparedness, to public health, law enforcement and airport security.

Secretary of Transportation Norman Mineta and White House Office of Homeland Security Director Tom Ridge were among several top Administration officials who addressed task force members. Mineta urged support for the House Republicans' bill on aviation security, observed that trucks offloading commercial transport planes like UPS and FedEx are not being adequately screened before they drive onto the tarmac and said he favors using laid-off airline pilots as air marshals.

Gov. Tom Ridge said the

country's emergency preparedness system is sound, "but we'll have to work together to improve it." He said there will be an expanded role for FEMA (Federal Emergency Management Agency) and a revision of its mission, which was designed for the 20th century and "Mother Nature." He assured members "that [they] will be partners and included in every step of the way."

More specifically, Ridge announced his intention to form a state and local government committee to advise his Office of Homeland Security.

White House Intergovernmental Affairs Director Ruben Barrales offered to carry questions and suggestions about emergency preparedness to a special working group at the White House, the Domestic Consequences Policy Committee — "the most effective, red-tape cutting group I've ever seen."

### Lessons learned

Also on hand to brief task force members were front line responders like Capt. Mark Penn, deputy coordinator Emergency Services, and Assistant Chief James Schwartz of Arlington County, Va. who were on the ground after the Pentagon attack, and Robert A. Full, emergency services director, for Allegheny County, Pa.,

See **TASK FORCE** on page 9



Task force members heard from a panel of emergency management experts during the course of their meeting. Pictured here, fielding questions from the task force are: (at podium) Elizabeth Armstrong, executive director, International Association of Emergency Managers; and (rear), Trina Hembree, executive director, National Emergency Management Association and Robert Full, Allegheny County Pa. Emergency Services director.



(l-r) Task Force members, Carole Moehrle, North Central Health Department, Nez Perce County, Idaho and Joe Murray Rivers, commissioner, Chatham County, Ga. discuss results of a recent survey on public health preparedness for bio-terrorism with Patrick Libbey, president, National Association of County and City Health Officials.



NACo President Javier Gonzales (r) welcomes White House Office of Homeland Security Director Tom Ridge.



Chris Hart, commissioner, Hillsborough County, Fla., questions emergency management panelists. Also pictured: (l-r) Robert G. Greer, commissioner, New Hanover County, N.C.; Donald Stilwell, county manager, Lee County, Fla.; and Jean Michaels, commissioner, Olmstead County, Minn.



# Counties and Homeland Security



NACo Executive Director Larry Naake (l) sketches NACo policy proposals with White House Intergovernmental Affairs Director Ruben Barrales.

NACo President Javier Gonzales (r) explains homeland security needs to NACo corporate partners George Boinis, Motorola Corp. (l); and Richard Leadbeater, ESRI.



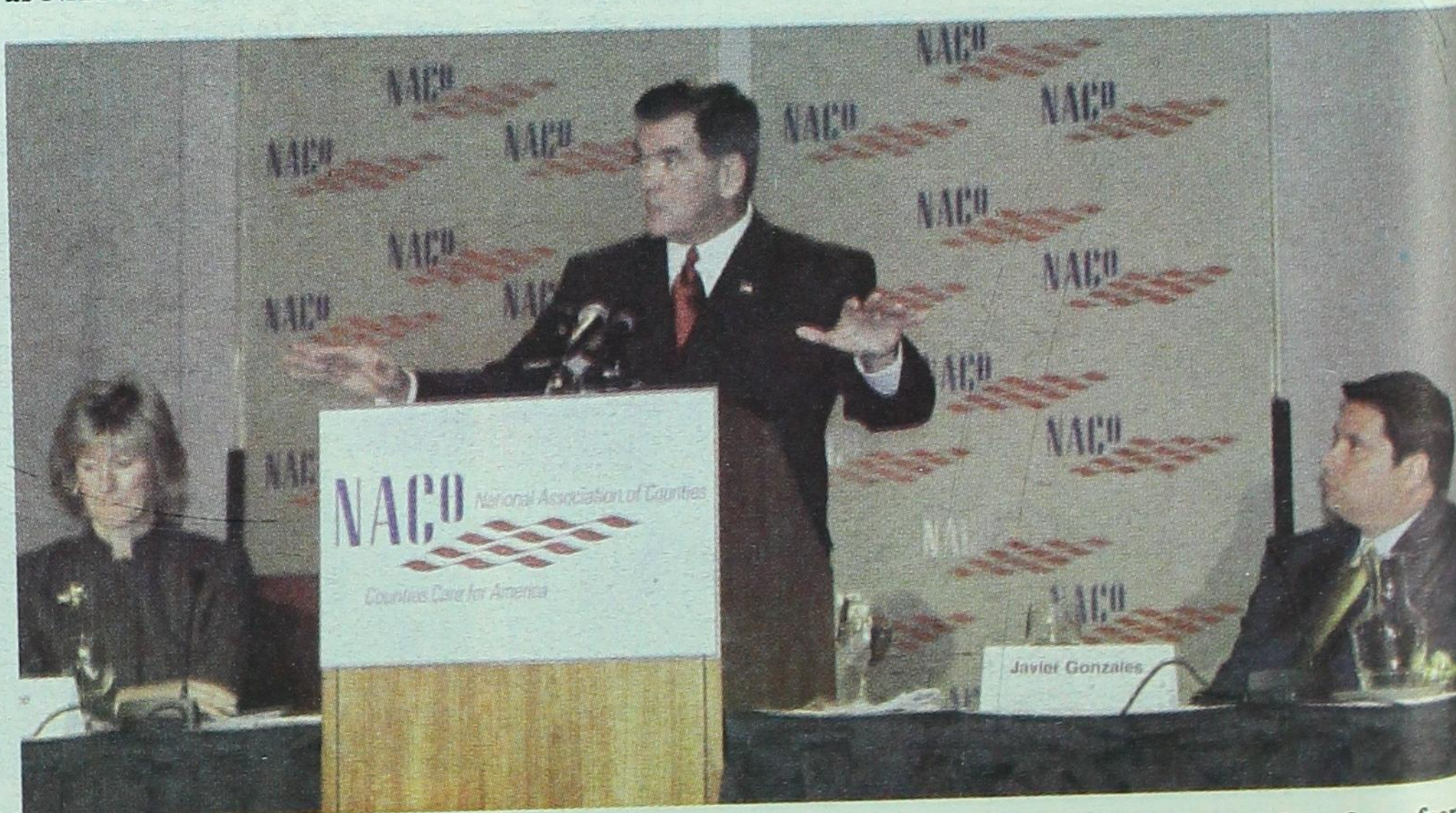
White House Office of Homeland Security Director Tom Ridge (l) takes notes on presentation given by Hank Blackwell, fire marshal, Santa Fe County, N.M. Blackwell was one of five task force members who made formal presentations about the county role in homeland security to Gov. Tom Ridge.



James Cadue, Monroe County, Pa. commissioner, questions Deputy Attorney General Larry D. Thompson as NACo President Gonzales and Executive Director Larry Naake look on.



During his remarks before the task force, U.S. Secretary of Transportation Norman Mineta said it would be a "very long time" before general aviation is allowed at Ronald Reagan National Airport in Washington, D.C.



Gov. Tom Ridge told task force members, "The president wants us to plant a flag of freedom from fear." Pictured with Ridge are NACo Immediate Past President Jane Hague and President Gonzales.



# Counties and Homeland Security

## TASK FORCE

from page 7

whose 13-member county team assisted at the crash site of United Airlines Flight 93 in Somerset County, Pa. on Sept. 11.

To a person, these speakers stressed the importance of close cooperation and mutual aid pacts among local jurisdictions. Allegheny County is the lead agency for the 13-county emergency preparedness team in southwestern Pennsylvania. Team members share resources, purchase the same equipment and meet regularly.

Arlington County and other Northern Virginia jurisdictions operate on an "automatic aid" basis. Fire and emergency personnel can and do cross boundaries if the need arises without any red tape or fear of liability.

In his remarks, Gov. Ridge echoed the local responders' advice. "It's absolutely imperative that counties work as closely as possible with one another. We need to think carefully about how we integrate our capacities. ... I urge you to collaborate and integrate like you've never done before."

Other presenters on the public health and emergency management side said counties need to "drill, drill, drill" in order to hone their response to a terrorist attack. Both Arlington and Allegheny counties credited Y2K mock exercises and preparedness plans as critical to the effectiveness of their front line responses on Sept. 11.

Patrick Libbey, president of the National Association of County and City Health Officials (NACCHO), also warned of the high need for redundancy and back up for personnel and equipment.

### Lessons taken

Many speakers updated task force members on their agencies' or organizations' response to the events of Sept. 11. Here are just a few.

FEMA Deputy Director Michael Brown said his agency will increase training opportunities for local officials on their roles and responsibilities in the event of a disastrous event. The agency's general counsel is also reviewing the need for an overarching federal policy that provides immunity against lawsuits for responders operating in jurisdictions outside their own.

A NACCHO survey shows that while the public health system is in better shape than it was two years ago, the resource base remains thin. The median number of workers in local public health agencies is 13.

Trina Hembree of the National Emergency Management Association, which represents state level emergency managers, said their most recent studies show "We are not as unprepared as we may feel."

The task force will meet again on Nov. 28 in Santa Fe County, N.M. The meeting will focus on the role of technology in homeland security.

(For more information about NACo's Homeland Security Task Force, please visit NACo's Web site at [www.naco.org](http://www.naco.org).)



Task force members listen to presentation from Deputy Attorney General Larry Thompson. Pictured are (l-r): Marilyn Praisner, council member, Montgomery County, Md.; Charles Short, health and human services department director, Montgomery County, Md.; Patrice Bataglia, commissioner, Dakota County, Minn.; Ralph Ogden, sheriff, Yuma County, Ariz.; David Huffman, sheriff, Catawba County, N.C.; and John Foard, commissioner, Boise County, Idaho;



FEMA Deputy Director Michael Brown takes a question from Tony Giancola (r), executive director, National Association of County Engineers. Also pictured: NACo President Javier Gonzales (l) and Executive Director Larry Naake.



Robert Full, Allegheny County Pa. Emergency Services director, takes questions from the media after his presentation to the task force.



Assistant Chief James Schwartz, Arlington County, Va., details the role his county played as a first responder after the attack on the Pentagon. Schwartz was the primary incident commander at the Pentagon site. Capt. Mark Penn, (rear) who also spoke, held down command duty at the county's Emergency Operations Center.



## NEWS FROM THE NATION'S COUNTIES

### FLORIDA

**BROWARD COUNTY** is expanding its program that offers free disposal of electronics for residents. The program will now provide weekly drop-offs every Saturday at three different locations. The program, which started as a pilot project with just one drop-off site, collected more than 1,000 unwanted electronics from nearly 400 residents over a 10-week period from July to mid-September.

The electronics residents drop off are "de-manufactured" so the metals and plastics can be recycled or refurbished. Remaining components are disposed of in an environmentally safe manner. The county's Office of Integrated Waste Management is coordinating the program.

### GEORGIA

In an effort to prepare for the future by learning from the past, **DEKALB COUNTY** Chief Executive Officer Vernon Jones is initiating an historic gathering of the county's past CEOs for a roundtable discussion of the county's past and future.

Four past CEOs will join Jones on Nov. 14 to discuss the issues they faced while in office, the vision they had for the county and their accomplishments. The roundtable will also include a discussion on DeKalb's present climate and a direction for the future.

### IOWA

The **POLK COUNTY** Conservation Board was recently awarded the 2001 Wildlife Habitat Improvement Award from the Iowa Association of County Conservation Boards. This award was sponsored by the Iowa Division of Izaak Walton League of America and acknowledges the county's outstanding efforts in establishing habitat for wildlife. During FY2000, the county planted more than 12,900 pounds of prairie seed on 1,444 acres of public land. The planting in Chichaqua Bottoms Greenbelt was one of the largest plantings completed in Iowa.

### KANSAS

There's a lot of hot air blowing around **GRAY COUNTY** and that's a good thing. After years of exploring and compiling studies of the potential for wind farms, it is finally becoming a reality in southwestern Kansas with the development of the Gray County Wind Farm. Soon, 170 wind generators will be strung east to west across seven acres of county land.

The new wind farm is bringing money to the county in the form of new jobs and financial benefits to residents.

"It's incredible when you realize how the early stages of construction of the wind farm boosted the economy of Gray County," Donna

Johnson of Pinnacle Technology, Inc. told *The Garden City Telegram*.

"First there were about 150 construction jobs, plus the trucks and cranes that had to be rented and the yards and yards of cement. It was an economic boost, with tax dollars cycling within the county."

Some residents are already seeing the benefits of the project. Property owners have signed easements for the turbines to be built on their property, which will bring in between \$1,000 and \$2,000 in leasing income.

### MARYLAND

• In what could be the first of many legal battles over a proposed water treatment plant, a group of **CARROLL COUNTY** residents filed a complaint in circuit court questioning the legality of using water fees to pay for the \$14 million project.

To date, the county has authorized about \$1 million on the project for plant design and an access road.

The residents have hired attorneys who will ask for a constitutional review to determine the legality of the county's new water maintenance fee that they must pay to use the public water system. The fee, which is based on a property's road frontage, is in addition to quarterly water and sewer bills and property taxes.

County commissioners recently enacted the fee, which they say will pay for maintenance of the public water system in South Carroll, the county's most populous area and one that suffers from seasonal water shortages.

"If these fees are illegal or unconstitutional, we will do something else," Commissioner Donald I. Dell told *The Baltimore Sun*. "If the court says we are wrong, we won't challenge it."

State law permits maintenance fees on utilities, as long as they go toward upkeep of the existing system. Residents claim their tax dollars will pay for the new plant, and many are concerned the new plant will spur more development in an area coping with crowded schools and roads and inadequate services.

Dell, who remains committed to the new project, approved the fees on the advice of the county legal staff and its comptroller.

• As the economic fallout from events of Sept. 11 continues to mount, **PRINCE GEORGE'S COUNTY** Executive Wayne K. Curry submitted requests for funding to Maryland Gov. Parris N. Glendening and Rep. Albert Wynn (D-Md.).

The list submitted by Curry includes nearly \$3 million for hazardous material cleanup equipment and vehicles, \$2.8 million for additional disease control specialists, environmental sanitarians, community health nurses, as well as antibiotics and other

medical supplies, and \$4 million for a decontamination center.

In addition to the biohazard-related monies, Curry also requested additional support for the county's public safety infrastructure, noting that the county police department needs to be on the same radio frequency as all the various municipal police departments.

### MINNESOTA

• By early 2002, they'll be asking "Paper or plastic?" when the time comes to accept payment for many services in **DAKOTA COUNTY**.

The Board of Commissioners recently approved a policy that allows county government departments to accept payment by credit card from citizens.

"The new policy is driven by our customers. We know that credit and debit cards are more convenient for customers, and they'd like the same options available from governmental bodies that private businesses offer to consumers," Commissioner Patrice Bataglia said.

The new system will increase the certainty and speed of payment to the county and reduces check processing and cashiering costs. While the county has long accepted credit card payments for property taxes, court fees and parks facilities reservations, the new policy will create a standard set of procedures across county government.

• On Oct. 30, the **HENNEPIN COUNTY** Board of Commissioners approved a package of security measures designed to provide a higher level of safety and security for county facilities. The board also created the Hennepin County Readiness Assessment Committee, to better coordinate security and readiness activities with first responders and other federal, state and local jurisdictions.

The proposed security measures follow briefings by county officials with the FBI, the Hennepin County Sheriff's office and security consultants. The new security measures include approximately \$875,000 in immediate costs and an increase in the proposed 2002 capital budget of \$2.7 million.

### MISSOURI

Members of the **JACKSON COUNTY** legislature, the county executive and sheriff and county prosecutor all recently met with Missouri Gov. Bob Holden's new Homeland Security Advisor, Col. Tim Daniels. During the meeting, Daniels briefed the group on his job responsibilities and advised how Missouri should proceed in this time of heightened awareness. Daniels also informed those in attendance of what the county governments can do to increase security measures during this time.

County Executive Kathryn Shields invited Daniels to the county shortly after his appointment in order to make sure the safety needs of county residents are met. Shields called for the creation of a group composed of representatives from all area local governments, to focus on a coordinated security effort for the entire region. The group would perform a security assessment and help with coordinated crisis management efforts in the unlikely event of an attack in the Kansas City area.

### NEW YORK

**SUFFOLK COUNTY** recently became the first county in the nation to approve a living wage.

By a vote of 16-2, the county legislature overturned the county executive's veto that would have prevented the county from requiring companies doing business with the county to pay their workers a living wage of at least \$9 an hour.

The passing of the bill means companies with county contracts must pay their employees \$9 an hour with health insurance or \$10.25 without insurance, adjusted for inflation. It provides exemptions for nonprofit agencies. The law is scheduled to go into effect in July 2002.

### NORTH CAROLINA

In order to better define and manage its active surveillance of public health, the **MECKLENBURG COUNTY** Health Department is beefing-up its communicable disease control staff and working more closely with area schools and daycare facilities.

The department has reallocated a nursing position to its communicable disease control staff. The move is just the most recent development in an ongoing effort to monitor public health for patterns in illness and absenteeism that would indicate a need for active surveillance or intervention.

Part of the new position will be to monitor public health data for clusters or trends that may indicate a need for a greater level of surveillance or treatment. Health Dept. epidemiologists and information services staff is working with area schools to identify similar trends.

### OREGON

With terrorist attacks on the United States no longer a "what if," officials in **LANE COUNTY** are determined to be ready to respond to terrorism if it comes to the county.

Sheriff Jan Clements and Eugene Mayor Jim Torrey are organizing a Lane County "security preparedness summit" for all local mayors, city managers, police chiefs and fire chiefs.

The meeting is planned for sometime before Thanksgiving. The meeting will cover everything from where

to get suspicious substances tested for anthrax, to how soon to expect the arrival of federal help after an attack to how to pay for any health and/or security fortifications that summit participants decide are prudent or necessary.

According to an article published in *The Register-Guard*, the city of Eugene and the county have yet to write a specific terrorism response plan to add to emergency operations manuals.

"We haven't had the resources or commitment to do good solid emergency preparedness work," Clements told the paper. "We've got the responsibility without the tools needed to do the job."

### VIRGINIA

As the fundraising events to help those victimized by the events of Sept. 11 continue, even organizations that are often the recipients of charitable donations are getting in on the giving act. Proceeds from several used book sales at **FAIRFAX COUNTY** Public Library branches will be donated to various Sept. 11 charities.

At press time, \$7,500 from various sales had been donated to several charities including the National Fallen Firefighters Foundation (founded by the Fairfax County Fire & Rescue Dept.), the American Red Cross and the Families of Freedom Scholarship Fund. Several sales are still ongoing and some are scheduled for the weeks to come so the \$7,500 is anticipated to increase.

### WASHINGTON

As the belt tightening increases across the country, counties are looking for different ways to increase their revenues without increasing taxes. In **SNOHOMISH COUNTY**, the county is aggressively going after the monies they are legally entitled to.

For 2001, efforts in areas of sales tax auditing and corrections federal reimbursements will generate over \$1.3 million that they otherwise would not have received.

The county found it was not requesting reimbursement from the Department of Justice for housing aliens, nor were they collecting dollars from Social Security for incentive reporting. The county anticipates receiving \$283,200 from the Dept. of Justice this year and \$25,000 from the Social Security Administration annually.

In addition to going after the federal funds, the county also plans to audit retail sales to make sure it is receiving all the money it should. The county is also going over taxes for the Department of Licensing and construction sales tax to make sure they are receiving every dollar owed.

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



# THE H.R. DOCTOR IS IN Hysteria 101

There is a concept in psychology that can be quite valuable to public sector managers, and in particular to elected officials, county and city managers, and HR professionals. The concept refers to the *Locus of Control*.

The concept involves degrees of control over an individual's life events, behaviors and outcomes. On one end of the scale is an external locus of control. On the other end is the internal.

Not surprisingly, people at either extreme of the continuum should most likely report to the nearest employee assistance program. We cannot completely control the events in our lives. To one degree or another we are all prisoners of circumstances. We cannot absolutely guarantee our own or our colleagues safety at work. Nor can we control the traffic congestion or the actions of a drunk driver approaching the same intersection we are approaching.

On the other hand, I can make decisions about whether I will wear

a seat belt or a helmet before riding a motorcycle, or drive a car with front and side air bags. I can control

private conversation with my children and my spouse. The list of choices I personally can make to be

highly communicable illness. It doesn't even require the seven to 21 day incubation period of anthrax,

Sir Rudy — with his excellent demonstration of leadership and communication of hope in the weeks following the Sept. 11 attacks on America. Learn from the injections of trust and hope offered by President Roosevelt or Winston Churchill in the darkest days of the Depression or World War II.

Help colleagues understand that in many areas they are in control of their own destiny. Be loud in making sure the organization is responding to employee concerns about security.

Conduct a security study and share the results as well as the fact that the organization cares and is being proactive. Respond rapidly to complaints — especially those of a workplace violence and sexual harassment nature, which could cause high liability and morale trouble if not promptly and effectively handled.

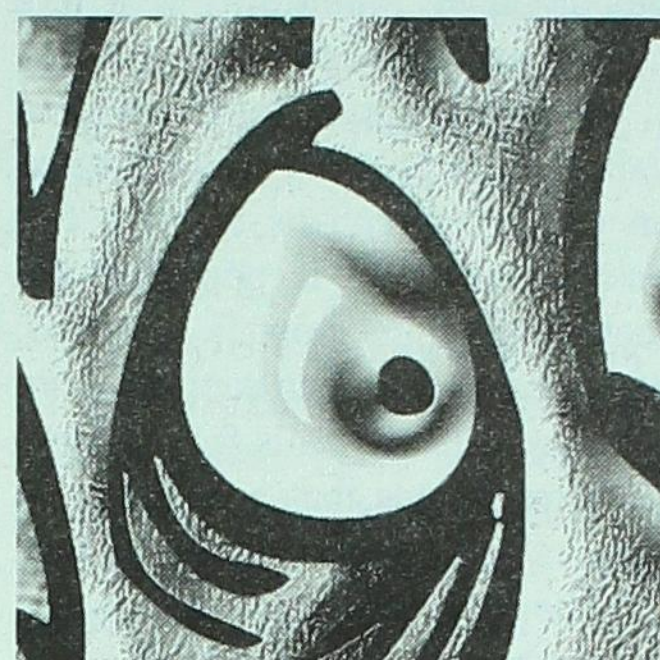
The best — perhaps the only — effective response to hysteria is the courage of effective, active and visible leadership. Those who would hurt us or interrupt our lives will not succeed if we appreciate that we are very much in command of our own lives.

Eleanor Roosevelt said it better. "No one can make you feel inferior without your permission." Perhaps, if 270 million Americans all recited the famous lines of William Ernest Henley's poem *Invictus*, in unison, the sound and the impact will deafen Osama Bin Laden and his associates. "...I am the master of my fate...I am the captain of my soul."

Perhaps the magnitude of the sound will also help convince more of us to accept that we can build and keep a great nation by actively seeking responsibility and accountability rather than by retreating!

The HR Doctor wishes you peace and accountability!

Phil Rosenberg  
[www.hrdr.net](http://www.hrdr.net)



*The breeding nutrient for the growth of hysteria is an overly external view of life.*

whether I smoke or drink and whether I exercise or have regular check-ups. I can choose to spend less time watching Jerry Springer or wrestling and spend more time in

more in control of outcomes in my life is impressive.

That makes it all the more sad to consider the observation that the pendulum seems to be swinging more to the external locus side.

It is clear — at least to the HR Doctor — that this generation has significantly improved its performance when it comes to the volume and intensity of whining, the tendency to self-identify as a victim, and the "search for a scapegoat" — someone else to blame for what has happened or not happened to me! These trends move us away from accepting personal responsibility for our own actions.

The retreat from responsibility affects public administration — and society in general — in several ways. While retreating, it's hard to move forward and make progress. Systems, rules, and practices tend to become more entrenched and resistant to change and innovation. Managers seek the safety of defending the status quo instead of seeking out opportunities to make positive improvements.

This is the realm of the incrementalist or of the auditor — reviewing what has been rather than what could be. While retreating from accountability and risk taking, a manager cannot effectively evaluate, coach or develop the work performance and behavior of others. The need for risk taking is an absolute necessity in improving an organization just as it is necessary in personal growth and in making scientific progress.

The HR Doctor's main objective in this article, however, is to comment about another, and perhaps the most serious impact of the external locus. This impact is a

small pox or other bio-terror. There is also no vaccine. The malady is our increasing vulnerability to the dreaded disease of hysteria.

It is self-inflicted and can spread rapidly. It can be induced by a terrorist appearing on television. It may be induced by over-zealous media practicing the "art" of choosing which stories to broadcast...and broadcast...and broadcast again based on the producer's maxim "If it bleeds, it leads!" In fact, rumor unchallenged by fact, is also a major cause.

The breeding nutrient for the growth of hysteria is an overly external view of life. "There's nothing I can do. I will be a victim. It's not or never my fault." These are the cries of the hysterical!

While a hysteria vaccine eludes us, there clearly are effective treatments available to the manager! The first is not to become a "carrier" by allowing rumor to stand unchallenged — or unconfirmed. Communicate honestly, rapidly and frequently. Even if the news is bad or difficult. Learn from the great HR Mayor Rudy Guiliani — make that

## NACo ON THE MOVE

### NACo OFFICERS / COUNTY OFFICIALS

On Nov. 6, Cuyahoga County, Ohio Commissioner **Jane Campbell** was elected the first female mayor of Cleveland. Campbell, a NACo board member, has been an active member of the Association, chairing the Labor and Employee Benefits Steering Committee in 1999 and 2000 and currently serving as the chair of the NACo Welfare Reform Task Force. She also served as a member of the LUCC Steering Committee, the Membership Committee and was vice chair of the Human Services and Education Task Force in 1998.



Jane Campbell

### NACo STAFF

On Oct. 25-26, **Steve Swindeman**, managing director of NACo's Financial Services Center, attended the Iowa State Association of Counties Board of Directors meeting in Des Moines. He presented the NACo FSC programs; the deferred compensation program and the election volunteer program.

### UP AND COMING

- **Kaye Braaten**, NACo county services representative, will attend the Va. Association of Counties conference in Bath County (Hot Springs), Va. Nov. 11 and 12.
- NACo Membership Coordinator **Josh Fudge** will attend the Kentucky Association of Counties Conference in Daviess County (Owensboro), Ky. Nov. 13-15 and the Kansas Association of Counties annual conference in Sedgwick County from Nov. 17-19.
- **Andrew Goldschmidt**, NACo director, membership and marketing, will be at the Missouri Association of Counties Nov. 18-20, in Miller and Camden counties (Osage Beach), Mo.

# County News

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## RESEARCH NEWS

## Is It Private Or Not?

As a county employee, you have a computer on your desk that you use daily to conduct your work for the county. You must respond to e-mails from constituents and use the Internet to process certain activities as part of your daily job responsibilities. You also use your computer for a little personal business now and then. Can you expect that these personal transmissions are private?

It depends to some degree where you are. And what you are saying or sending.

In Marin County, Calif. no county equipment may be used to display, transmit, or in any other way to facilitate exposure or knowledge of potentially offensive material.

The county's regulations acknowledge that employees may use equipment for personal purposes but are required to secure their supervisor's permission before doing so.

The policy goes on to say that no employee using county property or equipment can expect exclusive privacy. This policy applies to e-mail accounts, electronic files, hard copy files and a file of Internet sites visited.

Today's technology allows every county employer to monitor every activity conducted by its employees, but how far can they go?

The Privacy Clearinghouse recently published a fact sheet on workplace privacy. This fact sheet raises some of the most common questions asked about employees' expectations of privacy for workplace communications.

The fact sheet points out that while employers want to know if their employees are doing a good job, employees don't want their every move monitored. Therein lies the conflict.

Employers, through the use of modern technology, can monitor just about everything that an employee does from telephone calls, computer terminals, e-mail and voice mail and where they have been on the Internet. Whether the employer does this or not is largely based on what the county policy on privacy says.

#### Can my employer listen in on my phone calls at work?

Yes, and in most cases this monitoring is for quality control or to measure the level of customer service being provided. In some states, such as California, the law requires that if the call is between parties who are in California a beep or a recorded message must play to inform the

participants they are being monitored. Federal law, which governs most out-of-state calls, does allow unannounced monitoring if it is a business-related call.

The exception is for personal calls. Under federal case law, when an employer realizes that the call being monitored is personal, the monitoring must stop. If, however, employees have been cautioned not to make personal calls from certain business phones, they accept the risk their calls may be monitored.

The clearinghouse suggests using a personal cellular phone, a pay

phone or an employer-designated phone for personal calls to ensure your privacy.

#### Can my employer look at what is on my terminal while I am working?

Employers can use computer software that allows them to see what is on the screen or stored. They can also monitor Internet usage. Since county employers usually own the computers, they are free to monitor how they are being used.

Some protection from monitoring can be found in certain union contracts, which often limit the employer's monitoring. Public employees may also have some privacy rights under the United States Constitution through the Fourth Amendment, which safeguards against unreasonable search and seizure.

#### Can I tell when my terminal is being monitored?

Generally no, but some employers will notify employees that monitoring is taking place.

#### Is my e-mail private?

Generally, no, because the employer owns it and can review its contents.

#### What about my voice mail?

The same is true. Several recent court cases upheld the employer's right to monitor voice mail.

#### I have deleted all of my personal messages from my computer, am I OK now?

Probably not, even after messages have been deleted, they are often permanently saved on magnetic tape.

#### I am using the feature in my e-mail that marks them as "private," so I am OK, right?

Probably not, because there is no guarantee your messages are kept confidential, unless the county electronic mail policy says these messages will be kept private.

#### My employer has made promises about keeping certain things private, so I can hold them to it, right?

No. However, if the employer has a formal policy communicated through employee handbooks, memos or contracts and it is a formal policy concerning employee privacy, the employer generally must honor that policy, unless it is in a case of wrongdoing.

Counties across the country are facing this sticky issue of meeting their needs and respecting the privacy of their employees.

Washington County, Ark. adopted a computer usage, electronic mail and Internet security policy that states:

"Washington County is committed to protecting the rights of its employees, including their reasonable expectation of privacy. However, Washington County also is responsible for servicing and protecting its electronic communications networks. To accomplish this, it is occasionally necessary to intercept or disclose, or assist in intercepting or disclosing, electronic communications. Washington County cannot guarantee that electronic communications will be private."

This policy goes on to say that for statistical purposes, the county will routinely log Web sites visited by employees, the time spent on these Web sites and the traffic levels. Its stated purpose is to determine expansion needs in order to maintain optimal system conditions.

Other counties, including Alamance County, N.C. and Polk County, Wis., have adopted policies and notified their employees in writing, sometimes requiring a signature of acknowledgement, that there is no expectation of privacy.

What is the policy in your county? More and more cases are being brought about employees' privacy rights. The American Civil Liberties Union recently produced a legislative kit on Workplace Rights and Electronic Monitoring that can be found at [www.aclu.org/issues/worker/legkit2.html](http://www.aclu.org/issues/worker/legkit2.html).

For a copy of the Privacy Rights Clearinghouse Fact sheet go to [www.privacyrights.org/fs/fs7work.htm](http://www.privacyrights.org/fs/fs7work.htm) and as always, please consult your county attorney.

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



## Civic Education

#### Youth Town Hall Clark County, Wash.

In April 2000, the Board of Clark County Commissioners hosted their first Youth Town Hall in honor of National County Government Week. More than 60 high school students were invited to share their comments and questions with Commissioners Craig Pridemore, Betty Sue Morris and Judie Stanton.

The idea came about after a review of national surveys that people expressed a sense of disengagement from government and civic organizations. Most often, the adolescent/teenage years are when young people begin to develop skeptical attitudes about established institutions.

The town hall was seen as an opportunity to get students out in the field, role-playing with county staff, seeing county issues first hand and getting a handle on the complexities and trade-offs involved with community decision making.

The town hall event included a welcoming reception, bus tours around the county, a luncheon with the commissioners and other elected officials and the town hall meeting itself. A well-known anchorman for a local television station donated his time to serve as town hall moderator.

The bus tours were designed to give students a basic understanding about some of the environmental and structural issues facing the county. The tours focused on urban growth areas, transportation planning, saving trees within public rights-of-way and flood control.

The Youth Town Hall was funded by the Clark County Department of Community Services and was subsidized by Regal Cinemas (\$350 in movie tickets for students who completed evaluation forms) and Washington State University (\$390 for use of the lecture hall and two classrooms).

Ninety-six percent of student attendees rated the overall town hall as either good or great; 96 percent said the tours were above average; 98 percent said they felt that youth voices were listened to and treated with respect; and 96 percent believe they are more likely to get involved in the future.

#### Fire Rescue Public Information Program Broward County, Fla.

Broward County Fire Rescue (B.C.F.R.) developed a multifaceted public information program to enhance communications with key constituents. B.C.F.R. services six communities, an international airport seaport and all unincorporated areas serving a resident population of nearly 180,000 persons.

A full-time public information officer administers the B.C.F.R. public information program. The program began with humble initiatives yet with the far-reaching goal of broadly disseminating prevention strategies via multiple media.

B.C.F.R. began by establishing a system of media notification. By contacting the media via pager, B.C.F.R. is able to rapidly disseminate incident information and briefings. This fast and accessible notification system helps B.C.F.R. maintain a close working relationship with the media.

A color brochure was created to explain the role of Broward County Fire Rescue.

The public information program also redesigned Broward County Fire Rescue's Web site from a stagnant document to a vibrant resource laden tool for key stakeholders of the organization.

The program also included "B.C.F.R. Trading Cards", a partnership with large national movie chains, a quarterly newsletter distributed to thousands of constituents and video service announcements.

The program has produced significant measurable results, including increasing the departments Web site viewing from a low of 11,850 quarter to 60,782 hits "per quarter." The B.C.F.R./MUVICO cinema partnership yields some 624,000 persons annually who are viewing public information messages for thirty seconds prior to each movie.

(Hats off to ... was compiled by Christina Crayton, research assistant and features 2001 NACo Achievement Award Winners. For more information, call (202) 942-4285.)



## FINANCIAL SERVICES NEWS

## NACo's Corporate Partners Make a Difference

The tragedies of Sept. 11 have become a true testament to the strength and resilience of our nation. By nature, Americans are a giving people. The response to the disasters in New York, Washington, D.C. and Somerset County, Pa. exemplifies our nation's generosity. Whether it was aiding in the rescue efforts, giving blood, or contributing to relief funds, the outpouring of support has been truly amazing. Americans have turned a large nation into a small community, and America's business community has taken an active role in making this possible.

NACo would like to thank all of the corporations for doing their part in rebuilding America. NACo is proud to surround itself with corporate partners that embody the American spirit. They have responded by providing assistance to communities devastated by these events. These are just a few of the examples:

### ● Nationwide Retirement Solutions

Nationwide Retirement Solutions, NACo's deferred compensation administrator, donated \$1 million to the American Red Cross Disaster Relief Fund to aid the victims of the terrorist attacks. "We made this gift on behalf of our more than 30,000 employees and agents across the country who have expressed their desire to help in the relief efforts," said Nationwide Chief Executive Officer W. G. Jurgensen.

### ● Office Depot

Office Depot, NACo's cooperative purchasing partner, donated bottled water and a total of \$755,000 to various charities. In addition, Office Depot will donate \$1,000 to the American Red Cross or United Way Disaster Relief Funds for each Office Depot store grand opening held during the remainder of 2001.

For employees called to active duty, Office Depot will — upon their return — either reinstate their previous job or provide an equivalent job. The company will also continue their vesting and pension accrual under Office Depot's benefit package.

### ● ESRI

NACo's premier technology member, Environmental Systems Research Institute (ESRI), which specializes in computer software and hardware for the collection, analysis, and communication of geographic information system (GIS) technology, assisted its users in New York City, Washington, D.C., and a num-

ber of government agencies with GIS support. ESRI's technical support group in California staffed a special 24-hour a day hotline to support the affected federal and local agencies.

### ● Steelcase

The Steelcase Foundation, a NACo cooperative purchasing partner, donated \$50,000 to both the Disaster Relief Fund of the American Red Cross and the United Way's September 11th Fund. They have also made a \$1 million donation to the American Red Cross. Steelcase also established a Special Response Team dedicated solely to respond to the needs of dealers and customers affected by the tragedy.

### ● W. W. Grainger, Inc.

Grainger, a NACo cooperative purchasing industrial supply company, donated \$1 million in cash and emergency supplies to aid in the rescue and recovery efforts. The supplies included more than 50 trailers of supplies loaded with respirator masks, steel-toed boots, hard hats, safety glasses and gloves to the affected areas both in New York and Washington, D.C. Branch 551, located just 2 miles away from "ground zero" in New York, remained open 24 hours a day to provide emergency supplies to response teams.

### ● IBM Corporation

NACo's premier technology member and cooperative purchasing partner, the IBM Corporation, donated \$5 million to the United Way September 11th Fund in cash, technology and technical assistance. In addition to the corporate pledge, IBM delivered Think Pads and desktop computers to the New York Red Cross operations center.

### ● Haworth Furniture

A NACo cooperative purchasing office furniture company, Haworth, formed Haworth United to Give Support (HUGS). To show their support for the victims, survivors, and heroes, Haworth and its employees donated \$1 million to the relief and recovery efforts. Haworth shipped office furniture — panels, desks, chairs and files — to the Pentagon. They also opened their offices, showrooms and warehouses in New York for those that need new work quarters.

### ● Microsoft

NACo's premier technology member, Microsoft, donated \$5 million to the United Way and New York

Trust's "September 11th Fund." Also donated were \$5 million in technical services to local, state and federal governments and nonprofits in the affected areas. The American Red Cross and Microsoft developed a Family Registration site to let people in the affected areas self-register with the Red Cross, allowing the organization to match those names with the thousands of inquiries received from family and friends.

Microsoft also participated in the development of the American Liberty Partnership, a Web site that allows people worldwide to donate money via credit card for relief efforts related to this tragedy.

### ● Hewlett-Packard

The Hewlett-Packard Company Foundation donated \$3 million to the American Red Cross and will match all employee donations up to an additional \$2 million. Hewlett-Packard, NACo's Premier Technology Member, also made equipment donations valued at more than \$300,000 to the Red Cross, the New York Attorney General's Office, the New York City Police Department and the New York City trauma unit.

### ● Verizon

Thousands of Verizon Communications employees worked around the clock to restore and maintain service to emergency personnel, government agencies, the financial markets and residences.

In recognition of the role cell phones and airfones played in the Sept. 11 attacks, Verizon and Verizon Wireless offered voice mail customers in the United States cassette recordings of messages they received from family and friends. Customers in lower Manhattan received a temporary replacement listing at no charge in Verizon's 411 Directory Assistance database.

Verizon also offered lower Manhattan free local and three-minute long distance calls. The Verizon Foundation donated \$8 million to the American Red Cross Liberty Disaster Relief Fund to help the victims and their families.

### ● 3M

NACo's corporate member, 3M, gave an estimated \$950,000 in products including respirators, reflective tape, hand sanitizer, hearing protection devices, grind shields and welding masks. 3M also donated \$250,000 to the American Red Cross and participated in the Sept. 11th employee match program.

### ● Coca-Cola Company

Coca-Cola announced a \$12 million contribution to the relief effort. NACo's Corporate Member also distributed more than 300,000 bottles of water and other products to rescue workers in New York.

### ● AT&T

The AT&T Foundation donated \$1 million to the American Red Cross and committed up to an additional \$300,000 in funds to match employees' donations. AT&T, NACo's Corporate Member, provided rescue workers with \$10 million in AT&T pre-paid long distance calling cards. It also gave lower Manhattan citizens and workers free AT&T long distance service from all payphones in the affected areas of New York City for the duration of the emergency. And, AT&T Wireless provided more than 2,000 wireless phones with unlimited service to relief workers and government agencies.

### ● Bell South

NACo's corporate member, Bell South, worked with FEMA to manage a 24-hour hotline in Atlanta. The hotline assisted rescuers with locating victims who had electronic communications devices. The call center recorded information from 4,000 people who received contact (via cell phone or pager) from potential survivors or knew of devices belonging to missing persons at the

World Trade Center. In addition to supporting FEMA's efforts, Bell South gave \$1 million to the American Red Cross.

### ● Eastman Kodak

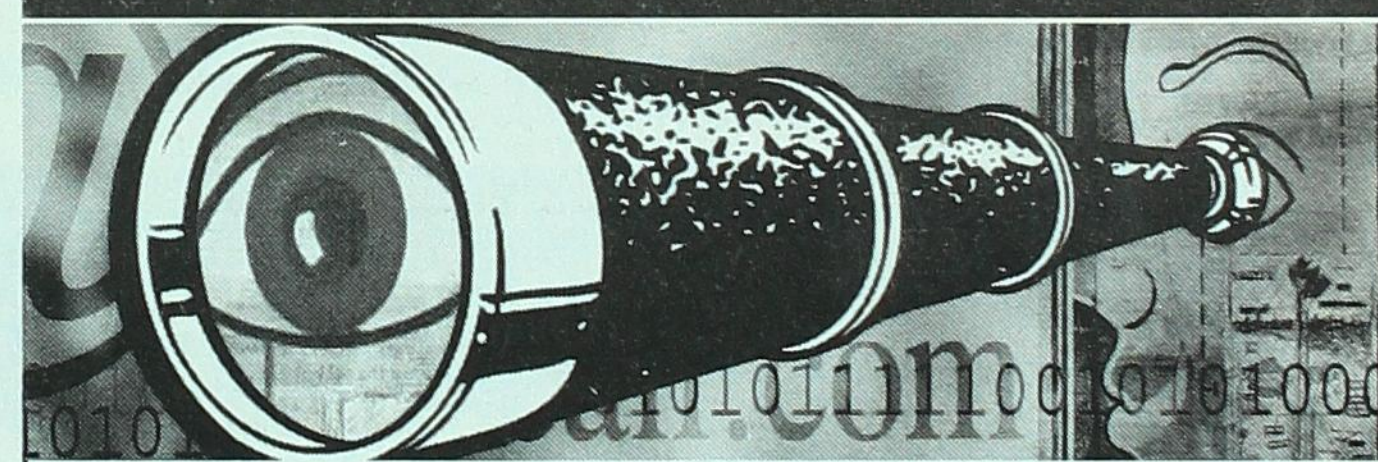
NACo Corporate Member Eastman Kodak Company donated \$2 million to the American Red Cross and ensured that badly needed medical x-ray film and other radiography products reached hospitals and medical centers in New York, Washington and Pennsylvania. Employees in the document imaging division delivered the necessary equipment and technical support to recover lost and damaged records.

### ● Anheuser-Busch

The Anheuser-Busch Foundation and the company's independent beer distributors donated \$8.4 million to various relief funds. NACo's Corporate Member also donated nearly 10,000 cases of canned water and more than 40,000 cases of energy drinks to aid rescue workers in New York City on the days following the attack.

*(If you are a NACo corporate partner and would like to share your company's response to the relief effort, please forward your story to Kandace Beamon, at [kbeamon@naco.org](mailto:kbeamon@naco.org) or fax to (202) 661-8876. Financial Services news was written by Kandace Beamon, marketing coordinator, NACo Enterprise Services.)*

## WEB WATCH



Visit any good sites?

Share your links!

Let us know...

(202)942-4210 Fax: (202)393-2630 E-mail: [cnews@naco.org](mailto:cnews@naco.org)



## NOTICES

### CONFERENCES

■ **Scenic America and Eckdo, Dean, Alston and William (EDAW)** will hold *Scenic Summit: Action for America's Communities, Countryside and Public Lands* April 21-24, 2002 at Adam's Mark Hotel, Denver, Colo. This national conference will focus on efforts to protect America's natural beauty and community character in the early 21st century. Participants will include landscape artists, political leaders, educators and community activists.

Specific strategies and recommendations to be discussed at the summit include bringing the visual environment to the forefront of public awareness, strengthening citizen action and expanding the scenic conservation movement and developing educational standards, curricula, accreditation, training and public awareness programs.

For more information on this summit, visit the *Scenic Summit* Web site at [www.scenicsummit.com](http://www.scenicsummit.com).

### PUBLICATIONS

■ **The Substance Abuse and Mental Health Services Administration (SAMHSA)** published *Mental Health, United States 2000*. The publication is a compendium of the latest information available on mental health services. Included in the report are predictions for the future of mental health services, information on refugee mental health services, co-occurring addictive and mental disorders, and mental health services in juvenile facilities. Copies of *Mental Health, United States 2000* can be ordered by calling the CMHS Clearinghouse at (800) 789-2647.

### OTHER RESOURCES

■ **The Financial Accounting Standards Board (FASB)** released *Financially Correct*, a video that answers questions on why high-quality financial reporting is so important to investors and the efficiency of the financial markets.

During the program, five authorities on financial reporting discuss the importance of and need for reliable, credible and comparable financial information and how it serves investors and the economy.

For more information on this video, contact Sheryl Thompson, manager, public relations; FASB at (203) 847-0700, ext. 268.

■ **The National Association of Government Communicators (NAGC)** is holding an open call for entries for their *2001 Blue Pencil and Gold Screen Awards*. The early deadline for entries is Nov. 15. The final deadline is Dec. 12. The awards recognize outstanding government communication projects and their producers. The competition is open to communicators for national, state, regional, county, municipal or other governmental entities and to private-sector communicators who have produced work for a government entity. Awards will be given to the government organization for which the work was produced. For more information or entry materials, contact Gaye Farris at (337) 266-8550 or [Gaye\\_Farris@usgs.gov](mailto:Gaye_Farris@usgs.gov) or Michael Sheward at (703) 691-0377 or at [ShewardNAGC@aol.com](mailto:ShewardNAGC@aol.com).

(Notices is compiled by Stacey Kennedy, editorial assistant)

## JOB MARKET/CLASSIFIEDS

### CITY MANAGER — CITY OF DUBLIN, OHIO

(Population: 31,392) **Compensation.** Salary and benefits are negotiable and are anticipated to be highly competitive.

Dublin, Ohio is a "high profile" rapidly growing northwest suburb of Columbus characterized by numerous large scale planned residential communities and major corporate headquarters. It began as a village in 1810 and became a city in 1987 and has developed into one of the most highly desirable, progressive and well planned communities in the United States. Through well managed growth, the City has preserved its historic past while building a uniquely beautiful community with a rich quality of life. In addition to its exceptional neighborhoods, Dublin is a successful and carefully planned suburban business center. The City continues to experience rapid residential and business growth.

Dublin is an evolving, fast-paced Council-Manager municipality with a strong service orientation. The City employs about 358 full-time and 400 seasonal employees and has a current general fund budget of nearly \$24.7 million and an all funds budget of \$89.7 million. The staff is excellent and the City is in outstanding financial condition. The City Manager reports to a City Council consisting of seven members of whom four are elected by wards and three are elected at large. The Mayor is elected to a two-year term by the Council. The current City Manager has been in the position since 1987.

Requires a visionary and experienced local government manager (or full breadth assistant) experienced with a quality and rapid growth community to include infrastructure/capital project financing and administration, economic development and community relations; skilled in City Council relations and staff leadership. Requires the equivalent of a Bachelor's Degree (Master's preferred) in Public or Business Administration plus significant, successful broad range management experience in a comparable local government.

Please send your resume by December 7, 2001 to:  
Robert E. Slavin, President  
SLAVIN MANAGEMENT  
CONSULTANTS  
3040 Holcomb Bridge Road  
Suite B-1  
Norcross, Georgia 30071  
Phone: (770) 449-4656  
Fax: (770) 416-0848  
e-mail: [rs1avin101@aol.com](mailto:rs1avin101@aol.com)  
Equal Opportunity Employer/  
Recruiter

### COUNTY ADMINISTRATOR — ESCAMBIA COUNTY, FLA.

(Population 302,454).

Located in Pensacola on northwest Florida's gulf coast; rich history is matched by the natural beauty of its beaches, vibrant business climate, and one of the single largest concentrations of military education and training in the world. The County has an annual budget of \$370 million and 1,015 employees under the Board of County Commissioners. Administrator reports to a five-member Board of Commissioners elected by district for four-year staggered terms. Chair appointed annually by commission; Administrator appoints all other non-elected county officers and manages their work. The County Administrator shall be qualified by administrative and executive experience and ability to serve as a Chief Administrator of the County and shall have had seven years responsible local government administration experience at department head/assistant department head level or any equivalent combination of training and experience; exceptional managerial & interpersonal skills with the ability to lead large complex organization. Desire experience in all aspects of county administration and operations, including Board/intergovernmental relations, budgeting, economic development, financial management, human resources, staff development programs. Ideal candidate is con-

sensus builder with the ability to work with a diverse range of people and personalities to achieve common goals. If you are interested in this outstanding opportunity, please send your resume by November 23, 2001 to Escambia County Board of Commissioners, P.O. Box 1591, Pensacola, FL 32597, Attn: Tom Forrest. EEO/ADA. Tel 850-595-4900. Fax 850-595-4908. E-mail: [tom\\_forrest@co.escambia.fl.us](mailto:tom_forrest@co.escambia.fl.us).

### COUNTY MANAGER — WASHINGTON COUNTY, N.C.

Washington County (pop 14,000, budget of approximately \$11.5 million, 110 full and part-time employees.) Manager serves as county's chief administrator and is directly responsible to five-member Board of Commissioners elected to four-year staggered terms. Bachelor's degree in public administration, business or related field required. Prefer at least three years of progressively responsible local government experience, including knowledge of state laws governing county administration. Proven ability to work with Commissioners, business, industry and community groups; demonstrated skills in fiscal planning and management, budget development, strategic and long-range planning; ability to work with the County community to promote an open, honest and objective atmosphere for policy-making and management, positive interpersonal relationships; strong communication skills; familiarity with current technology applications related to county government. Salary commensurate with experience and/or education. County residency required. Submit resume to Lois Askew, Clerk to the Washington County Board of Commissioners, P.O. Box 1007, Plymouth, N.C. 27962. Phone (252) 793-5823. Open until filled.

See MARKET on page 15

## The 2001 Edition NACo Publications Catalog

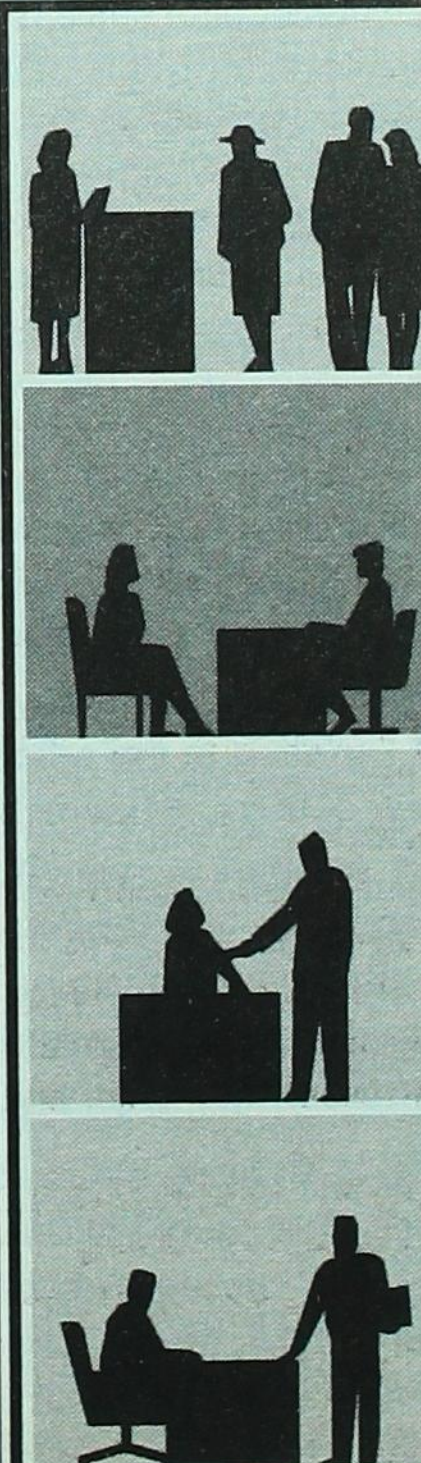
Information  
at your  
fingertips...

For a FREE copy of the 2001 NACo Publications Catalog, contact Stacey Kennedy at (202) 942-4256. The catalog is also available online at [www.naco.org](http://www.naco.org).

### 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.
- **E-mail advertising copy to:** [skennedy@naco.org](mailto:skennedy@naco.org).
- 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, contact Stacey Kennedy  
County News Job Market representative:  
Tel. (202) 942-4256.





## JOB MARKET/CLASSIFIEDS

### JOB MARKET from page 14

#### DEVELOPMENT SERVICES DIRECTOR — GAINESVILLE/HALL COUNTY, GA.

Development Services Department. (Population: 140,000-Hall County: 25,000-City of Gainesville). Competitive beginning salary negotiable depending on qualifications; excellent benefit package.

**Gainesville-Hall County, Georgia** is located 50 miles northeast of Atlanta on the shores of Lake Lanier and in the foothills of the Blue Ridge Mountains. It is a fast growing community with a treasured quality of life.

The Development Services Director reports to the Hall County Administrator and the Gainesville City Manager and is responsible to provide overall management to the City and County's combined Development Services Department. Functional units include a full range planning division and a building inspection division. The annual budget is about \$1.4 million and there are approximately thirty-five employees.

The successful candidate will be a visionary responsible for directing all community planning activities to ensure effective and efficient coordination of the comprehensive plan, planned growth and future land use, the zoning ordinance, and functions related to general code enforcement, residential, commercial, industrial building plan review, building inspection, and the issuance of a full range of building permits, certificates or occupancy.

**Requires** a Master's degree in planning or related field with at least five years experience in urban planning and development, including management level experience; experience in managing building services activities is strongly desired. **Send resume by December 17, 2001 to:**

Robert E. Slavin, President  
SLAVIN MANAGEMENT  
CONSULTANTS  
3040 Holcomb Bridge Road  
Suite B-1  
Norcross, Georgia 30071  
Phone: (770) 449-4656  
Fax: (770) 416-0848  
e-mail: [rslavin101@aol.com](mailto:rslavin101@aol.com)  
AN EQUAL OPPORTUNITY  
EMPLOYER/RECRUITER

#### DIRECTOR OF THE CENTURY II PERFORMING ARTS & CONVENTION CENTER — CITY OF WICHITA, KANS.

(Population: 350,000) Highly Competitive Salary and Benefits.

Wichita is the largest City in Kansas. Residents enjoy a central location, a diverse population, a stable economy and four distinct seasons. Quality of life amenities are excellent and the cost of living is very reasonable.

Wichita has a full service, stable Council/Manager government. The present City Manager has been in his position for over 16 years. The Century II Performing Arts and Convention Center is a downtown Wichita landmark. It offers 16.5 acres of covered floor space with 20 meeting areas and a 35K sq. ft. Convention Hall which

can seat 5,244. With the adjacent Exhibition Hall, this complex provides a total of 97,500 sq. ft. of exhibition space, a 2,178 seat concert hall and a full service kitchen.

The Director of the Century II Performing Arts & Convention Center is responsible to the City Manager for the overall operations of the Center including administration, promotion and scheduling/booking events. There is a staff of 30 and a budget of \$2.5 million.

Requires a Bachelor's degree in business or public administration and at least 5 years of progressive supervisory and administrative level experience in theater, auditorium or convention center management.

Send confidential resume **IMMEDIATELY** to:

Robert E. Slavin, President  
SLAVIN MANAGEMENT  
CONSULTANTS  
3040 Holcomb Bridge Road  
Suite B-1  
Norcross, Georgia 30071  
Phone: (770) 449-4656  
Fax: (770) 416-0848  
e-mail: [rslavin101@aol.com](mailto:rslavin101@aol.com)  
AN EQUAL OPPORTUNITY  
EMPLOYER/RECRUITER

#### DIRECTOR OF TRANSPORTATION COUNTY ENGINEER — DAKOTA COUNTY, MINN. Salary Range \$66,900-\$108,900.

Dakota County, Minnesota, is seeking a highly skilled individual to lead its Transportation Department. The Director of Transportation is responsible for: providing leadership in establishing and achieving a vision for meeting the multimodal transportation needs of a large, rapidly growing county; the overall management and operation of the Transportation Department, including long-range and strategic planning, development and administration, as well as personnel and labor management activities; and providing technical guidance in directing and evaluating the operations of the Transportation Department.

We are looking for Candidates with the following skills:

- Knowledge of engineering principles, techniques and laws involved in the design, construction and maintenance of County highways and roads.
- Familiarity with multi-modal transportation projects
- Skilled in planning, directing and coordinating diverse projects.
- Ability to establish effective working relationships with elected officials, city officials, community groups and citizens.
- Excellent interpersonal and communication skills

#### Requirements:

- Bachelor's degree in Civil Engineering or a related field
- 7+ years of management and supervisory experience in transportation construction, maintenance, design and operation
- Master's degree can be substituted for one year of required experience
- Registered in the State of Minnesota as a Civil Engineer or obtain registration prior to employment.

Please submit a resume and letter

of interest to the Dakota County Employee Relations Department, 1590 Highway 55, Hastings, MN, 55033-2372. Fax (651) 438-8178. E-mail: [Bridgette.Boche@co.dakota.mn.us](mailto:Bridgette.Boche@co.dakota.mn.us).

Applications must be received no later than 4:30 pm on November 30, 2001.

To find out more information about Dakota County visit our Web site at [www.co.dakota.mn.us](http://www.co.dakota.mn.us) or call Employee Relations Department at (651) 438-4280 or TDD (for the hearing impaired) at (651) 438-4618.

#### EXECUTIVE DIRECTOR — COURTLAND COUNTY, N.Y.

Cornell Cooperative Extension of Cortland County, Cortland, N.Y. Leadership for effective community education programs, building strong partnerships, & managing resources. Master's degree & 5 yrs. of rel. exp. More info: [www.cce.cornell.edu](http://www.cce.cornell.edu). Send ltr of intent, resume, names/addresses of 4 ref & transcripts by 11/16 to: PA#171, Box 26 Kennedy Hall, Ithaca, NY 14853.

#### EXECUTIVE DIRECTOR — NORTHERN VIRGINIA WORKFORCE INVESTMENT BOARD (NVWIB).

Serves under the direction of and at the pleasure of the Board of Directors. This highly professional position is charged with the responsibility of implementing the directions set by the NVWIB and its developing non-profit corporation in accordance with federal, state, and local laws and statutes and Board policies. The position requires oversight responsibility in the accomplishment of management, budgeting, performance outcomes, planning, funding expenditures, contracting, monitor-

ing, compliance, and community relations by performing duties personally or delegating through subordinate staff and contractors.

**Minimum Qualifications:** Education and experience equivalent to a Master's degree in business, public administration, education, behavioral science, or other relevant discipline plus five years experience performing in an upper level management role. Working knowledge of personal computers and proficiency in spreadsheet operations.

**Preferred Qualifications:** Management/supervisory experience. Previous operational experience managing for-profit or non-profit centers/employment and training programs. Demonstrated ability to develop, secure, and manage multiple funding sources. Demonstrated experience working with diverse community and stakeholder groups, including a business-led volunteer Board of Directors, elected officials, business leaders, and partner organizations. Demonstrated verbal and written communications skills, including ability to make effective speeches and presentations on controversial or complex topics. Knowledge and skills in contract negotiations and in analysis and interpretation of complex financial and operating documents.

**Salary:** Negotiable based on experience and qualifications

**Closing Date:** November 30, 2001

**To apply:** Send a resume to: NVWIB Search Committee  
12000 Government Center Parkway,  
Suite 170  
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To obtain information on the activities of the NVWIB, please refer to the Web site at [www.nvmc.org](http://www.nvmc.org).

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#### LANGUAGE ACCESS COORDINATOR (MANAGEMENT ANALYST IV) FAIRFAX COUNTY, VA.

County Executive's Office

**Job #01-2284 \$55,971-\$74,628**

Serves as the Language Access Coordinator, with organization-wide responsibility for language access initiatives throughout Fairfax County Government. Conducts ongoing assessment of language needs to serve customers of the County, assists County agencies with the development of language access plans, which includes interpretive and translation services. Implements and monitors language initiatives and staffs an advisory group which will advise the County Executive on language access issues. Monitors contracts for interpretive and translation services.

#### Minimum Qualifications:

Graduation from an accredited four year college or university with course work which included quantitative analysis, plus five years of progressively responsible professional experience in government or related management work which included analysis or development of operating procedures and quantitative analysis. A Master's degree may be substituted for one year of the required experience. Excellent oral and written communication skills.

**Preferred Qualifications:** Bilingual ability. A strategic thinker with experience developing strategic plans and performing needs assessments of customers.

**Closing Date:** Open until filled

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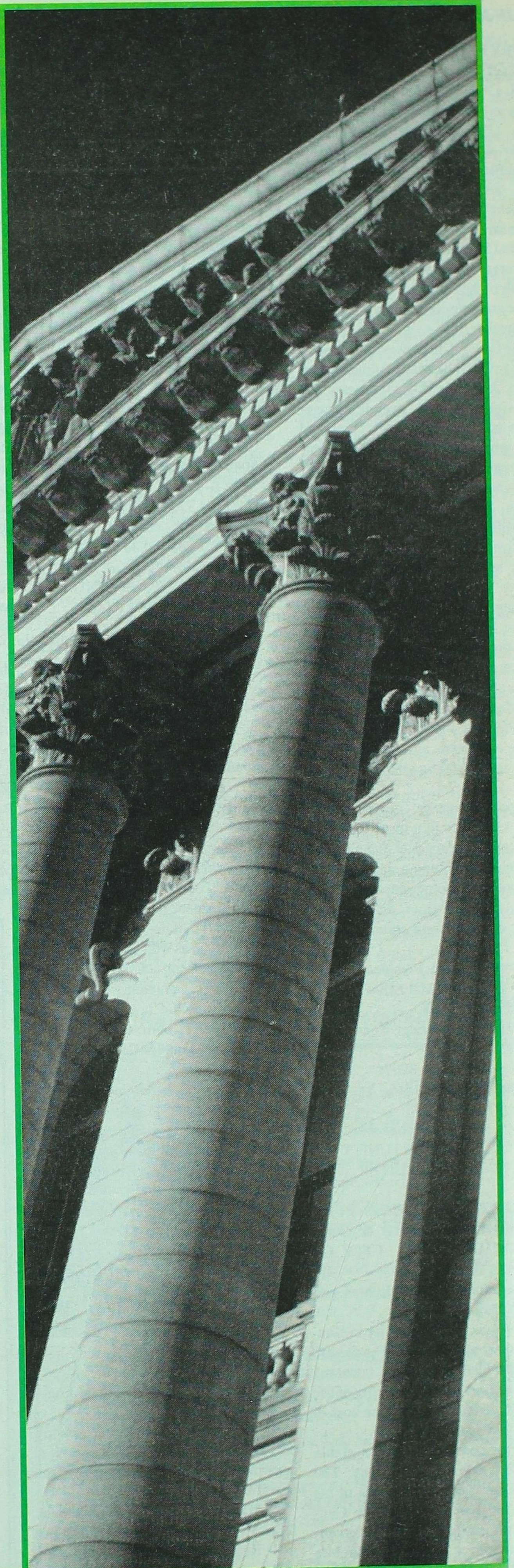
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