

# County News

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## Bush signs airport security legislation

By ROBERT J. FOGEL  
ASSOCIATE LEGISLATIVE DIRECTOR

When it happened, it happened fast. After weeks of disagreements between the Senate and House on the best approach to passenger and baggage screening, the Senate-House conferees arrived at an agreement on the airport security legislation on Thursday, Nov. 16. The next day the Senate approved S. 1447 unanimously by a voice vote, and the House acted several hours later agreeing to the measure by a 410-9 vote. Monday morning, Nov. 19, President George W. Bush signed the Aviation and Transportation Security Act at a ceremony at Reagan National Airport.

The screening issue had kept the deal from being closed much earlier. The final agreement provides for passenger and baggage screeners to be federal employees. The federal screening force must be in place in one year at all airports offering commercial service.

The only exceptions are five airports in a pilot program where private contractors would provide security. Two years after the effective date for federalizing screening, airports would be able to request that the Department of Transportation replace federal screeners with private screeners, or local and state law enforcement personnel, all of whom would operate under federal supervision.

Financing would come from a security fee paid by passenger at the



The new airport security law will reimburse local governments for costs related to federally mandated security measures at their airports.

rate of 2.50 per boarding, up to a total of \$5 per one-way trip if a trip involved changing planes. The are clear training and employment standards for security personnel and the entire arrangement will be under the supervision of a new office of Transportation Security Administration in the U.S. Department of Transportation.

### Impact on counties

Counties and other operators of

airports have been concerned about added security costs required since Sept. 11. The legislation does address this matter. In terms of assistance to airports, the final bill would authorize

appropriations of \$1.5 billion for FY02-03 to reimburse airport operators and local governments for security required by federal regulation or law.

On-airport parking lots and ven-

dors of on-airport direct services would also be eligible for this funding. The bill would also allow Airport Improvement Program (AIP) grants in FY02 to be used for security purposes and to pay off a bond for certain airport projects if the U.S. Transportation Department deems it necessary to prevent default of that bond.

### Reimbursements

The bill appropriates such sums as may be necessary to reimburse airport operators for security mandates imposed by the Federal Aviation Administration. The final agreement also allows for expedited processing of Passenger Facility Fee (PFC) security-related requests.

The act includes provisions for the deployment of air marshals, perimeter security, screening of all checked luggage within 60 days and explosive detection equipment installed to check all baggage by Dec. 31, 2002.

Limited liability protection is extended to a number of entities against liability arising from the Sept. 11 terrorist attacks, including air carriers, equipment manufacturers, airport sponsors and persons with property interests in the World Trade Center.

## Anti-terrorism information sharing process established

By DONALD MURRAY  
ASSOCIATE LEGISLATIVE DIRECTOR

In a letter directed to county officials throughout the nation (posted on NACo's Web site) Attorney General John Ashcroft has directed all U. S. attorneys to designate a chief information officer as the point person in developing communication protocols for sharing information with local elected officials on anti-terrorism activities.

The chief information officer is to establish these protocols by Dec. 1 after consulting with state and local officials. "At a minimum, the protocol in each district will include a system to communicate information 24 hours a day, 7 days a week," Ashcroft wrote.

The protocols, Ashcroft noted, will "not only provide a mechanism for

federal officials to share information with their state and local counterparts, but also will include procedures by which state and local officials can forward information to federal officials."

NACo's Homeland Security Task Force at its first meeting last month called on the Justice Department to 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.

The NACo task force, however, recognized that sharing intelligence information would be subject to obtaining necessary security clearances and would have to be commensurate with an individuals responsibilities.

The Attorney General also underscored in his letter the basic need for training for local officials including elected officials: "training must be made available to all who are on the front lines of this war, including police officers, firefighters and other first responders, as well as prosecutors and elected officials," Ashcroft declared.

In addition to discussing information sharing and training, Ashcroft announced the establishment of a National Law Enforcement Coordinating Committee on counter terrorism "to provide me with recommendations on how to facilitate better cooperation among all levels of law enforcement in the war on terrorism." The committee is to issue a report within six months.

### County News

#### Counties with... the Lowest Proportion of Married-Couple Households

#### Quik Takes

##### Married Couple Households

District of Columbia*	56,632 (22.8%)
New York County, N.Y.	186,023 (25.2%)
Suffolk County, Mass.	81,651 (29.3%)
San Francisco County, Calif.	104,310 (31.6%)

\* NACo considers the District of Columbia as a county.

Source: U.S. Census Bureau, Census 2000



# Senate extends Internet tax moratorium

By RALPH TABOR  
ASSOCIATE LEGISLATIVE DIRECTOR

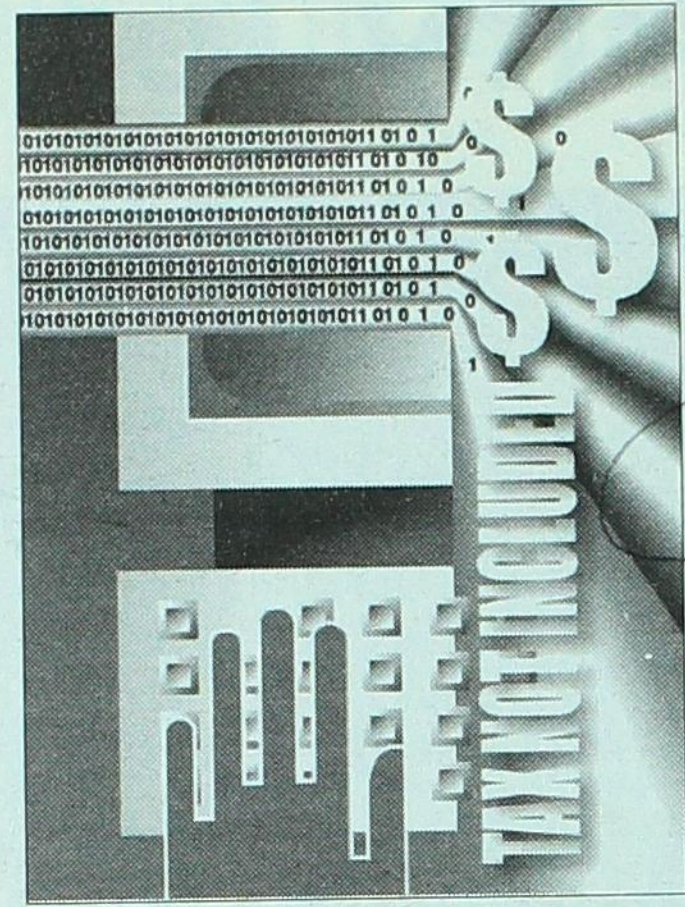
The Senate last week approved and cleared for President George W. Bush's signature a House-passed bill (H.R. 1552) that would extend by two years the moratorium on Internet taxes that expired Oct. 21.

The voice vote approving the two-year moratorium extension came after the Senate tabled, 57-43 vote, a NACo-supported amendment by Sens. Mike Enzi (R-Wyo.), Byron Dorgan (D-N.D.) and others that could have paved the way for states and local governments in the future to collect sales and use taxes on remote sales.

Instead, the two-year moratorium extension now goes to the White House, which issued a statement expressing strong support for the House-passed two-year extension. After the Senate passed the bill, Sen. John McCain (R-Ariz.) urged that meetings be held "as soon as possible" on resolving the issue of lost state and local tax revenue due to Internet sales.

Senate Finance Committee Chairman Max Baucus (D-Mont.), who opposed the Dorgan-Enzi sub-

stitute, called the two-year moratorium extension "a reasonable, bipartisan compromise" while talks continue on how to address state and local government concerns about lost sales tax revenues resulting from online sales.



However, Baucus also urged that the new extension not end up being one in a long line of temporary extensions with Congress' failing to address those state and local concerns. He said neither his committee nor any other Senate panel had held any hear-

ings on the substitute proposal and had not received any testimony from experts on the impact of the proposal.

Sponsors of the tabled substitute defended their plan, which would give states an opportunity to develop a more streamlined system for the collection and distribution of sales and uses taxes stemming from online sales if Congress approved the plan.

"This is not a debate about a new tax," Sen. Dorgan said in defense of his amendment. We want to solve another problem that is out there festering and growing, and it is not a problem that deals with a new tax. Any body who talks about that is dead wrong."

Dorgan said it has been estimated that \$13 billion in state and local sales and use taxes would be lost this year, and that about \$45 billion in those taxes would be lost by 2006. Much of that money would have gone into education accounts, he said.

Enzi said his amendment would have let a group of at least 20 states submit a proposal to Congress on a way to collect taxes on Internet sales. He said it would "require state and local governments to

make dramatic simplifications in their tax systems" and that "when they do, through a compact, submit that compact to the Congress for approval or disapproval."

If Congress approved the state compact, it would allow states to "require remote sellers to collect the tax that is already owed on the transaction" but which is not now paid. "This substitute amendment by itself doesn't solve the problem," Enzi said. "But we have two choices. We can decide to ignore this problem and do nothing but you know and I know it will not go away."

Among other things, the Dorgan-Enzi substitute amendment would have:

- provided a permanent extension of the moratorium on Internet access taxes and extended the moratorium on multiple and discriminatory taxes for four years, through Dec. 31, 2005

- encouraged states to simplify their sales and use tax collection systems so that there is a centralized multi-state registration system for

sellers, established uniform definitions for items sold and for exempt items, and created uniform auditing procedures and remittance forms, among other things

- provided that once 20 states have developed and adopted an Interstate Simplified Sales and Use Tax Compact, they would submit it to Congress for approval within 120 days on a "fast track" procedure. If Congress approved the compact, the states that are part of the compact could then require Internet sellers to collect sales and use taxes that are not currently collected

- allowed states to use either a single, blended use tax rate for all remote sales or allowed states to require the collection of the actual state and local sales or use taxes due on each sale, and

- recommended that state and local governments and the business community study the cost to all sellers of collecting and remitting state and local sales and use taxes with the results of the study used to set a vendor collection allowance.

## VA-HUD appropriations bill clears Congress

By CASSANDRA MATTHEWS  
ASSOCIATE LEGISLATIVE DIRECTOR

Congress approved appropriations for the U.S. Department of Housing & Urban Development (HUD) for FY02 on Nov. 8. After numerous delays stemming from the anthrax threats on Capitol Hill, conference committee members were able to negotiate an overall package of \$30 billion for HUD, up \$1.8 billion in spending from FY01.

Key NACo priorities essentially received level funding from FY01, a relatively positive outcome given the outlook on the economic impact of Sept. 11.

The Community Development Block Grant Program (CDBG) received \$4.34 billion in formula funding, a slight reduction from the \$4.46 in formula funding provided in FY01. Also, the bill provides \$1.846 billion for the Home Investment Partnerships Program (HOME), which received \$1.796 billion in FY01.

The additional \$50 million provided for the HOME program accommodates the Bush Administration's proposal for a down payment assistance program for first-time, low-income homebuyers. Originally part of then-candidate Bush's campaign theme, the proposal was intended to boost homeownership opportunities in low-income communities.

It resurfaced in the president's FY02 budget proposal as the American Dream Downpayment Fund, which set aside \$200 million within the HOME program for down payment assistance for first-time homebuyers.

NACo, along with other housing advocates, vigorously opposed this set-aside within the HOME program since it diminished the flexibility on the use of HOME funds on the local level. The proposal is now included in the FY02 HUD budget as \$50 million additional dollars within the HOME program.

The bill also provides \$1.123 billion for homeless assistance, including \$100 million to renew all expiring contracts under the Shelter Plus Care program.

In addition, HUD received \$25 million for the redevelopment of brownfields, level funding from FY01. The agency also was provided with \$25 million for the Office of Rural Housing and Economic Development to support innovative housing and economic development activities in rural areas, and \$10 million for education and outreach concerning lead-based paint poisoning and other housing-related diseases and hazards.

With respect to public housing, the bill fully funds Section 8 renew-

als at \$15.6 billion, which also provides \$144 million to fund 26,000 new Section 8 vouchers. In addition, the HOPE VI public housing revitalization program was funded at \$574 million, level funding from FY01.

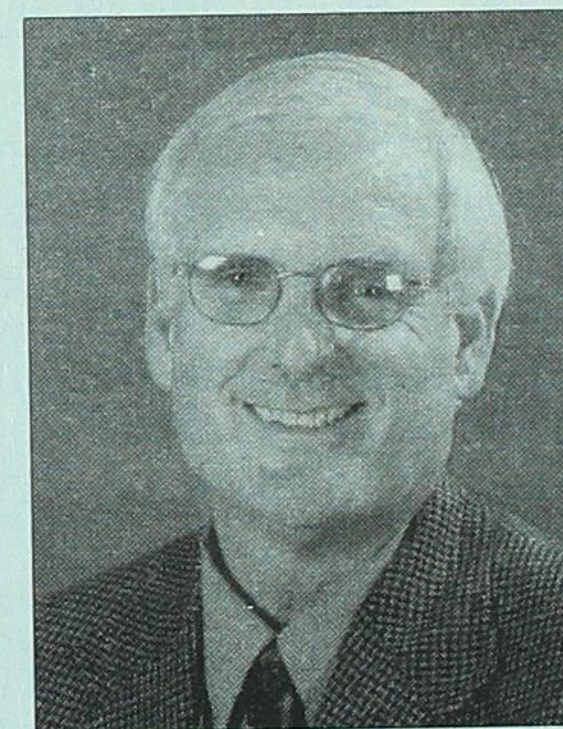
HUD's \$300 million Drug Elimination Program was eliminated as requested by the Bush Administration, however conferees added \$250 million to a general fund for public housing operating subsidies, where it can be accessed for anti-drug activities.

With progress proceeding slowly but surely on the appropriations bills needing to be completed before the end of the legislative session, thoughts are turning to the FY03 budget cycle.

A recent meeting with HUD officials, including Assistant Secretary of Community Planning and Development Roy A. Bernardi, indicated that while HUD officials would like to maintain current funding levels, agencies across the board are aware that sacrifices will be needed to aid national efforts in the war against terrorism.

Assistant Secretary Bernardi indicated that NACo, along with housing advocates, will need to stay close to key players who influence the budget process. NACo intends to continue to provide a voice for community development needs at the local level.

## Oregon commissioner to run for NACo 2nd VPC



Commissioner Bill Hansell  
*Announced*

Umatilla County (Ore.) Commissioner Bill Hansell intends to seek the office of NACo 2nd vice president for 2002, announces Association of Oregon Counties President Steve McClure.

Drawing on his five terms of elected service to his home county, and nearly two decades of service to NACo, Commissioner Hansell offers what friends, constituents and colleagues call a steady, experienced voice for local government. Regarded as a "uniter," he has received the support and bi-partisan backing of his fellow commissioners as well as leaders across the state and nation.

Hansell's past and current involvement with NACo includes

membership in the Agriculture and Rural Affairs Steering Committee for the past 17 years, and a position as chairman of that committee for the past four years. He has represented Oregon on the NACo board since 1999 and also sits on the Rural Action Caucus Board of Directors. Hansell was recently appointed to the Homeland Security Task Force, and he chaired the 2001 NACo Nominating committee.

Hansell as president of the Association of Oregon Counties in 1988. He has served the state organization well with lobbying efforts for local government issues in the state capital and a seat on the AOC Legislative Board for the past 17 years. His efforts also include a wide range of committee assignments, including co-chairing a task force on state tax reform. He has received statewide board and commission appointments from four different governors representing both sides of the aisle, and was elected nationally as one of the top ten Republican local officials in 1988.

"Bill Hansell is the essence of NACo leadership. He earns the respect and recognition he receives," said AOC President McClure. "Bill is a leader who understands long-term commitment, both locally and state and nationally."



## Senate agriculture committee increases food stamp funding

The Senate Agriculture Committee, Nov. 14, approved \$6.2 billion increases to the food stamp program as part of its reauthorization of the farm bill. The amount is nearly double the level set in the House measure, which increased funding by \$3.6 billion.

More significantly, the bill restores many of the benefits to legal immigrants that were denied in the 1996 welfare reform law. These include restoring eligibility to all legal immigrant children, lifting the seven-year cap on eligibility for refugees and asylees, and restoring benefits to disabled immigrants who were in the United States as of Aug. 22, 1996. Additionally, legal immigrants will only need a work history of 16 weeks instead of 40 to qualify for food stamps.

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

Another significant change was made to the eligibility threshold for able-bodied adults. Under the 1996 law, this group of individuals

could only receive benefits three out of 36 months. The new provision would allow them to receive benefits six out of 24 months.

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

Transitional benefits for families that leave the Temporary Assistance for Needy Families program have also changed. Under current law, they can receive up to three months of transitional benefits without having to be recertified. The new bill would extend the transitional benefit to six months. Another such change is allowing states to conform the food stamp asset rules to their TANF rules, which in some states are higher than the food stamp program rules.

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

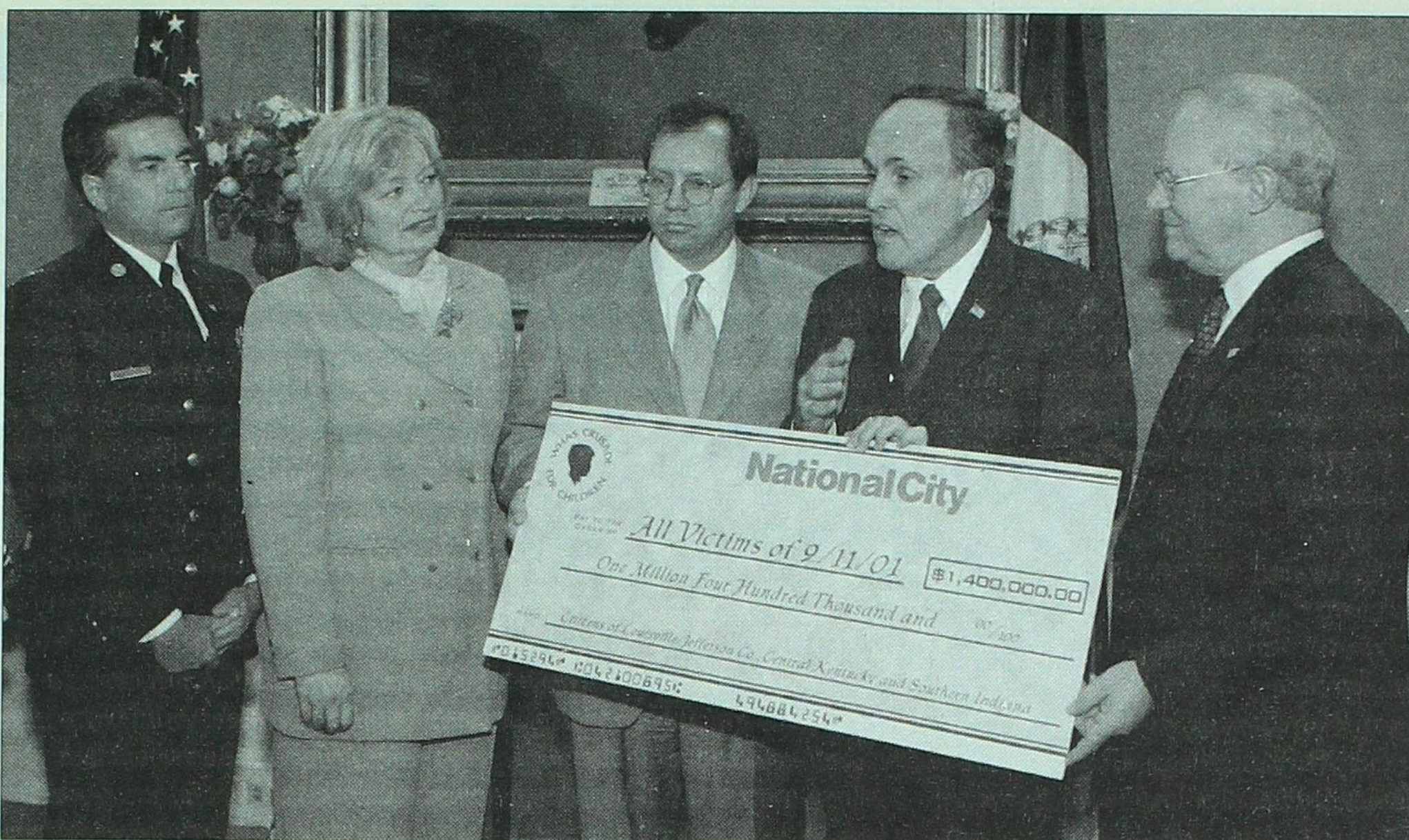


Photo by Shahar Azran

N.Y. Mayor Rudy Giuliani accepts a check for \$1.4 million for the victims of the World Trade Center terrorist attack from Jefferson County, (Ky.) Judge-Executive Rebecca Jackson (c) and (l-r) Fire District Chief Paul Barth, Jefferson County Fire Service; Jackson; WHAS-TV general Manager Bob Klinge; Giuliani; and Louisville, Ky. Mayor David Armstrong.

## Louisville, Jefferson County, Ky. deliver \$1.4 million for Sept. 11 victims

A \$1.4 million gift from the citizens of Louisville, Jefferson County and neighboring counties in Kentucky to the victims of the Sept. 11 terrorist attack on the World Trade Center was delivered to New York City Nov. 7 by Jefferson County Judge-Executive Rebecca Jackson and Louisville Mayor Dave Armstrong.

A check for the \$1.4 million, raised in a telethon conducted by Louisville's WHAS-TV and in collections organized by city and county firefighters, was presented to Mayor Rudolph

Giuliani in a City Hall ceremony.

The WHAS Crusade for Children is known throughout the Louisville area for its annual telethon to collect money for needy children. Following the events of Sept. 11, the crusade saw another need and within 24 hours had organized a telethon during which viewers could make contributions that would be directed to New York's Twin Towers Fund and September 11th Fund.

Accompanying Judge-Executive Jackson and Mayor Armstrong to New

York were McMahan Fire District Chief Paul Barth, representing the Jefferson County Fire Service; Louisville's Fire Chief, Colonel Greg Frederick; the WHAS Crusade for Children Director Dan Miller; and WHAS-TV Vice President and General Manager Robert Klinge. Prior to presenting the check to Mayor Giuliani the delegation visited the still-smoldering "Ground Zero" area in lower Manhattan that had been occupied by the World Trade Center to observe the recovery efforts underway there.

## FY02 Justice funding approved

By DONALD MURRAY  
ASSOCIATE LEGISLATIVE DIRECTOR

House and Senate conferees on justice appropriations have recommended level funding for nearly all local government programs.

The only significant and surprising exception is the Local Law Enforcement Block Grant (LLEBG) program, which was reduced by 24 percent from \$522 million to \$400 million, the figure requested by the Administration.

"LLEBG is an important source of flexible funding for counties and municipalities in the law enforcement field, and has a very favorable hard match requirement of only 10 percent. A cutback of 24 percent is surprising given the heightened pressures on local governments in the aftermath of the Sept. 11 terrorist attacks," said Ed Rosado, NACo legislative affairs director.

Conferees did not make up the cutback either in anti-terrorism or terrorism prevention funds. State and local governments can expect only a \$30 million increase over last year, for a total of \$251 million in FY02.

The State Criminal Alien Assistance Program (SCAAP) was marked at \$565 million, the same level of funding as in FY01, and 300 million more than the Administration had requested.

Byrne grants receive \$500 million in formula grants and \$94.5 million in discretionary funding. The Juvenile Accountability Block Grant is maintained at the FY01 level of \$249 million. Additional programs under the Juvenile Justice and Delinquency Prevention Act are funded at \$286 million.

The COPS program is again funded at \$1.05 billion. It included sizable set-asides for methamphetamine (\$70.4 million) prosecution

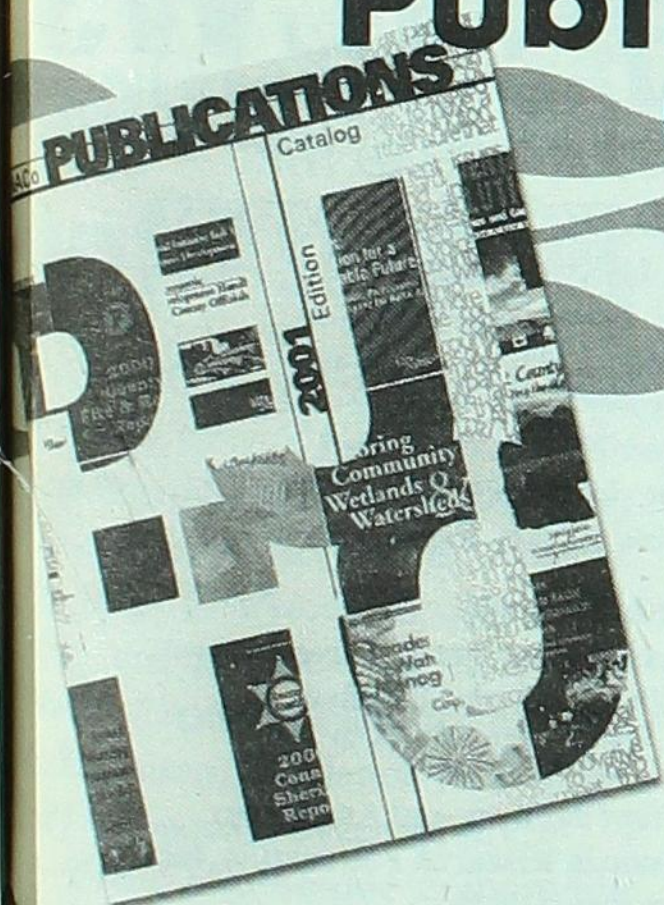
assistance (\$100 million), school resource officers (\$180 million) and crime technology (\$352 million).

Appropriators also included \$4 million to fund mental health courts.

In a related matter, Attorney General John Ashcroft, on Nov. 8, announced general plans for a major reorganization of the Justice Department including shifting 10 percent of the Justice Department's \$22 billion annual budget, about \$2.2 billion, to counterterrorism efforts. Most of the funds would be for upgrading technology.

Ashcroft also announced that 10 percent of the Justice Department's Washington, D.C. staff would be transferred out of Washington to field locations. It was reported that the Justice Department might attempt to scale back grant programs to save money. The details of the plan will not be released for at least several weeks.

## The 2001 Edition NACo Publications Catalog



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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).



# PROFILES

## in service...



**Katherine O'Conner Kuhn**

**Commissioner  
Kent County, Mich.**

**NACo Board  
of Directors  
Chair, NACo Health  
Steering Committee**

**Number of years active in NACo:** 15 years

**Years in Public Office:** 20 years

**Occupation:** Consultant/grantwriter and commissioner

**Education:** B.A., social work, Western Michigan University

**The hardest thing I've ever done:** Lose weight

**Three people (living or dead) I'd invite to dinner:** Just Elvis Presley.

**A dream I have is to:** Travel the world.

**You'd be surprised to learn that I:** Was very shy and bashful as a young person.

**The most adventurous thing I've ever done is:** Learn to downhill ski so I could go with my husband.

**My favorite sport is:** Professional football.

**I'm most proud of:** Being married 35 years to the same great guy — Terry Kuhn, my three wonderful children Donna, Karland Eric, and my grandson William.

**Every morning I read:** My e-mail.

**My favorite meal is:** Lobster and champagne.

**My pet peeve is:** People with no convictions.

**My motto is:** Taken from Margaret Mead: "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it's the only thing that ever has."

**The last book I read was:** 1916, A Novel of the Irish Rebellion

**My favorite movie is:** Oh, Brother, Where Art Thou?

**My favorite music is:** Anything by Elvis and Irish rebel music.

**My favorite president is:** Abe Lincoln, because he had a vision.

# Committee passes farm bill

By ERIC CILIBERTI  
ASSOCIATE LEGISLATIVE DIRECTOR

The Senate Agriculture Committee approved a new farm policy (S. 1628) this week that will provide \$170 billion over the next five years to fund commodity support payments, conservation, nutrition and rural development.

The rural development title of this farm bill contains many Rural Action Caucus priorities, including a near tripling in funding for water and waste disposal grants, and a grant/loan program to speed deployment of advanced broadband technologies to rural areas.

The bill also authorizes the development of a federal interagency working group to advise the president on rural development policy. This is one of the proposals suggested by the bi-partisan Congressional Rural Caucus as a way to improve coordination among federal departments. This proposal was strongly supported by NACo.

The Federal Interagency Working Group will include agency heads or an appointed designee from the Departments of Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Housing and Urban De-

velopment, Interior, Justice, Labor, Transportation, EPA and Treasury. This group will submit to the president and Congress reports on matters relating to rural development policy that require action by the president or Congress.

Also included in the bill is a grant program that will provide monies to certified organizations to pay for costs of providing technical assistance to local governments and nonprofit entities to improve the infrastructure, services, and business development capabilities of local governments.

Final Senate passage of the farm bill is unclear.

# Join the Smoke-free Home Pledge Challenge

NACo in collaboration with EPA has launched a special initiative to promote the agency's *Environmental Tobacco Smoke and Children Pledge Card Campaign*. (Environmental tobacco smoke is also commonly known as secondhand smoke or passive smoking.)

At a recent national press conference in Washington, D.C., EPA Administrator Christine Todd Whitman unveiled the new Children Pledge Card campaign. Joining Whitman at the podium, Prince George's County, (Md.) County Council Chair Dorothy Bailey, representing NACo and the National Organization of Black County Officials (NOBCO), assured the administrator of the support of the nation's counties.

To that end, NACo is challenging county officials to have their counties collect the most signed pledge cards. The cards ask the signers not to smoke, or allow others to smoke, around their children. The goal is 5,000 signed pledges over the next three months.

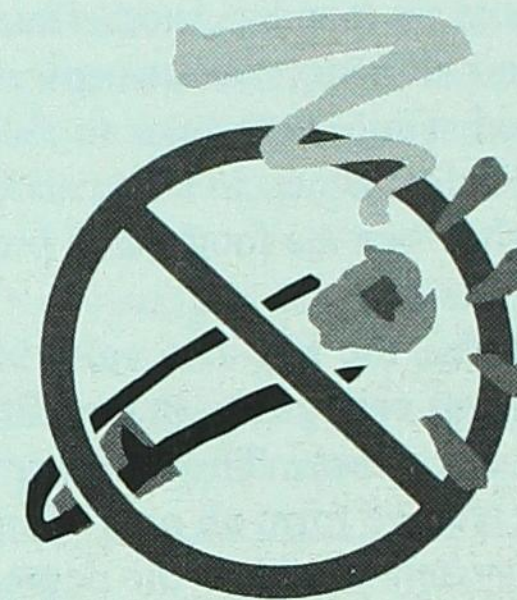
The county recruiting the most pledges would receive a recognition plaque as well as a feature article in *County News*. The recognition plaque would be presented at NACo's Legislative Conference in March 2002.

The next five recruiting counties would receive lesser but still handsome, recognition plaque. All other participants would receive a certificate of participation.

The Challenge Campaign is starting now and will run through the middle of February 2002.

As a public health issue, the EPA has found that children who breathe secondhand smoke are more likely to suffer from,

- bronchitis and pneumonia
- wheezing and coughing spells
- more ear infections, and



- new cases of childhood asthma, and
- behavioral and cognitive problems in children.

Breathing secondhand smoke can be harmful to children's health. You can help protect children by encouraging smoke-free homes in your county. Join the Smoke-free Home Pledge challenge and protect children from the health risks of secondhand smoke.

- more frequent and severe asthma attacks.
- Sudden Infant Death Syndrome (SIDS)

The National Cancer Institute has found links between secondhand smoke and

(For a complete packet of information and free materials on how your county can promote the Smoke-free Homes Pledge challenge contact Lou Witt, (202) 942-4261 or [jlwitt@naco.org](mailto:jlwitt@naco.org).)

# County News

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

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# Seal of Good eGovernance Award program announced

Recognizing best practices and innovation in the county-level eGovernance initiatives, NACo and the National Academy of Public Administration announce the first annual *Seal of Good eGovernance Award Program*. The *Seal of Good eGovernance Award* is a competitive eGovernance award for small, local and county governments.

The 2002 award will honor those county government organizations that have developed innovative and creative ways of using information technology to serve and connect with their customers and the public. All county govern-

ments are eligible to compete for the award, and will be competing against similarly sized counties.

"The digital age presents government officials and citizens with the tools to reconstruct their relationship to each other and to fortify the foundation of democracy in a way that is meaningful and effective for both," said Mike Dunham, co-director of the Joint Center for eGovernance.

Applications will be evaluated by a panel of experts based upon the following seven criteria:

- customer-centric interactions, encouraging a proactive dialogue between partners in the governance process

- seamless service models
- leveraged partnerships with the private and not-for-profit sectors or the academic community
- participation of multiple government sectors
- innovative use of technology to interact with "customers" and deliver services
- ease of replication, and
- privacy and security.

The application process officially opens Dec. 1. All applications must be received by Jan. 18, 2002 to be considered. Winners will be notified and awards presented at the NACo Annual Information Technology Summit in April 2002 [www.naco.org/events/annual/index.cfm](http://www.naco.org/events/annual/index.cfm).

The application and additional information about the Seal of Good eGovernance Award Program can be found on NACo's home page, [www.naco.org](http://www.naco.org) or at the academy's home page, [www.napawash.org](http://www.napawash.org). If you have additional questions or need information not contained on the Web site, please e-mail the academy at [SealAward@napawash.org](mailto:SealAward@napawash.org).

The National Academy of Public Administration is an independent, non-partisan, non-profit organization chartered by Congress to help the nation improve its system of governance. NACo represents county government providing an extensive line of services including legislative, research, public affairs and technical assistance to its members.

## Tech Monitor responds to governments' needs

In today's volatile high-tech markets, even the most well established vendors need to be scrutinized. It is no longer prudent to rely on brand loyalty or vendor claims to make important purchasing decisions.

Is the county getting the best return on its investment? Can the vendor really implement this system in 30 days as advertised or is it more like the six months that a county's IT officials believe to be true? Is the particular vendor that the city is about to sign a contract with going to be functional in a year to provide service and maintenance for that system? These three or four products are so similar — which one is best for the county?

Get the answers to those and other questions with Tech Monitor, launched Oct. 30 by Public Technology, Inc. (PTI).

PTI, the non-profit technology research, development and commercialization organization of NACo, the National League of Cities (NLC) and the International City/County Management Association (ICMA), has joined with Current Analysis, based in Sterling, Va., to produce Tech Monitor, a new Web-based technology monitoring and decision-support solution built especially for government.

Available through PTI's Web site [www.pti.org](http://www.pti.org), Tech Monitor offers government officials Web access to current assessments of IT and telecom vendors, and their products and services. Governments are expected to use the information to help them plan for, purchase

It's estimated that the U.S. government spends more than \$100 billion annually on IT and telecommunications, and local governments such as New York City and Los Angeles County spend as much on IT as the largest global corporations. The PTI/Current Analysis relationship offers Tech Monitor to all governments large and small across the globe to assist them in their technology purchasing decisions.

Current Analysis displayed Tech Monitor at a recent meeting of the PTI board of directors, which includes representatives of NLC, NACo and ICMA. The meeting was a joint session with the PTI Urban Consortium Steering Committee, which includes chairs of task forces and representatives of PTI's larger member jurisdictions.

(Additional information about PTI and Tech Monitor can be found on the PTI Web site [www.pti.org](http://www.pti.org) or by calling (202) 626-2400).



During a Nov. 15 news conference, Harris County (Texas) Judge Robert Eckels lends NACo support to new legislation, introduced by (l.) Rep. Sherwood Boehlert (R-N.Y.), to help secure the nation's water supply. (l.) Rep. Felix Grucci, Jr. (R-N.Y.), a member of the House Science Committee, also spoke during the news conference.

## Legislation will help protect water supplies from terrorism

Harris County (Texas) Judge Robert Eckels, chair of NACo's Environment Energy and Land Use Steering Committee, praised House Science Chairman Sherwood Boehlert (R-N.Y.) and members of the House Science Committee for taking action on bipartisan, legislation to help secure the nation's water supply.

House and Senate companion versions of the Water Infrastructure Security and Research Development (WISARD) Act of 2001 were introduced Oct. 30 by Boehlert and Sen. Jim Jeffords (I-Vt.), chairman of the Environment and Public Works Committee.

Judge Eckels represented NACo at a Capitol Hill ceremony thanking the House Science Committee for speedy action to approve the bill.

The bills would each authorize \$12 million per year for the Envi-

ronmental Protection Agency (EPA) from FY02 through FY07. The money would be used to provide grants to public and private nonprofit entities to conduct water security research and development projects. Projects could include efforts to prevent, detect or respond to physical and cyber threats to water supply or wastewater treatment systems.

Eckels said, "This bill has the full support of the National Association of Counties. As the chief elected official in a large urban county, I am on the front line of preparing for and responding to the threats of terrorism. The research and development made possible by this bill will help my county better understand and properly address the threats and vulnerabilities to water resources in my community."

## Economic stimulus bill stalling in Senate

By NEIL BOMBERG  
ASSOCIATE LEGISLATIVE DIRECTOR

Despite substantial negotiation between Senate Republicans and Democrats, efforts to craft an economic stimulus bill that can pass the Senate have temporarily stalled. Stark partisan divisions are making it impossible for Senate leaders to find a compromise between Republican demands for significant business and individual tax cuts, and Democratic demands for more spending.

The breakdown occurred when Senate Democrats failed to muster the 60 votes they needed to waive the budget objections Republicans raised. The Republican budget objections rested on their view that the Democratic measures would increase the deficit and therefore required a special action by the Senate.

If Senate Democrats are not able to craft a bill that is acceptable to Republicans, no economic stimulus package is likely to be adopted until mid-De-

cember, when Congress breaks for its Christmas recess.

The Democratic plan is evenly divided between individual and corporate tax breaks and increased spending. Among the most important elements of the Democratic bill is a proposal to spend about \$16 billion on extended and enhanced unemployment benefits and \$14 billion on health insurance for laid-off workers and their families.

The Democratic bill also would give those Americans who did not receive a tax break this summer, with a one-time rebate of \$300 to \$600. But the Democrats are also trying to push a \$15 billion homeland security plan as part of the economic stimulus package.

A bipartisan group of moderate senators, including Olympia Snowe (R-Maine) and John Breaux (D-La.) introduced a proposal that includes \$57 billion in tax cuts. These tax cuts are substantially below what the presi-

dent and House Republicans have demanded, but substantially above what Senate Democrats recommended. Democratic and Republican leaders seem uninterested in their proposal.

Republicans continue to support an economic stimulus package that would focus solely on taxes. The Republicans want to accelerate marginal tax rate reductions, encourage business to invest in new equipment through tax breaks, eliminate the corporate alternative minimum tax and tax rebates for those individuals who did not receive rebates this summer. However, they have informally acknowledged that they are willing to adopt Democratic proposals around unemployment insurance and health care.

Despite the problems, Sen. Charles Grassley (R-Iowa.), the ranking minority member of the Finance Committee, said he thinks the differences between Democrats and Republicans and the House and Senate will be easily resolved after a short break.



# 2001 Workforce Development Awards presented at NACo conference in Broward County, Fla.

Judge Horace Groff, county judge from Grayson County, Texas received the Workforce Development's Distinguished Service Award for extraordinary leadership from a locally elected official in ceremonies held during NACo's Workforce Development and Human Services conference. Judge Groff was instrumental in forming the Texoma Workforce Board and continues to facilitate integration of services and high-tech training.

This year's Workforce Development Awards were presented at a luncheon at the recent NACo Workforce Development and Human Services conference held in Broward County, Fla. President Javier Gonzales and NACo Deputy Director Ed Ferguson, assisted by affiliate presidents Trena Rusher and Tom Papin, congratulated the award winners.

Morgan E. Clayton, a business owner from Kern/Inyo/Mono counties in California, received the prestigious Joe Cooney Award. This

award honors an individual who directly touches people's lives. Clayton averages five inspirational speeches a month to youth in California.

The Awards for Excellence were presented to exemplary workforce programs with features that other county and workforce areas can replicate. (see list.)

The National Association of County Human Services Administrators presented awards in three general categories of awards: the Elizabeth Prebich Award for Distinguished Leadership in County Human Services, the Directors Award for Individual Achievement in a County and the Innovation in Human Services Award. This is the first year that the Directors Award and the Innovation Award were presented.

Katherine Hall, chair of the Board of Commissioners for Mesa County, Colo. received the Elizabeth Prebich Award for Distinguished Leadership in County Human Services. This award recognizes a county elected official whose

efforts and commitment have increased awareness of the critical role that county human services agencies play in the local, state and national policy arenas. Hall has been instrumental in developing Mesa County's early childhood development and welfare reform programs.

Charles Short, director, Health and Human Services, Montgomery

County, Md. received the Director's Award for Individual Achievement in a County.

This award recognizes a county director whose efforts and commitment have contributed to improved services of society's most vulnerable individuals. Short was instrumental in reorganizing and consolidating several state health and hu-

man services agencies into one county agency. He was also responsible for establishing a consolidated system of juvenile delinquency prevention services.

The Innovation in Human Services Award recognizes county efforts to improve the delivery of human services and to develop new ways to address client needs.

## Awards for Excellence 2001 Winners

### Near Northside Partnership Council

Neighborhood Jobs Initiative  
Tarrant County, Texas

### One-Stop Career Center Satisfaction Evaluation

Lake, Orange, Osceola, Seminole and Sumter Counties, Fla.

### Louisiana State Youth Opportunities Unlimited

Ascension, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, Tangipahoa, Washington, West Baton Rouge and West Feliciana Parishes, La.

### One-Stop Operations Management

Flagler and Volusia Counties, Fla.

### Alliance Comprehensive Application

Buffalo and Erie County, N.Y.

### Youth Incentives Initiative

Suffolk County, N.Y.

### Volunteer Income Tax Assistance Program

Rockingham County, N.C.

### One-Stop Career Link System

State of Pennsylvania

### Youth 2 Work

San Bernardino County, Calif

### Project Zero/Project Pride

Social Services Department, St. Louis County, Minn. for administrative innovations in the food stamp program.

### Kinship Support Services Program

Employment and Human Services Department Contra Costa County, Calif., for improved service delivery.

### Indian Child Welfare Unit

Children, Families and Adult Services Department, Hennepin County, Minn., for services to populations with special needs.

## Expand Democracy in America

### We Need More Poll Workers!

More than 1.4 million citizens realize their civic responsibility and work at the polls on Election Day. But many more are needed.

NACo is launching a national campaign to encourage more people to work at the polls by establishing a coalition of governments, organizations, corporations, schools and colleges. Counties are essential to the campaign. We are asking counties to take a leadership role in their communities and make a commitment to the campaign.

Yes, my county is committed to getting more citizens to work at the polls. (Please check)

- ☐ My county will allow county employees to take administrative leave to work at the polls
- ☐ My county will promote the campaign with ads and Public Service Announcements
- ☐ My county will work with local businesses, community groups, schools and colleges to get more poll workers

Name: \_\_\_\_\_

Title: \_\_\_\_\_

County: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_

State: \_\_\_\_\_ ZIP: \_\_\_\_\_ E-mail: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax Number: \_\_\_\_\_

**EXPAND  
DEMOCRACY**  
In America

**NACo** National Association of Counties  
Counties Care for America

Please send your completed pledge to Tom Goodman, NACo Public Affairs, 440 First St., NW, Washington, DC 20001 Fax: (202) 393-2630.

A pledge form will also be available on NACo's Web site at [www.naco.org](http://www.naco.org).



# NACo, WIR and BLM raise awareness on invasive weeds

By PAUL V. BEDDOE  
ASSOCIATE LEGISLATIVE DIRECTOR

NACo and the Bureau of Land Management (BLM) recently released a toolkit for counties to use to increase public awareness of invasive weeds. Invasive weeds are a particular problem in the western United States, with its large tracts of public land. Infestations of non-native plants, while slow moving, can be as destructive to the environment as a catastrophic wildfire, destroying watersheds and wiping out wildlife habitat. The toolkit, entitled *Explosion in Slow Motion*, contains materials for

elementary through adult learning, including interactive CD-ROMs, videos, a colorful poster, a weed identification book, a fact sheet and other resources.

Executive Director Larry Naake and Acting Bureau of Land Management (BLM) Director Nina Hatfield unveiled the toolkit, Nov. 6 at NACo headquarters.

NACo's Western Interstate Region (WIR) has been very active in seeking to make resources available to federal, state and local land managers to address the issue.

"The WIR Board saw these

toolkits as a great way for county commissioners to help educate their citizens about the weed problem," said Commissioner Dennis Brinker, Jackson County, Colo., WIR board member and past president. "We asked NACo to work with the BLM to get them [the toolkits] into the hands of the county officials."

The first 300 toolkits will be shipped to the WIR board members and to state association offices for distribution to the counties in those western states that need them most.

The toolkit is just the latest joint effort between the two organizations. NACo and the BLM have enjoyed close relationship for many years, a

relationship finally formalized in a 1995 Memorandum of Understanding.

Since then BLM has assigned several employees to serve as formal liaisons to NACo in order to make sure that the agency's activities are effectively communicated to counties and that county points of view are represented in BLM decision making.

## In Review...

*The New Farmer's Market*, by Vance Corum, Marcie Rozenzweig and Eric Gibson, New World Publishing, 11543 Quartz Dr. #1, Auburn, Calif. 95602

REVIEWED BY STEVEN EVANS  
KING COUNTY, WASH.

If you have any interest in farmers markets, you need to take a look at *The New Farmer's Market*. Written by long-time market guru Vance Corum, along with Marcie Rozenzweig and Eric Gibson, this book covers just about everything anyone should know about planning, managing or selling at a farmers market.

One of the few bright spots in American agriculture today is the direct marketing arena. Farmers markets are one of the best ways farmers can sell their products to the consumer. In a society where we have little relationship with how we derive our sustenance, farmers markets put a face on agriculture and help bind our community together. One of the important aspects of farmers markets is the sharing of ideas. This book follows that format.

As one who spent 15 years working with farmers at Seattle's Pike Place Market and another five years helping start markets in the region, I was amazed at how much I could learn from this book.

The book is laced with practical tips from growers and market managers from all around the country. Some of the most common questions I get from a typical farmer is what to grow, what ways can one add value to it and how to price it. This book details these and many other marketing considerations for the market farmer by using actual examples of how other growers do it.

Market managers will especially appreciate the section that describes the wide range of special events at farmers markets. Lots of ideas are shared regarding cost effective advertising and proper signage for the market. One of my biggest frustrations is how to help managers develop attention getting news releases. This book has some great ideas.

*The New Farmer's Market* doesn't shy away from the tough issues that seem to challenge market managers on a daily basis. Practical ideas are shared regarding space for vendors, security, insurance and liability issues, health and food safety, working with volunteer boards, and many other issues like managing all that dreaded paper work.

How does one start a farmers market? Where does one go for assistance? What's the best location for the market? Are there any funding sources? How can the market grow from a temporary to a permanent market? These are just a few questions I'm asked on a regular basis. *The New Farmer's Market* provides practical solutions to these and many other questions by offering examples from other markets.

Whether you're a seasoned farmers market person or a new comer to the industry, this book is for you. I'm not aware of any other publication that is as extensive and detailed on this subject as *The New Farmer's Market*.

(Steven Evans is a farm specialist with the King County (Wash.) Department of Natural Resources, Open Space and Resource Lands in Seattle, Wash.)



Photo by Stacey Kennedy

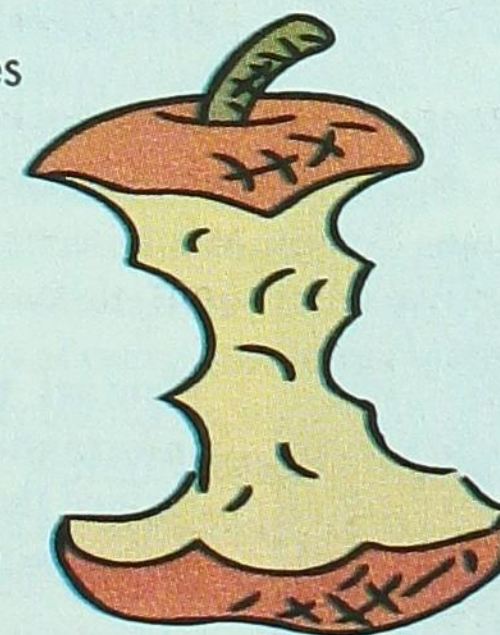
NACo Executive Director Larry Naake seals the deal with Acting Bureau of Land Management (BLM) Director Nina Hatfield during a ceremony unveiling BLM's new invasive weeds toolkit.

County training?

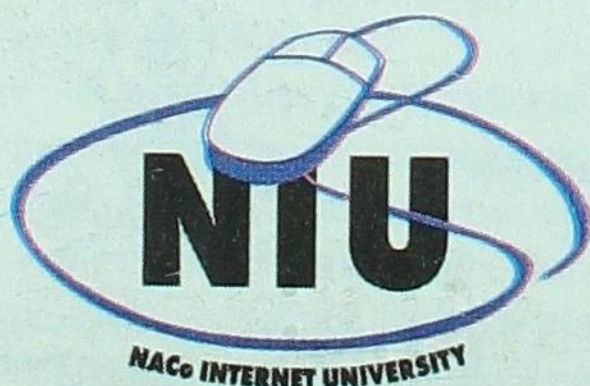
## It doesn't have to bite your budget!

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- Lowest possible library access fees
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[www.nacoIU.org](http://www.nacoIU.org)

## eLearning Solutions to County Problems.™

Contact [education@naco.org](mailto:education@naco.org) to get started with your training program today!





Photo by Bob Fogel

NACo Executive Director Larry Naake briefed newly confirmed Federal Highway Administration chief, Mary Peters, on NACo's transportation priorities during a recent meeting.

## NACo Extension Fellow Program recruiting for 2002

NACo and the Cooperative State Research, Education and Extension Service (CSREES) are soliciting applications from extension professionals for the NACo Extension Fellow Program for 2002. Deadline for the submissions of applications is Jan. 4, 2002.

County officials are asked to help identify qualified Extension personnel who may be interested in this opportunity. Further details are available from Eric Ciliberti, associate legislative director, at (202) 942-4207.

The NACo Extension Fellow Program provides a unique opportunity for extension personnel, particularly those at the field level, to work in and develop a better understanding of the public policy process at the federal level as it affects counties. The fellow becomes part of NACo, serving a liaison between

CSREES/USDA and counties at the national level.

The fellow is a member of NACo's Legislative Affairs Department and works directly with NACo staff on legislative issues. The fellow also serves as director of NACo's "Rural County Governance Center," an information resource for rural counties and communities. The Fellow Program is now in its 16th year and continues to grow and strengthen the relationship between NACo (representing counties) and Cooperative Extension.

The NACo Extension Fellow Program is a once-in-lifetime opportunity to pursue interest and learning in public issue education and policy development from a national perspective as it impacts counties," says Paul Sunderland, current fellow. "It is totally hands-on and it's fun!"

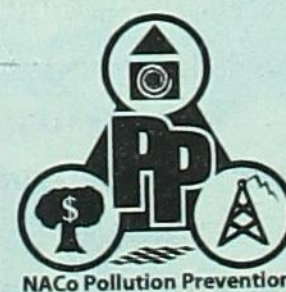
## NACo INDOOR AIR PROGRAMS

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

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

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

Lou Witt  
Senior Program Manager  
jlwitt@naco.org  
202.942.4261



NACo National Association of Counties

## Roukema retires

By CASSANDRA MATTHEWS  
ASSOCIATE LEGISLATIVE DIRECTOR

Rep. Marge Roukema (R-N.J.), chair of the House's Housing and Community Opportunity Subcommittee, will retire at the end of her current term in 2002. Rep. Roukema is the senior female member of the GOP in the 107th Congress, having been first elected in 1980.

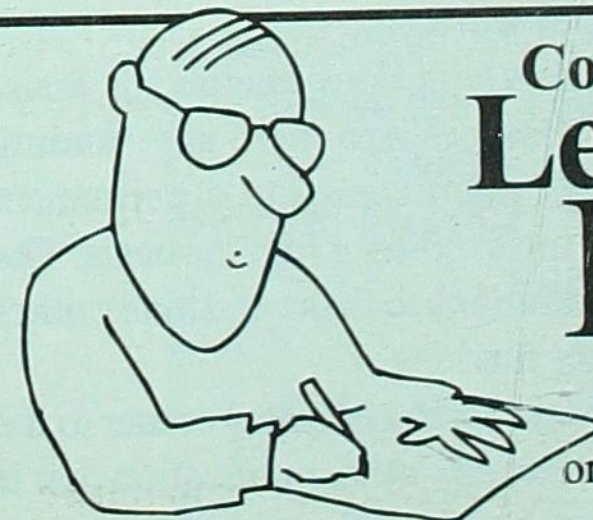
Roukema's moderate voting record has often differed from the Republican leadership throughout her tenure in Congress. She was instrumental in the passage of the Family and Medical Leave Act, vetoed twice by President George Bush but ultimately signed into law by President Bill Clinton in 1993. Her views were also contrary to GOP leadership with respect to such issues as gun control, abortion, campaign finance and HMO reform.

This independent streak may have led to her being passed over as chair of the newly formed Financial Services Committee at the begin-

ning of the 107th Congress. She was instead, offered the position of head of the United States Treasury Department, Roukema chose to remain in Congress and chair the House housing subcommittee under the Financial Services Committee.

Under her leadership, the subcommittee has held a series of hearings examining a range of housing affordability issues affecting communities nationwide, one of which includes testimony offered on behalf of NACo.

Roukema's departure will open up a hotly contested race between the expected GOP candidates in New Jersey's 5th district. It is anticipated that Bergen County Executive William "Pat" Schuber, a moderate and Roukema ally, will take on the more conservative New Jersey State Representative E. Scott Garrett. Garrett challenged Roukema in both 1998 and 2000, receiving 48 percent of the vote each time.



## County News invites Letters to the Editor

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

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



THE

## COUNTY

ENVIRONMENTAL REPORTER

November 26, 2001

A County News Special Supplement

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## Rebuild America helps counties save energy

By DANIEL SZE

High energy prices present a special challenge for county governments juggling the varied and competing demands on their budgets. Rebuild America, a network of 380

community-based partnerships, has some energy-saving solutions for counties that are seeking to save money by increasing the efficiency of public buildings. A program of the U.S. Department of Energy

(DOE), Rebuild America is dedicated to improving communities nationwide through energy efficiency.

Counties, cities, towns, townships and special districts lease, manage, own or operate an estimated 16 billion square-feet of space in the United States. This presents enormous opportunities for county governments to save money by increasing the efficiency of the buildings under their purview.

Our research shows that energy consumption in local government buildings could be reduced by at least 20 percent by implementing energy-saving measures. And energy costs — for operating offices, schools, libraries, colleges, public housing, medical facilities, police stations, fires stations, correctional facilities — account for 5 percent to 7 percent of local and state government annual expenses.

Rebuild America partnerships active in local government routinely realize energy savings of 20 percent and more by making common-sense energy-efficiency improvements in their buildings.

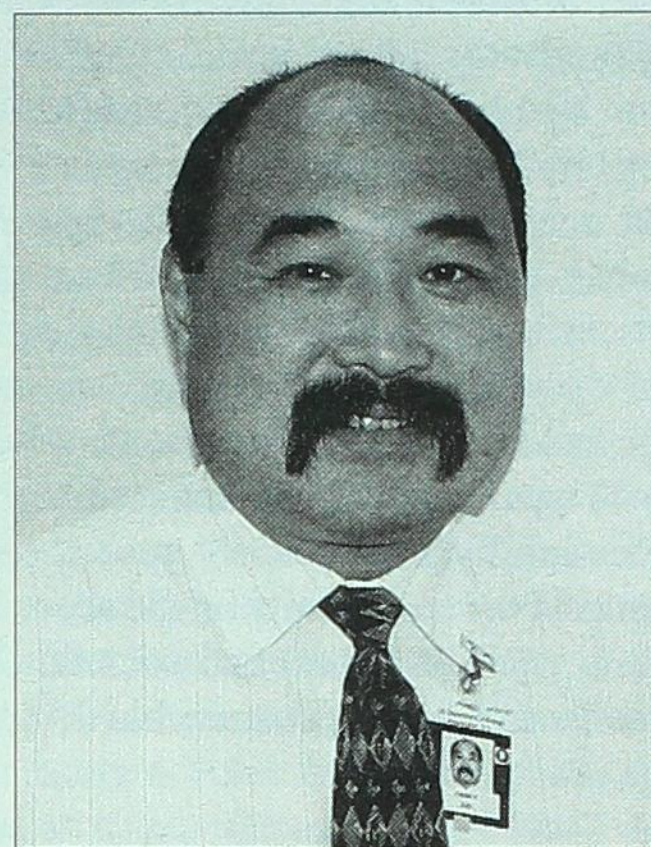
## Rebuild America in brief

Rebuild America partnerships are led by local governments, state agencies, schools and universities, public housing authorities, non-profit organizations and businesses. These partners are committed to reducing energy consumption in commercial and residential buildings and to putting the dollars saved to productive uses.

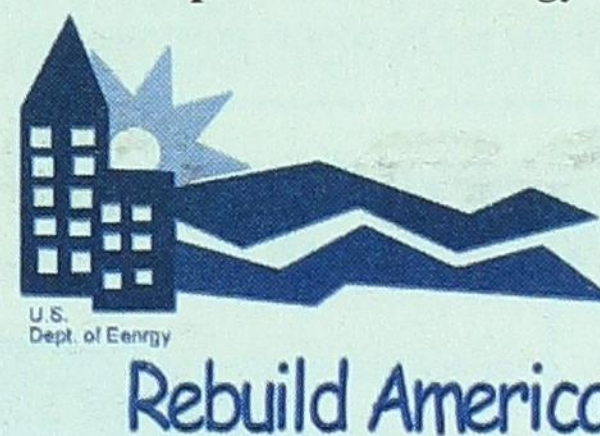
By reducing energy consumption in buildings, Rebuild America partnerships help protect the environment by decreasing demand for fossil fuel. This results in a positive impact on quality of life for many communities. In addition, a number of partnerships have discovered that energy efficiency can stimulate economic development.

Rebuild America's national program team provides partnerships with the framework or blueprint for developing their partnership. But each partnership shapes its own plan to determine the form Rebuild America will take in their community.

Partnerships decide which build-



Daniel Sze, Director of Building Technology, State and Community Programs, U.S. Department of Energy



ings to target for improvement and the technologies to apply, select the partners to participate, and establish goals for dollar and energy savings, as well as which buildings to improve. DOE provides guidebooks, software, marketing support, technical assistance and expertise from its national labs.

Local and state governments represent one of five market sectors where Rebuild America is active. The others are: K-12 schools; higher education; commercial buildings; and public/multifamily housing.

Rebuild America is further strengthened through its relationships with its Business Partners, providers of energy-efficiency services and technologies, and strategic partners, typically trade associations whose memberships share common ground with the Rebuild America market sectors.

NACo is an important strategic partner of Rebuild America. NACo has worked with Rebuild America to foster peer-to-peer communications and assistance between counties through the NACo County Energy Efficiency Network. The network pairs counties that are interested in beginning or expanding energy-effi-

ciency efforts with those that have successful energy-efficiency programs in place.

## Working Partnerships

Rebuild America partnerships are at the pulse of community-based efforts to save energy and are an important resource for county governments that are looking for ways to cut costs and operate more efficiently. Partnerships work with local governments to develop and implement plans to make energy-saving improvements to public buildings. Ada County, Idaho and Sarasota County, Florida provide examples of how county governments are working with Rebuild America.

## Rebuild Ada County, Idaho

The Rebuild Ada County partnership developed a five-year action plan to identify economically sustainable energy and resource efficiency priorities for county buildings. Its priorities were designed to meet the needs of county residents, county commissioners, elected officials, management, maintenance staff and building occupants in Idaho's largest county.

The program's goal is to demonstrate that public buildings are being operated in a cost-effective manner, which saves resources and maximizes tax dollars. The county's vision for its Rebuild America partnership is to incorporate energy efficient practices into everyday activities.

Rebuild Ada County has implemented energy-efficient technologies in 550,000 square-feet of building space. These projects have reduced the county's energy bills by nearly \$60,000 annually.

The new county courthouse is being designed to integrate the heating, ventilation and air conditioning units and other building systems, such as the emergency controls. Maintenance and operations staff will be fully trained in energy efficiency for all systems.

Ada County is exploring performance contracting to finance energy-saving measures planned for its juvenile detention center and the West

See **REBUILD** on page 8

## A Letter from NACo's

## Harry Stokes

## Environment, Energy and Land Use Subcommittee

November 26, 2001

Dear County Leaders,

In the wake of the devastating terrorist attacks on the World Trade Center and the Pentagon, our national attention is focused even more sharply on the complex political and military situation in the Middle East. In consideration of America's undeniable dependence on oil from this region, many Americans are asking, "What can we do to reduce our dependence on foreign oil?" The two most obvious and widely supported ways we can reduce our dependence on foreign oil is to either increase domestic energy production or reduce consumption.

Unfortunately, it is too late to undo the terrible events of September 11, 2001. But it is not too late to ensure America's future energy security by taking action at every level of government and society to improve the way we produce and use energy. Counties can do their part to reduce energy consumption by developing a county energy management strategy.

Typically, 30 percent or more of a large building's energy costs can be saved through a combined strategy of equipment upgrades, improvements in operations and maintenance, and training of building occupants to minimize energy waste. Further, the costs of these measures can usually be financed up front and paid for over time through reduced utility bills.

There is no reason that counties, government agencies, private businesses, and educational and non-profit institutions everywhere should put off implementing an energy management strategy. The benefits go far beyond national security.

Efficient buildings provide healthier living, working, and studying environments for their occupants. Energy efficiency improvements generally stimulate the local economy by spurring local investment and creating new jobs. And every kilowatt-hour of electricity saved also saves more than a pound of coal, eight cubic feet of natural gas or a quart of oil, as well as preventing the greenhouse gases that they produce.

If you would like to do your part for our national security by developing and implementing an energy management strategy for your county, free assistance is available through NACo.

For more information, please contact Lou Witt at [jlwitt@naco.org](mailto:jlwitt@naco.org) or (202) 942-4261.

Sincerely,  
Harry Stokes  
Chair, NACo Environment,  
Energy and Land Use Subcommittee  
Commissioner, Adams County, Pa.

2001-11-26 10:00 AM



## REBUILD from page 7

ern Idaho Fairgrounds Exposition Building. A 10-year payback schedule on energy savings will pay for selected retrofits, with savings projected at \$1.14 million. The county is also eyeing a plan for using landfill methane gas to produce electricity.

### Rebuild Sarasota County, Fla.

Rebuild Sarasota County encompasses commercial and local government building retrofits. Sarasota County's Facilities Maintenance Division is responsible for the operation and maintenance of 117 public buildings totaling more than 1.6 million square feet. Successful retrofits have enabled the division to decrease the county's annual electrical utility costs from \$1.4 million in 1998 to \$1.1 million in 2000.

Additional savings of approximately \$44,000 are projected for FY01. These savings have been accrued despite the addition of a 121,000 square-foot Judicial Center in 1998, and Florida Power and Light rate increases of 22 percent.

Sarasota County's retrofit of administrative buildings and judicial centers has involved upgrades to heating, ventilation and air condi-

tioning systems; extensive lighting retrofits; installing water-conservation measures; applying ENERGY STAR®-qualified roof coatings; and converting to single metering of facilities. With assistance from Rebuild America, FEDS (Facility Energy Decision System) software will be used to calculate energy and cost savings resulting from those retrofits.

Rebuild America is also assisting in county efforts to design the Florida Green Office Complex, which will serve as a showcase building for energy-efficient and sustainable building practices. Rebuild Sarasota County partners recognize that making sustainable design choices can result in long-term benefits, including reduced maintenance and operational costs, energy savings and improved environment.

The partnership is committed to educating Sarasota County government and the community on the economic, environmental and societal benefits of adopting sustainable design practices.

### Rebuild America resources

The following highlights some of the resources available from Rebuild America to help partnerships, including those led by county governments,

achieve their energy-saving goals.

◆ **Energy Efficiency and Renewable Energy Clearinghouse (EREC):** EREC is the primary resource for information about Rebuild America: 1-800-363-3732. A first stop for organizations seeking information about how to become a partnership, EREC continues to be a resource for established partnerships seeking resources and technical assistance.

◆ **Web Site:** The Rebuild America Web site — [www.rebuild.org](http://www.rebuild.org) — provides a wealth of information and resources about program and individual partnership activity.

### Technical information, tools and assistance

◆ **FEDS Software:** FEDS is a user friendly program that county governments can use to calculate the effect of building improvements on energy and cost savings. Available at no cost.

◆ **Sample RFPs for Performance Contracts:** Choosing the right energy services company (ESCO) is a critical part of successful performance contracts. To help government officials make informed decisions about ESCOs, Rebuild America provides online access to sample Requests for Proposals.

◆ **Energy Screening:** Many Re-

build America partnerships offer free energy screenings either directly or through the program's Business Partners.

◆ **DOE National Laboratories:** The DOE labs provide technical assistance and guidance to help community partnerships achieve their energy-saving goals.

◆ **State Energy Offices:** Most state energy offices have Rebuild America representatives who can tap into state resources for technical assistance to partnerships.

### Financial assistance

◆ **Energy Performance Contracts:** Such contracts provide expertise and performance guarantees that substantially reduce project risk. They are provided by ESCOs, which include many Rebuild America business partners. If a turn-key project is desired, ESCOs can generally fund energy-efficiency improvements through lease-purchase agreements or performance contracts.

◆ **Lease-Purchase Agreements:** Such agreements provide a means to make building improvements without tapping into limited capital budgets. Government officers may have used lease-purchase agreements for equipment or other items, but may not have considered

using it for building improvements. This may be a substantially untapped opportunity.

◆ **SEP Program Grants:** The DOE awards grants each year to state energy offices to support Rebuild America activities. The awards are issued by DOE's Office of Energy Efficiency and Renewable Energy. The State Energy Program (SEP) Special Projects grants apply to activities directly undertaken by the state energy offices as well as to specific projects within the states that are led by schools and other groups.

The grant money is leveraged by the state to attract other funds, for example, from the private sector or the state legislatures, to implement projects.

◆ **Energy Office Grant or Loan Programs:** Some state energy offices have grant funds slated for local governments, while others provide low-interest loans for specific project types. The state energy offices can provide specifics.

(For more information, contact Jack Werner, Rebuild America State & Local Government Market Sector Manager at (202) 547-0107, ext. 11 or [jfwerner@climate.org](mailto:jfwerner@climate.org). Daniel Sze is the national program manager of Rebuild America.)

# Energy Star® can help counties save energy

Is your county paying higher energy bills each month? County staff are plugging in new equipment, using computers for more tasks, and depending more and more on electronics — all of which contribute to these higher bills. In addition, the infrastructure of your county buildings or the equipment used to ventilate, heat, and cool them may be out of date and wasteful of energy.

Energy Star® is a voluntary partnership program offering a variety of resources and tools to help government agencies, businesses, schools, and consumers become more energy efficient in the workplace and at home. Through Energy Star, your county can learn how to apply best management practices and technologies that result in improved energy performance. Being more energy efficient means saving taxpayer dollars and preventing pollution — a clear demonstration of your fiscal and environmental leadership.

Working with Energy Star begins on the Web site, [www.energystar.gov](http://www.energystar.gov), where you'll find a variety of useful tools and resources to help you. Some of these include:

◆ **Assess Your Energy Management Team:** Successful energy management requires teamwork. Energy Star provides a unique diagnostic tool, One-2-Five® Energy Management, to

determine how well a county management system incorporates energy management practices into its everyday operations. Energy Star helps you: 1) identify energy management opportunities in your county, 2) assign priorities, 3) define an action plan, and 4) measure progress toward sustainable reductions in energy operating costs and greenhouse gas emissions.

The One-2-Five software tool offers specific action steps to ensure that all parts of a county organization are mutually supportive in promoting improving energy performance. Find out more by contacting Melissa Payne, USEPA public sector manager, at [payne.melissa@epa.gov](mailto:payne.melissa@epa.gov).

◆ **Buy Energy Star Labeled Products:** The Energy Star label appears on more than 30 categories of business and consumer products. Energy Star's Pur-

chasing Tool Kit and Simple Savings Calculator make the procurement of energy-efficient products easy. The tool kit lists product specifications and provides drop-in procurement language that counties can incorporate into purchasing policies.

To help you stay within budget, the savings calculator computes annual cost, life-cycle cost, and payback period based on the initial cost of the product and utility bill savings coming directly from lower energy use. With this tool, your county can quantify expected savings and make the most cost-effective purchasing decisions. Visit [www.epa.gov/nrgystar/purchasing](http://www.epa.gov/nrgystar/purchasing).

◆ **Measure, Track, and Improve Building Energy Performance:** Portfolio Manager is Energy Star's online tool for tracking build-

ing energy consumption, costs, and associated emissions over time. It gives you baseline data to manage the energy use in your facilities portfolio on an ongoing basis, set building performance goals, prioritize upgrades, and measure progress.

Included in Portfolio Manager is the national building energy performance rating system, which measures or benchmarks the energy performance of individual county office or school buildings on a scale of 1 to 100. The score shows how a building compares to others in your county and nationwide. Office buildings and schools that score 75 or higher, while maintaining indoor air quality that meets or exceeds industry standards, are eligible for the Energy Star label.

To get started, take the online Portfolio Manager Quick Tour. Go to [www.energystar.gov](http://www.energystar.gov), click on "For Government," then "Benchmark Your Building," then "Login," and then "Tour."

### Implementing Energy Efficient Solutions

When it's time to consider upgrades, Energy Star's five-stage whole-building approach provides technical guidance for implementing energy efficiency improvements. This system-

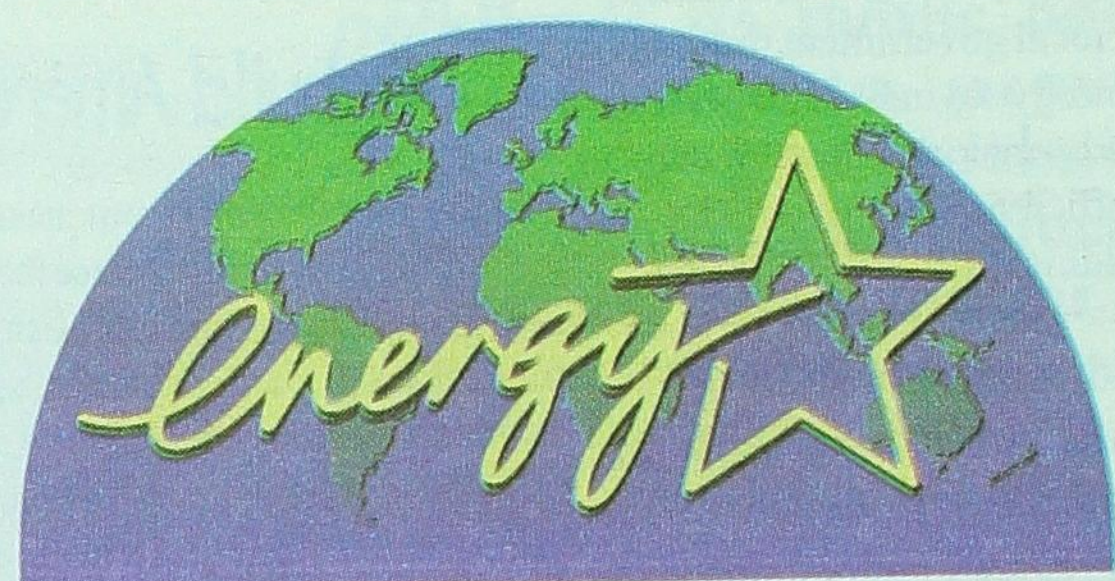
atic approach covers lighting, building tune-ups, load reductions, distribution systems, and heating and cooling systems. Download this practical guide, EPA's *Buildings Upgrade Manual*, by going to [www.energystar.gov](http://www.energystar.gov). From this page, click on "For Government," then "Resources," and then "Building Upgrade Manual."

◆ **Find Financing:** Once you are ready to invest in energy-efficient products and technologies, how do you pay for them? There are many ways to finance the purchase of energy-efficient equipment and upgrades without making any upfront investment — counties simply take advantage of the long-term energy savings produced by these very same upgrades.

Through online presentations or onsite workshops, experts at Energy Star will discuss ways to finance improvements, including the use of performance contracting, tax-exempt lease purchase agreements, and more. For details, visit [www.energystar.gov](http://www.energystar.gov), and click on "For Government," then "Resources," then "Internet Presentations."

◆ **Share with the Community:** As you take advantage of Energy Star's tools and resources and start reaping the benefits of improved energy performance, we'd like to help you com-

See **STAR** on page 9



Money Isn't All You're Saving



# STAR from page 7

communicate your success. Through Energy Star, you'll have the opportunity to network with other partners, develop case studies about your energy management program, download templates for press releases and newsletters, receive guidance on event planning, and compete for national awards. For current Energy Star news visit [www.epa.gov/nrgystar/news.html](http://www.epa.gov/nrgystar/news.html).

## Next Steps?

◆ Visit Energy Star's Website at

[www.energystar.gov](http://www.energystar.gov) to start using the many tools and resources available to assist you.

◆ Participate in interactive Internet presentations covering the financial, technical, and procurement aspects of energy efficiency for county governments. For more details go to [www.energystar.gov](http://www.energystar.gov), and click on "For Government," then "Resources," then "Internet Presentations."

◆ Call the Energy Star Hotline at 1-888-STAR-YES (1-888-782-7937) for information.

◆ E-mail Melissa Payne, public sector manager, at [payne.melissa@epa.gov](mailto:payne.melissa@epa.gov) for information.

## Energy Star®: an Energy Efficiency Leader

Energy Star® is the mark of excellence in energy and environmental performance. It is a registered mark of the United States Environmental Protection Agency (EPA) and Department of Energy (DOE).

The Energy Star label is awarded to buildings that rank in the top 25 percent of their class nationwide for energy performance and have indoor environmental quality that meets or exceeds industry standards. Energy Star makes it easy to improve energy performance at home and in the workplace.

It is a trusted national brand symbolizing superior energy performance in 30 categories of consumer electronics and appliances, as well as office buildings, schools, and homes.

To learn more about Energy Star, visit [www.energystar.gov](http://www.energystar.gov) or call the ENERGY STAR Hotline at 1-888-STAR-YES (1-888-782-7937).

# Easy Access to Energy Improvement Funds

Are you postponing the installation of energy efficiency projects because the money is not in your current budget? Do you need to obtain voter approval to take on additional debt? Do you find yourself weighing the benefits of installing energy efficiency equipment today against the hassles and expense of requesting new or additional debt?

If you answered "yes" to any of these questions, you will be happy to know that there are several simple, fast, legal and well-tested financing alternatives that may address your concerns.

The two most common public sector mechanisms are tax-exempt lease purchase agreements and performance contracts (PC). A performance contract can be considered a financing mechanism because it bundles one or more of the following components, financing, equipment, energy costs, and maintenance with performance guarantees.

Both mechanisms are effective alternatives to traditional debt financing, and both may allow you to pay for energy efficiency upgrades by using money that is already in your utility

operating budget. By spending only operating budget dollars, you may avoid the cumbersome capital budget process altogether. Both mechanisms will allow you to draw on dollars saved from future energy bills to pay for new, energy-efficient equipment today.

## Tax-exempt lease purchase

A tax-exempt lease purchase agreement, also known as a municipal lease, is closer to an installment-purchase agreement than a rental agreement. You will own the equipment after the financing term is over. One big benefit of a lease-purchase agreement is that the lessee's (borrower's) payment obligation usually terminates if the lessee fails to appropriate funds to make lease payments. Because of this provision, neither the lease nor the lease payments are considered debt, and payments can be made from the energy savings in your operating budget.

Unlike bond issues, tax-exempt lease purchase financing usually does not require a voter referendum because it is considered an operating rather than a capital expenditure due

to this non-appropriation language. However, lenders will want to know that the assets being financed are of essential use, which will minimize the risk of non-appropriation.

In fact, your organization may already be leasing equipment, and it may be surprisingly easy to add your energy project to the existing leasing agreement, especially if your organization has a master lease in place with a lending institution.

## PC

Performance contracting also can provide an effective way to fund efficiency improvements, if savings can be easily measured and documented.

Energy services companies (ESCOs) frequently assume the performance risk of the technologies they install and will often guarantee a certain level of energy cost savings that can be used to pay for new equipment and deferred maintenance. An ESCO may bundle in the financing needed to replace, repair, and maintain HVAC, control, and lighting systems as part of an energy performance contract.

However, when evaluating Energy Star, and performance contracts, you may benefit by separating the financing activity from the performance guarantees. By unbundling financing from equipment performance, you may be able to take advantage of lower, tax-exempt interest rates or combine this financing with the financing of other projects.

*(For more information about EPA's free technical support for financing energy upgrades or to schedule a presentation on this subject, contact Julio Rovi, The Cadmus Group, Inc., a contractor working in support of Energy Star, at (703) 247-6134, or e-mail [finance@cadmusgroup.com](mailto:finance@cadmusgroup.com).)*

	CASH	BONDS	MUNICIPAL LEASE	PERFORMANCE CONTRACTS
Interest Rates	N/A	Lowest tax-exempt rate	Low tax-exempt rate	Can be taxable or tax-exempt
Financing Term	N/A	May be 20 years or more	Up to 10 years is common and up to 12-15 years is possible for large projects	Typically up to 10 years, may be as long as 15 years
Other Costs	N/A	Underwriting legal opinion, insurance, etc.	None	Engineering costs possible if contract not executed
Approval Process	Internal	May have to be approved by tax payers or public referendum	Internal approvals needed. Simple attorney letter required	RFP usually required, internal approvals needed
Approval Time	Current budget period	May be lengthy - process may take years	Generally within one day	Generally within 2-3 days once the award is made
Funding Flexibility	N/A	Very difficult to go above the dollar ceiling	Can set up a Master Lease, which allows you to draw down funds as needed	Relatively flexible. An underlying Municipal Lease is often used
Budget Used	Either	Capital	Operating	Operating
Largest Benefit	Direct access if included in budget	Low interest rate because it is a general obligation of public entity	Allows you to buy capital equipment using operating dollars	Provides performance guarantees which help approval process
Largest Hurdle	Never seems to be enough money available for projects	Very time consuming	Identifying the project to be financed	Identifying the project to be financed and selecting the ESCO

# Broward County fuel program easy and efficient

By ANTHONY ROSA  
BROWARD COUNTY, FLA.

In 1988, the Broward County Florida Board of Commissioners, began an alternative fuel vehicle (AFV) program. With grant funding from the U.S. Department of Energy and Public Technology Inc., the county converted a number of existing gasoline-powered vehicles to optional clean-burning compressed natural gas (CNG). Since those early conversions, the county's program has acquired the original equipment manufacturer (OEM) dedicated and bi-fuel vehicles and established conveniently located refueling and recharging infrastructures. These efforts, along with the promotion of new technologies to ensure usage, have been spearheaded by Broward County's Energy Management Section

within the Office of General Services, Public Works Department.

Since 1988, more than 228 vehicles fueled by compressed natural gas (CNG), liquefied petroleum gas (LPG, also known as propane) and electricity (EV) have been introduced into the general purpose fleet with 175 still active as of June, 2001.

Employees assigned AFVs have a choice of 13 refueling and recharging locations. Altogether, the locations provide 36 pumps or connections for refueling. CNG drivers can refuel at one of four fast-fill CNG stations. Drivers of CNG vehicles that park overnight (or for long periods of time) at the Governmental Center can refuel at one of six CNG slow-fill connections.

Port Everglades is home to all LPG-powered vehicles, which are re-

fueled from on-site tanks. To date, 26 individual EV charging sites have been established throughout the county, with the centerpiece of the EV charging stations located at the Government Center.

The Energy Management Section reestablished performance measures to actually track the usage of AFVs and ensure a maximum return on investments. Levels of performance reached in FY00 included logging more than 613,800 miles utilizing alternative fuels. This resulted in fuel cost savings of \$22,450 and reduced tailpipe emissions of more than 145,000 lbs. Performance levels for FY01 are expected to increase by 20 percent.

In most cases, the AFV option carries a higher initial cost compared to conventional gasoline-powered

vehicles (due mainly from economies gained from mass production). However, fuel cost savings can offset the incremental costs (the portion higher compared to average gasoline-powered) over a short period of time. Beyond the financial aspects, AFVs send a positive message to the community with the environmental benefits and the introduction of new technologies.

The AFV effort has

- received grant funding for a majority of the costs
- prepared Broward County for possible future mandates, which already exist at the federal and state level
- complied with the Board of Commissioners' goals, specifically, to protect the environment and increase efficiencies

• reduced dependency on foreign oil and expanded the market for sustainable and renewable energy alternatives.

• improved air quality and health conditions in Broward County, and

• benefited the community through outreach efforts that introduce new technologies.

Broward County's progressive thinking has positioned itself for the future and continues the commitment with ever-increasing goals for miles driven on alternative fuels.

*(For more information on Broward County's Energy Management Section, please visit [www.co.broward.fl.us/energy.htm](http://www.co.broward.fl.us/energy.htm), or contact: Anthony J. Rosa, CEM; [energymanager@broward.org](mailto:energymanager@broward.org), Broward County, Fla., (954) 357-6506 or [arosa@broward.org](mailto:arosa@broward.org).)*



# 'Performance Contracting' — A Ready Solution

By Chuck Hall

SIEMENS BUILDING TECHNOLOGIES

## Can county renewal really be funded without capital outlay?

It not only can be done, it is being done. And, most important, many are predicting it will become the key to sustainability for every county government in the United States.

The concept of Performance Contracting, or "PC," has lain dormant among most counties for decades primarily because its methodology and application were misunderstood. Performance contracting provides public entities with a means of leveraging the equity that is locked up in their assets to make energy and other infrastructure improvements, all without tapping cash or raising funds. In most public infrastructure improvement cases where there was no capital available, PC was the sole means of getting the job done.

In other public and private sectors, the PC has proven itself as the primary delivery agent in freeing up hidden capital to fund much needed efficiency and service improvements for aging county facilities. Here are a few secrets on how to steer your county into a veritable gold mine of accessible, risk-free funding for those sorely needed improvements.

In these times of shrinking budgets and mounting constituent scrutiny, county officials have a more difficult task than ever in meeting the challenges of sustainability. But there are a few 'pioneers' just beginning to wake up to an old and often overlooked solution to infrastructure improvement that breaks the vicious cycle of budget constraints. These visionaries are benefiting their respective county constituents immeasurably by discovering innovative ways to finance projects without affecting existing budgets.

Anyone who is concerned about their county's quality of services to constituents is well aware of the challenges in preserving and maintaining their buildings. Courthouses, recreational, law enforcement and other public service facilities have relentless needs to be kept in top physical and aesthetic condition. Unfortunately, in most cases, it is a frustrating and often neglected discipline that adds to the nation's mounting statistics of deferred maintenance.

Equally important, everyone involved with county government understands that aging infrastructures — facility HVAC and lighting systems, street lighting and water and sewage systems, etc. — all pose significant opportunities for conserva-

tion and savings, if the capital is available to fund the improvements.

So why isn't every county in America working on a PC? The reasons are due largely to a basic misunderstanding of how PC is structured and applied.

### PC structure

Not designed as a "quick-fix" scheme, PC was originally created as a solution exclusively for energy efficiency initiatives for those public entities that found it difficult or impossible to fund such projects otherwise.

However, since its origin, the PC has evolved and been reshaped to include energy and operational efficiencies that reduce the costs associated with operating a public entity. This is a critical distinction of which some county officials are still not aware.

The first PC was authorized by the Ohio State Legislature in the 1980s when the state created its landmark House Bill 264. Since then, virtually every state has followed suit to enable public entities such as counties, K-12 schools and other state agencies to negotiate a resolution for their own issues of asset waste. Most recently, this issue has become known as "sustainability," which by today's standards translates into continuous infrastructure renewal.

### Redefining the PC

Essentially, performance contracting has emerged as a key delivery agent for sustainability. By its latest definition, PC is a contract that guarantees performance for not only public entities, but also for industry, healthcare and higher education as well. The PC provides operational equipment upgrades and replacements by an energy services company without upfront cash expenditures. The PC is self-funding, in that the improved efficiencies and resulting savings pay for the project throughout the contract's term.

Therefore, under a PC, a county would simply redirect funds from savings to meet project payments as they come due. The service provider handles the financing and assumes all of the risk; if the guaranteed savings fall short, the provider makes up the difference.

As a simple way of redefining the PC in terms that relate to sustainability, I use the acronym PRP, which stands for procurement (of services), restoration (of facilities and infrastructure) and partnering (with a reliable service provider).

As a means of procurement, the PC is a methodology of financing a capital improvement project out of a county's operating budget. The procurement aspect, in its simplest terms, means that the PC must find ways to

reduce energy and operational waste, recommend ways to effect the savings, then finance or "procure" the funds necessary to pay for the improvement measures using the future savings as collateral.

This aspect is accomplished through the Request for Qualifications (RFQ) or the Request for Proposal (RFP) process. The procurement aspect frees the county from the financial risk and from the burden of having to go to the taxpayers for more money.

The three most important aspects of a performance contract are: procurement, restoration and partnering.

As a means of restoration, PC is a county's mechanism for exciting, new facility and technology infrastructure modernization and upgrades. Certainly, energy-related projects are included, such as building automation and control for "smart buildings," energy conservation and energy cost reduction. But it can and often does include other operational cost reduction, structural and productivity improvements, fire alarm/life safety and security systems, utility cost management and water management, and even construction of new power plants. The extent to which your county chooses to use a PC can be governed by both need and imagination. (See sidebar: "The Many Facets of Today's PC.")

As a means of partnering, PC establishes a relationship with a reliable and competent service provider that is based on mutual accountability. The relationship provides the county with single-source responsibilities for the procurement, restoration and completion of the project, which can be of significant value to the county participants.

When formed properly, the relationship allows the county officials to focus on what they do best: pay attention to the constituents while the supplier tends to the myriad details. For the relationship to work its magic, both parties must commit to defining the county's business objectives and must remain fixed on achieving them.

### Cure for the 'vicious cycle'

The concept of PC may sound too good to be true, which may be another reason why it hasn't caught fire among county officials in the past. Those same officials were caught up in the vicious cycle of county government wherein revenues diminished while costs continued to escalate. In addition, routine maintenance and other facility-care disciplines were being deferred at alarming rates in an effort to make up for the shortfall in operating budgets.

Statistics show local governments in the United States spent more than \$11 billion last year on energy to run

their office buildings, public spaces and street lighting. Nearly 30 percent, or \$3.4 billion, is wasted unnecessarily in the operation of inefficient equipment. In most cases, energy expenses in public buildings are second only to salaries. By simply implementing strategic energy conservation measures and maintenance programs, and by tracking energy consumption, counties can significantly reduce operational costs and utility bills.

There is yet another threat looming for county officials that affects operating budgets significantly and where a PC can serve as a valuable tool: electric utility deregulation.

As a relatively large utilities consumer, a county government incurs large bills for operating budgets and fleets. Therefore, the procurement of energy itself can be a major cost-saving component of a PC when left to competent, unbiased experts.

Energy procurement, more than any other discipline, needs to be carefully and continually managed for each type of utility resource, whether it's electricity, natural gas, fuel oil or steam.

Certainly, one of the riskiest and most terrifying aspects of the emerging, deregulated energy markets involves what the average county official doesn't know. There is a burgeoning, new industry of knowledge that demands constant attention to details. The county officials with whom I have come into contact have neither the time nor the knowledge to compete effectively in this arena. For them, a worthwhile PC would achieve utility cost savings that are higher

than the market returns for similar organizations that have no utility resource management, or URM function, in place.

In essence, a URM component of the PC provides the critical supply-side competency that complements the PC's demand-side initiatives. It's a one-two punch that gives the county considerable clout in the new, competitive energy procurement marketplace.

### Conclusion

PC can be the key to sustainability for every county in the United States. The benefits are many. It can allow much-needed capital improvements to be made within the existing budgets while freeing up time and money which can be better spent on constituents. Performance of the PC is guaranteed, which ensures accountability of the results. Your budgets are controlled via reduced expenditures. Your county will be better able to accommodate facility changes with less time spent trying to find funding sources. Best of all, your county taxpayers won't be bothered by new taxes and can enjoy higher levels of comfort, safety and aesthetics right along with energy and resource conservation.

(Charles "Chuck" Hall is a senior manager for Performance Contracting in North America for Siemens Building Technologies. The company is headquartered in Bensenville, Ill., a Chicago suburb. He may be reached for questions at (847) 941-5772.)

## The Many Facets of Today's PC

Today's performance contract for county government can cover considerable ground in terms of improvements for your county's facilities. The extent to which your county chooses to use a PC can be governed by both need and imagination. Here are a number of examples of services and improvements that could be included in your county's performance contract:

- administrative services
- capital improvements
- compliance and regulatory requirements
- computers and computer networks
- electrical systems
- energy consulting and URM services
- energy control and management systems
- energy recovery systems
- fire alarm/life safety systems
- HVAC equipment
- insulation
- inventory control and reduction
- lighting equipment and retrofits
- mechanical contracts and services
- repairs and maintenance
- security systems
- service agreements
- voice, data and video communications systems
- waste disposal and management
- water conservation and treatment, and
- windows and doors.



## NEWS FROM THE NATION'S COUNTIES

### ALABAMA

With a little help from the governor, the **COVINGTON COUNTY** Sheriff's Dept. is the first of many counties in this week's report to bolster their crime fighting capabilities.

Alabama Gov. Don Siegelman recently awarded the county a \$22,000 grant to help the department purchase a new patrol car. The money will go to purchasing a new Crown Victoria or SUV and will enable an older vehicle to be used by resource officers at county schools.

"We requested three to five and they offered us a grant for one," Commission Chairman Greg White told the *Andalusia Star News*. "Any time we can get help with acquiring assets to help our police officers or other departments, it is much appreciated."

The county commission has committed \$2,444 in matching funds for the purchase of the car.

### ALASKA

In what Assemblyman Jim Colver called a watershed moment, the **MATANUSKA-SUSITNA BOROUGH** Assembly unanimously voted to create a 185-acre land buffer around a drag strip in Butte.

Owners of the raceway, citizens and assembly members worked together to create a compromise deal that was met with little opposition overall and none at the Nov. 6 vote.

The compromise designates 185 acres of undeveloped borough land as a non-motorized public recreation area, creating a permanent buffer to muffle noise. The borough also agreed to sell the track owner 25 acres of borough land to use as a parking lot and the borough will vacate a right of way.

### ARIZONA

Fifty years of development patterns and a less than enthusiastic development community is not about to stop **PIMA COUNTY** Administrator Chuck Huckelberry in his efforts to revise the county's long-term land use plan.

According to *The Arizona Daily Star*, the development community feels Huckelberry's proposal is too controlling, costly and damaging to property values. The proposal promotes compact growth — an idea that encourages building in urban areas instead of in outlying rural areas or on environmentally sensitive lands.

Huckelberry would like the Board of Supervisors to change the 1992 County Comprehensive Plan to:

- slash recommended housing densities or "down-play" 45,000 acres far from Tucson to protect nearly two dozen plant and animal species for the county's Sonoran Desert Comprehensive Plan

- raise densities or "up-plan" another 51,000 acres to encourage building on less sensitive, more urban land, and

- establish Urban Service Areas where the county would provide roads, sewers, and other services and force new development to swallow more of the service costs and to install these services before getting permits.

Huckelberry has stated that his intention is to follow the 1998 state Growing Smarter growth management law that calls on local governments to approve policies that promote compact growth.

"It's real straightforward," Huckelberry told *The Arizona Daily Star*. "Where we up-plan is near existing urban areas where infrastructure is available. We've down-planned on the urban fringes, with no infrastructure and areas of high biological value."

However, developers are angered by Huckelberry's plan, especially by his perceived effort to link the comprehensive and conservation plans.

The county staff will propose service area boundaries within the next 30 days and fees within six months. The board will vote on the revised plan Dec. 18. Stay tuned...

### FLORIDA

The voters of **LAKE COUNTY** have spoken and decided that they do have pennies to spare. On Nov. 6, residents voted to continue levying a 1-cent sales tax. The tax will pay to renovate schools and build roads, libraries and community centers.

The tax, approved overwhelmingly by 63 percent, will keep the sales tax at 7 cents on the dollar, which was first approved 14 years ago. According to *The Orlando Sentinel*, turnout for the countywide referendum to extend the tax for another 15 years was relatively high for the off-year election, with 28.8 percent of registered voters casting ballots.

The tax raises about \$19 million a year.

### INDIANA

Some sheriff's deputies in **MARION COUNTY** are getting a new weapon in the fight against crime...literally. Soon, certain deputies will be armed with an AR-15 Bushmaster "Dissipator," which carries 30 rounds and care fire accurately more than 320 yards.

"At this point, we're just looking at this as an extra tool," Sheriff Jack Cottey told the *Indianapolis Star*. "With these weapons, there will be a very rigid policy that restricts them. They are not to be used indiscriminately."

Cost details are still being hammered out, but the department plans

to train 25 to 30 deputies to use the \$1,000 weapons and deploy them strategically, so the weapons could be on scene in any part of the county in six minutes.

Shotguns and .40-caliber semi-automatic handguns will remain the preferred weapons for the majority of deputies.

### OREGON

While they are adding firepower in Indiana, they are calling them to arms in **CLATSOP COUNTY**...sort of.

In the wake of the recent terrorism warnings, law enforcement resources in the county are stretched to the limit, so Sheriff John Raichal is asking citizens to help defend bridges, ship routes, power supplies and other sensitive sites.

The sheriff plans to recruit up to 125 volunteers for an armed civil defense force. According to Raichal, the volunteers will act mainly as armed guards and will not be allowed to take the law into their own hands.

### PENNSYLVANIA

While they can't tell you whether all rumors are fact or fiction, the new Rumor Control Line in **ALLEGHENY COUNTY** can tell citizens whether rumors about potential terrorist attacks are true or not. The line was activated in response to a number of phone calls the county was receiving from residents anxious about the dangers of a terrorist attack involving biological or chemical weapons. The line will also relay accurate information on health issues.

In addition to the rumor line, the county also set up a KidsLine to help children deal with the emotions they may be experiencing as a result of recent news events.

Both lines are open 24 hours a day and will remain open until further notice.

### SOUTH CAROLINA

To make sure emergency services are available for all the citizens of **ANDERSON COUNTY**, the county council is considering levying charges on some business or homes when emergency or law enforcement workers respond to a false alarm.

Since Oct. 2000, the county has responded to more than 11,000 false alarms, according to council member Bill Dees. If the ordinance passes, a fourth false alarm in three months would cost businesses or homeowners \$50. The proposal includes a grace period for new alarm owners, giving them 30 days to work out any problems.

Owners would not be penalized when multiple alarms go off due to a thunderstorm or another weather condition. Everyone would be re-

quired to register their security system with the county.

### TENNESSEE

According to a recent report released by the Tennessee County Services Association and the University of Tennessee's County Technical Assistance Service, counties throughout Tennessee may have to increase property taxes next year if state legislators continue to delay tax reforms.

Earlier this year, the legislature agreed to freeze all shared funds to counties in FY03 if the state's growing revenue deficit cannot be remedied by then.

In an article in the *Elizabethton Star*, **CARTER COUNTY** Executive Truman Clark said that counties across the state would face staggering property tax increases in order to continue basic services. While the statewide average increase in property tax of 36 cents is expected, some counties could be faced with raising the tax as much as \$2.50 per \$100.

Clark, whose county would have to raise taxes 58 cents to compensate for the lost state revenue, said he expects counties statewide to file a joint action against the state if legislators go to such measures. Clark said, according to the state constitution, it is unlawful for legislators to withhold shared funds for mandated programs.

### WASHINGTON

A **KING COUNTY** charter amendment guaranteeing "the free exercise of religion" recently received voter approval by an easy margin.

According to *The Seattle Times*, the amendment won't officially change the law, but supporters hope

the amendment approval will send county officials a message making them think twice before they impose land-use and other restrictions on churches.

The proposal arose from the council's long struggle earlier this year over proposed limits on churches in rural areas.

### WISCONSIN


Add **MILWAUKEE COUNTY** to the list of counties across the nation asking a little bit more from its workers and citizens in these tumultuous times. More than 1,000 county workers are being trained to learn how to recognize a terrorist attack.

Every employee in the county courthouse complex has been ordered to complete a two-hour training by late November.

"It's just an awareness, and it will talk about nuclear, biological, and chemical. It'll talk about the side effects and symptoms, and make them a much better citizen of the United States because this will pertain to anywhere they go," Ed Marchewka, county emergency management director, told a local television station.

The session will help employees recognize what is suspicious and how to respond if they think they've been exposed to suspicious material. Like attack training drills, and a decision to add metal detectors to every courthouse, the training is seen as another step to keep the facilities and the people in them safe.

(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).)



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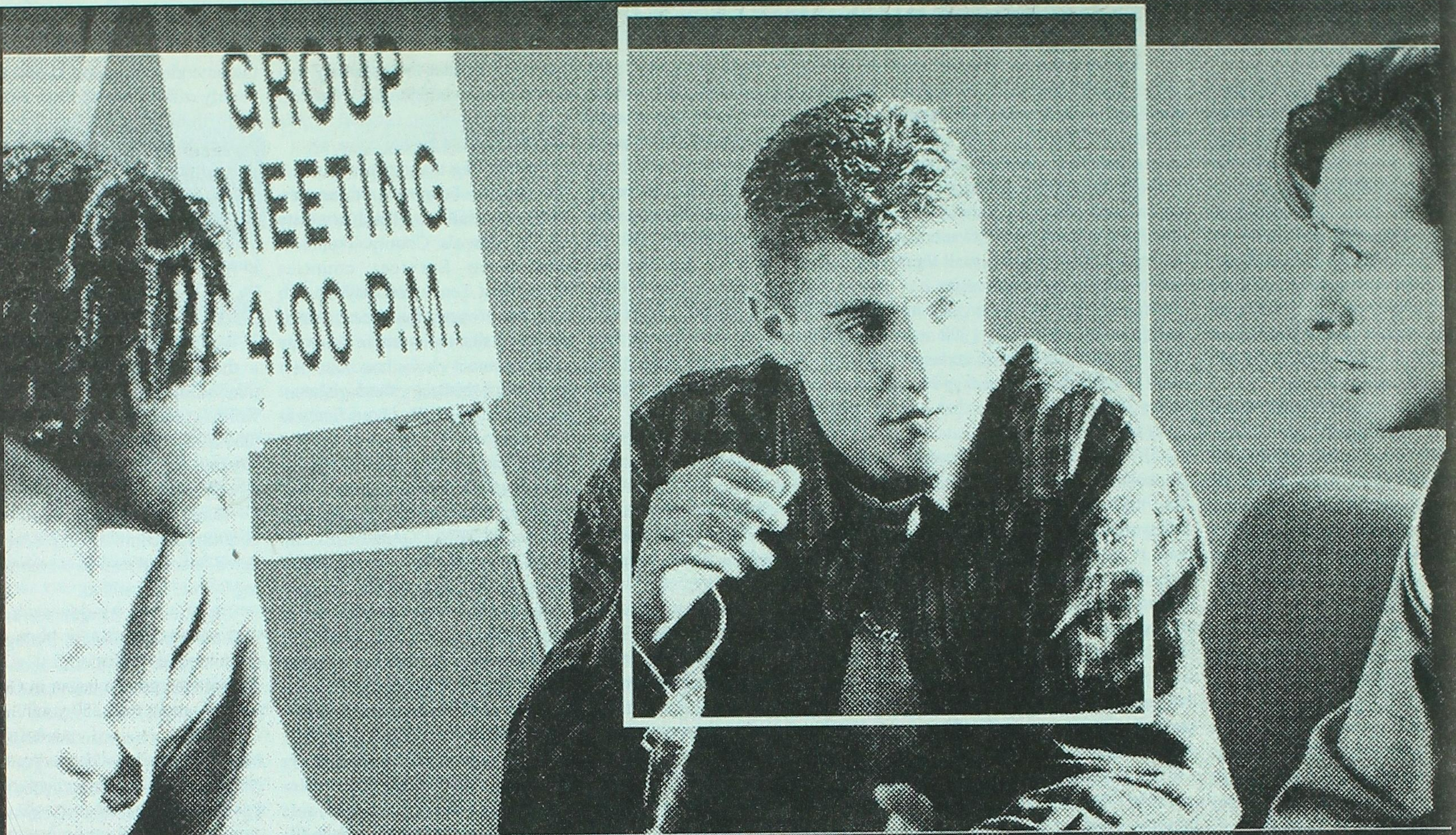
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## RESEARCH NEWS

## Census 2000 Highlights

As always, as the new data from the most recent census is revealed, we find out about ourselves as a nation and frequently discover that we as a nation have to change our opinion of who we are. The data from Census 2000 shows new information about growth and change that occurred in this country between 1990 and 2000. Overall, the data from the Census shows that the United States has experienced:

- rapid population growth
- growing racial, ethnic and cultural diversity
- changing household composition
- changing housing characteristics, and
- changing household economic conditions

## Population growth

The data recently released by the Census Bureau shows that the phenomenal growth in population since the 1990 census was higher, at 13.2 percent, than growth in the previous two decades. The 33 million increase in the number of people in this country between 1990 and 2000, was the highest growth between censuses ever experienced. Census 2000 also marked the first time in the 20th century when every single state in the nation gained population. Only Washington, D. C. experienced a decrease in population. The United States also experienced a faster growth in population than other major developed countries.

## Growing diversity

The decade between 1990 and 2000 may go down in history as the first time that non-Hispanic whites decreased as a proportion of all Americans. The Hispanic and the African American populations in the country were nearly the same, after a decade of rapid Hispanic growth.

The national average decrease in the white population is 6.5 percent. However, Nevada and California experienced decreases above 10.5 percent, while Montana, North Dakota and Wyoming all experienced losses of less than 2.9 percent.

Other racial groups started gaining a share of the numbers and America saw a major growth in people who were born outside of the

United States. Census 2000 also showed that a much larger share of Americans speak a language other than English in their homes.

## Changing households

The Census 2000 data revealed that the percentage of households composed of married couples is actually decreasing. For the first time in Census history, people living alone outnumber the number of households composed of married couples and children under the age of 18 years old. The data also reveals that households composed of unmarried partners are also growing rapidly. Nearly 4 million households now house multiple generations of the same family and more than 2 million grandparents are the primary caregivers for children in these households.

The states of Maine, Rhode Island, South Carolina, Kentucky, North Dakota and New Mexico all experienced at least a 5.3 percent decrease in married couple households. The same data reveals that Colorado, Nevada and California experienced less than a 2.4 percent decrease in the number of married couple households. The state of Utah has the highest percentage of married couple households in the country at 63 percent, followed by Idaho (59 percent) and Iowa (55 percent). The District of Columbia has the lowest at only 23 percent.

Washington, D.C., at 43 percent, has the highest percentage of one-person households in the nation. Alexandria, Va.; Cincinnati, Ohio; Cambridge, Mass.; and Seattle, Wash. round out the top five, with all reporting more than 41 percent of households composed of one person. Nationally, one out of every four households is a one-person household.

## Housing Characteristics

The data from 2000 Census shows a homeownership rate of 66 percent, the highest ever reported. The data also reveals that the cost of housing is increasing for both owners and renters, and the median value of homes continues to rise. The national increase in the median home value was 16.5 percent, but counties in 13 states experienced increases above 30 percent. More households

have telephones than ever before and more have at least one motor vehicle. Electricity is growing in use as a heating fuel.

## Household

## economic conditions

The median household income for 1999 is the highest ever for non-Hispanic whites, blacks and Hispanics. Nine states reported increases in

median household income from 1989 to 1999 of more than 12 percent.

Using the same data, 14 states experienced decreases in the median household income. The average increase for the nation was 3.2 percent. Female wage earners experienced significant increases in median earnings at the same time that the earnings for males did not change. The poverty rate was the lowest in 20 years, but at

the same time, more people than ever lack health insurance coverage.

For additional information from the 2000 Census, go to [www.census.gov](http://www.census.gov). For specific information on population and demographic characteristics go to <http://factfinder.census.gov/servlet/BasicFactsServlet>

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

## Hats Off to...

## Environmental Protection and Energy

## Northeast Pennsylvania Regional Household Waste Management Program

## Lehigh County, Pa.

In July 1998, the counties of Lehigh, Northampton and Schuylkill, and the Monroe County Municipal Waste Management Authority, through an intergovernmental agreement, initiated the *Northeast Pennsylvania Regional Household Hazardous Waste Management Program*.

Through a joint contract with a private firm, the four counties are able to provide the first HHW home collection service on the East Coast and the first regional program in the nation. Every resident of the four participating counties has the opportunity to call a toll-free phone number and make an appointment for the contractor's qualified staff to pick up unwanted pesticides, drain cleaners, paints, used motor oil and other dangerous HHW materials directly from the resident's home.

Through the creative use of skilled senior volunteers, a public education program has been developed that focuses on reducing HHW materials in the home by using safer alternatives; properly using and storing home hazardous products; and participating in the HHW home collection program.

Current costs run approximately 26 cents per pound, which is low compared to drop-off or other types of collection programs. An average of 165 pounds—170 pounds of HHW materials is being collected from each participant through this program (This is more than double the national average of 75 pounds per resident). Since the program's inception, more than 1.83 million pounds of material has been collected, and approximately 76 percent of the collected materials have been recycled.

## Water Quality Board

## Macomb County, Mich.

The Macomb County Water Quality Board is a nine-member board

appointed by the county's board of commissioners, with the mission of improving and protecting water quality in the county and surrounding areas. Volunteer citizen members represent business, agriculture and environmental organizations. A member of the board of commissioners from each political party also serves.

The board, which meets monthly, acts as a liaison on water quality matters between the board of commissioners and the citizens, governmental agencies, other governmental units and the private sector.

The Water Quality Board has developed a comprehensive water monitoring plan, established an inter-county group to address water quality issues surrounding Lake St. Clair—and has been a catalyst for acquiring nearly \$500,000 in grant funds for water quality projects.

The board has held public hearings in various areas of the county. The board—primarily through its chairman—has used the media to publicize water quality issues and has become a resource for media contact. The board has also taken positions on a number of policy issues and has provided testimony at state legislative hearings.

Buffalo River Watershed Protection Corridor and Wetland Restoration Project  
Erie County, N.Y.

A critical element of the Buffalo River Watershed Protection Corridor and Wetland Restoration Project, managed by the Erie County Department of Environment and Planning (DEP) is community ownership of the river's environment.

The goal of the program is to build awareness in the community that environmental quality, like public safety, is not something that can simply be delivered by government agencies. Rather, the community has to work in partnership with the gov-

ernment to improve and maintain the environmental quality of the watershed and river's corridor.

Since the project began in October 1998, more than 250 youth have been directly involved with environmental education and habitat restoration programs. In addition, approximately 9,000 students and more than 2,000 community residents have been participants in stewardship and environmental education-related activities during this same time period.

More than 400 schools and community centers have utilized DEP's outreach programs, with six schools partnering with DEP for long-term, multi-phase programs.

The first step of the program was to introduce the "watershed" concept to youth and the community, utilizing watershed presentations at community centers, primary and secondary schools, and universities, reaching out to more than 600 students and adults.

Once each community became aware of what the term watershed means, DEP then identified schools and community center that would participate in long-term environmental education and habitat restoration programs.

Programs created under the DEP project includes an after school environment club, an environmental exchange program, a summer program at the Delaware Family YMCA to teach children about household hazardous waste, a DEP sponsored Great Lakes Student Summit for more than 250 youth and a host of other educational forums.

As a result of the project, nearly 15 acres of habitat within the watershed has been cleaned, enhanced restored and protected by community residents.

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

# Got News? Some

Let us know...

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





## MONEY CAN SEPARATE EVEN THE BEST OF FRIENDS.

The United Negro College Fund helps thousands of deserving students go to college. But for every one we help, there's one we can't. Not without the funds. With your generous donation you can help ensure that everyone who should go to college does, including the best of friends.



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A Mind Is A Terrible Thing To Waste.

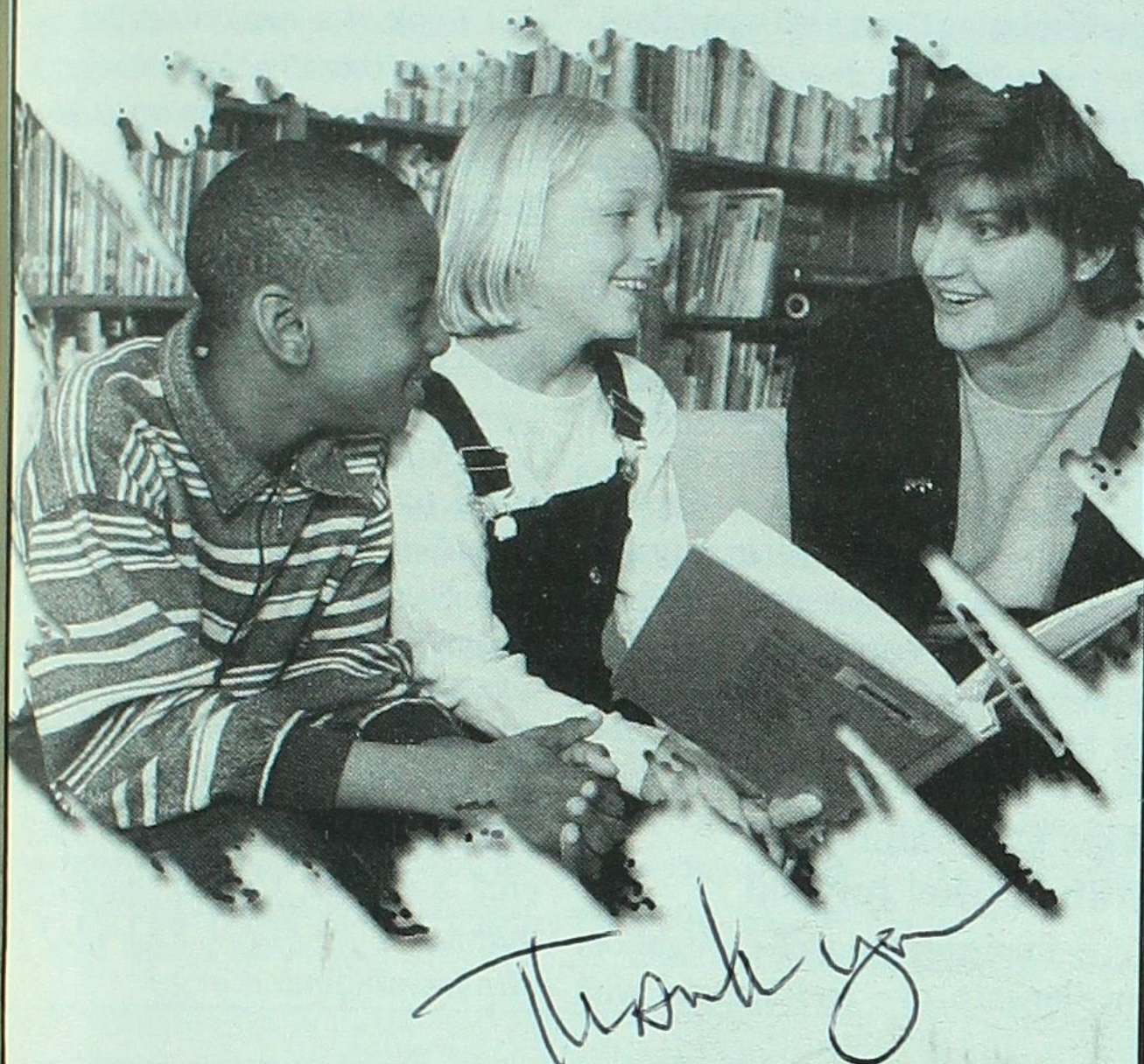


Call 1 800 332-UNCF.



# Counties Care for Kids

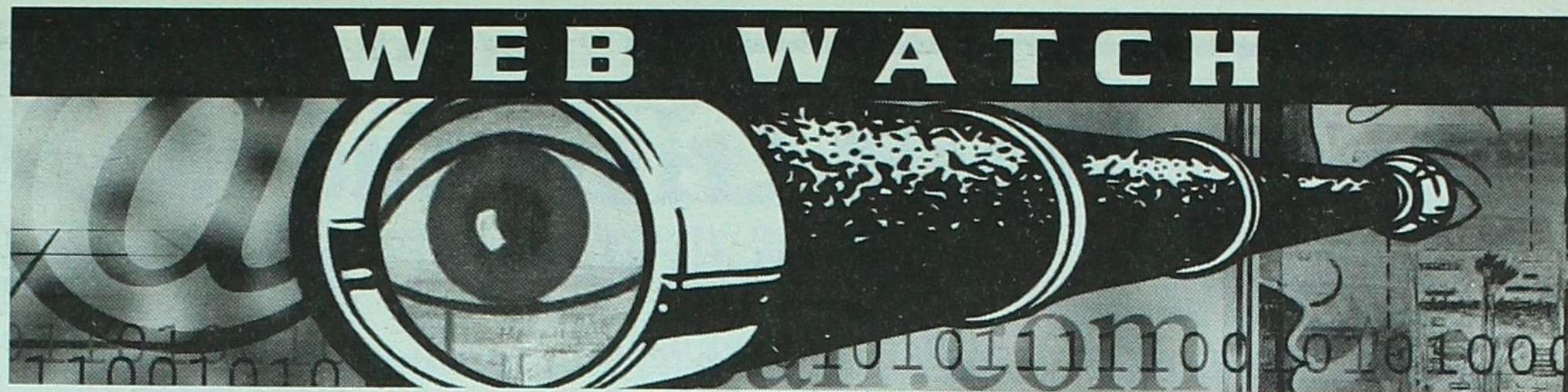
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for decades to come...*

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  - e-mail your request to [tgoodman@naco.org](mailto:tgoodman@naco.org)
  - or call (202) 387-8550

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



### Homeland Security

The Federal Emergency Management Agency's Web site — [www.fema.gov](http://www.fema.gov) — is always a tremendous Internet resource, but even more so, now. Of particular interest: the Emergency Education NETwork (EENET) [www.fema.gov/emi/eenet2.htm](http://www.fema.gov/emi/eenet2.htm).

The Emergency Education NETwork (EENET) is a satellite-based distance learning system used by FEMA to bring interactive training programs into virtually any community nationwide. You can access it every Wednesday afternoon at 2 p.m. (EST) and watch EENET. With a wide variety of programs for the public safety community, there's something for everyone.

### More FEMA

While you're in the neighborhood, go to [www.fema.gov/emi/terrbroch.doc](http://www.fema.gov/emi/terrbroch.doc) for a download of the agency's latest brochure, "Consequences of Terrorism," which provides information on FEMA's Integrated Emergency Management Course. The course, which has been conducted since 1982, addresses emergency response activities for the total community — from the chief elected official to professional staff, both paid and volunteer, within the emergency response organizations.

### Missed your chance

The auction on eBay for Palm Beach County, Fla.'s infamous Vote-O-Matic machines ended Nov. 17 with all machines sold. The county put 539 "Voting Machine Premier Packages" up for beginning bids of \$600. The package included,

- an authentic Palm Beach County Voting Machine and Ballot Box used in the 2000 Presidential Election
- the infamous "butterfly ballot" used in the 2000 Presidential Election
- a brass plaque on the Voting Machine signifying that it is an official voting machine from Palm Beach County
- certificate of Authenticity, signed by Theresa LePore, Palm Beach County Supervisor of Elections, verifying that the Voting Machine was actually used in the 2000 Presidential Election on November 7, 2000
- a signed photograph of the Canvassing Board: Palm Beach County Supervisor of Elections Theresa LePore, Palm Beach County Commissioner Carol Roberts and Judge Charles Burton
- voting Machine Stylus, the in-

strument used by voters to punch their selection

- twenty-five demonstrator punch cards that can be inserted into the Voting Machine

- any chad which are in the machine from previous elections

Even though the bidding has ended, you can still view the pack-

age by going to the county's Web site — [www.co.palm-beach.fl.us](http://www.co.palm-beach.fl.us) — and clicking the eBay icon.

(Beverly Schlotterbeck, executive editor, compiles Web Watch. If you have a site that you'd like featured in Web Watch, e-mail [cnews@naco.org](mailto:cnews@naco.org) or call (202) 942-4249.)

## NACo ON THE MOVE

### NACo OFFICERS / COUNTY OFFICIALS

• NACo President **Javier Gonzales** addressed the County Commissioners Association of Pennsylvania in Hershey, Nov. 19. He also was the banquet speaker at the Virginia Association of Counties meeting on Nov. 11 at the Homestead. Gonzales was also a keynote speaker at the Arizona Association of Counties conference, Nov. 15 in Chandler, Ohio.

• NACo Second Vice President, **Angelo Kyle** and First Vice President **Karen Miller** spoke at a meeting of the Missouri Association of Counties in Lake of the Ozarks, Nov. 19.

• On Nov. 18, President-elect **Ken Mayfield** addressed delegates at the California State Association of Counties meeting in Sacramento.

• Immediate Past President **Jane Hague** spoke at the Washington State Association of Counties meeting Nov. 15 in Silverdale.

• NACo Board Member, **Gerry Hyland**, was recently installed as the president of the Virginia Association of Counties (VACo) for the 2001-2002 term.

### NACo STAFF

• **Kim Struble** has joined the staff of NACo as the new director of conferences and meetings. Having served in a planning capacity for 15 years, Struble's prior experience includes directing all meetings and trade shows at the American Logistics Association as well as working at the Travel Industry Association of America (TIA).



**Kim Struble**

• On Nov. 8-9, **Abigail Friedman**, environmental project manager and **Jason Shedlock**, environmental assistant, coordinated a Wastewater Grantee Kickoff Training in Denver, Colo., in partnership with the National Association of County and City Health Officials. This training involved recipients of the 2001 NACo/NACCHO Wastewater Management Grant.

• During an October food drive, NACo staff donated nearly 200 pounds of non-perishable food items in a one-week span to the National Capital Area Food Bank. NACo's food drive was in response to the increased demand upon the Food Bank's partner agencies since the Sept. 11 tragedies.

### UP AND COMING

• **Kaye Braaten**, NACo county services representative, will attend the Association of Minnesota Counties Annual Conference, Dec. 3-5.

• On Nov. 27-30, **Steve Swendiman**, managing director of NACo's Financial Services Center will attend the California State Association of Counties Annual Conference.



## FINANCIAL SERVICES NEWS

# World Crisis and the Stock Market

*Learn from History, Prepare for the Future*

The brutal attack on the United States on Sept. 11 was unlike any the nation has ever endured. It exacted an enormous toll of human suffering and commercial destruction. The subsequent closing of the stock market for four days was also a new experience — it was the longest trading has been halted since the start of World War I.

This is not the first time a national or global crisis has sent shudders through our economy and our financial markets. Putting recent events in some historical perspective may help the millions of Americans whose financial future is closely tied to the stock market cope with the economic challenges and stock price volatility they may face in the near term.

## Market realities

There's no doubt that the attack on the United States places more stress on an economy already struggling through its first sustained slowdown in a decade. Many economists believe the impact on consumer confidence and industries such as tourism and insurance will push the United States into a recession for the first time since the early '90s.

Not surprisingly, when the stock market reopened on Sept. 17, stock prices fell sharply — the S&P 500, for example, fell 4.9 percent.

All of this leaves some investors asking serious questions, including, "should I sell my stock investments?" Before deciding, they may want to consider the impact other major crises have had on the market and, more importantly, the stock market's long-term trend.

While past performance does not guarantee future results, investors who have stayed in the market during turbulent times have eventually been rewarded. For example, in the five months following the attack on Pearl Harbor — which ushered in the U.S. involvement in World War II — the S&P 500 declined nearly 17 percent.

By the time the war ended in 1945, the index had advanced 62 percent from its level on Dec. 7, 1941.

On June 26, 1950, the day after North Korea invaded South Korea, the S&P 500 fell 5.38 percent. When the Korean War ended, however, the index was almost 30 percent above its level the day of the invasion.

Or consider a more recent example: On Aug. 2, 1990 — the day Iraq invaded Kuwait, which ultimately led to the Gulf War — the S&P 500 embarked on a three-month decline of 13.5 percent.

But one year after the initial inva-

sion, the S&P 500 was 10.16 percent higher than it was on Aug. 2, 1990.

## Coping with uncertainty

Dealing with crises such as the Sept. 11 attack requires more than historical perspective. You should also consider these suggestions:

- Talk with a financial professional before you act. He or she can help you separate emotionally driven decisions from those based on your goals, time horizon and risk tolerance. Researchers in the field of behavioral finance have found that emotions often lead investors to read too much into recent events even though those events may not reflect long-term realities.
- With the aid of a financial professional, you can sort through these distinctions, and you'll likely find if your investment strategy made sense on Sept. 10, it still makes sense today.
- Organize and review your financial records. Events like the attack on the United States highlight the importance of knowing where your assets

are and maintaining organized financial records. Keep in mind that despite the destruction in the heart of New York City's financial district, the nation's financial systems were up and running in a matter of days, and your securities accounts were safe even when the stock exchanges were closed.

- While you cannot trade investments or access your assets during a market shutdown, securities firms maintain backup facilities and have contingency plans to help them service customers when trading resumes.
- Practice buy-and-hold investing. As we've learned over the past year, the only certainty about the stock market is this: It will always experience ups and downs. That's why it's important to keep emotions in check and stay focused on your financial goals. A buy-and-hold strategy — making an investment and holding on to it despite short-term market moves — can help.
- The opposite of buy-and-hold investing is market timing — buying and selling investments based on what

you think the market will do next. Market timing, as most investment professionals will tell you, is risky. If your predictions are wrong, you could invest when the market is on its way down or sell when it's on its way up. In other words, you risk locking in a loss or missing the market's best days.

## Take your time

The assault on America was traumatic for people across the country and around the world, and it will take time for any sense of normalcy to return. It will also take time to rebuild and to sort out the impact on the economy and the markets.

As experienced market watchers will tell you though, time may just be an investor's greatest ally.

Use it to your advantage by sticking to your plan and focusing on the future.

## Tips for dealing with market turmoil

- Implement a well-thought-out investment plan — and then stick with

it. That way you'll be in the market when conditions improve.

- Do not make investment decisions based on short-term market drops or gains. Instead, evaluate how an investment fits into your overall financial strategy.

- Look at a market decline as a buying opportunity. Some stocks may be undervalued following a broad market decline, allowing you to invest more in high-quality companies.

- Talk with a financial professional. He or she may have been through volatile periods before.

*(This commentary was provided by Nationwide Retirement Solutions by special arrangement with Standard & Poor's. It was prepared by Standard & Poor's which is solely responsible for its content. (c)2001*

For more information contact Renata Lipscomb, NACo Financial Services Center marketing manager, at (202) 942-4233 or [rlipscomb@naco.org](mailto:rlipscomb@naco.org).

# THE H.R. DOCTOR IS IN A Day at the Raises

This is a tribute to unsung heroes and heroines in the human resources partnership. They are the "few and the brave" who make every county operation work. They are the squad that comes along behind the elephants at the end of the parade and cleans up the poop. They pick up where the budget office, HR, the county manager, and the elected officials leave off. They are the staff members of the payroll office!

While usually part of the finance department, payroll staff members are full partners of the Human Resources staff as key insiders in public administration. They manage private information about all of us. They respond to our questions and they implement the changes in our insurance benefits, salaries, retirement and our personal lives such as our new dependents or the "coming of age" of our children who no longer qualify as insurance dependents.

They are always available to answer our questions — usually about some mysterious markings on our paychecks that need translation — markings usually created by payroll in the first place!

Often the payroll staff is headed by some venerable "ancient one" who has worked for the organiza-

tion for many years, remembers when punch cards were the data processing standard, and has labored in the same cramped office for years! With quiet dignity, the staff of accountants and account clerks works hard to spray WD-40 on the complex machinery of the organization. This is often done with neither the appropriate recognition, nor often, the appropriate salary range or level of job classification.

The work is compounded by the zeal of state and federal legislators and bureaucrats to over-complicate our lives by constant tinkering with tax codes, Fair Labor Standards Act interpretations and audit demands. Then there are the subpoenas and other demands for copies of records. It seems as though the payroll staff gets a subpoena whenever some employee gets a divorce!

However, the focus of this article is on the self-inflicted torture applied to the poor suffering payroll staff by their "friends" in the organization — the HR staff! Each year there is a special period of joy, anticipation and feeding frenzy by employees as a result of labor negotiations or the actions of the county commissioners at the end of budget deliberations.

It is equally a time of dread for

payroll. It is the time when salary increases, cost-of-living increases, negotiated range adjustments, etc., etc. are to be implemented. Often, in the heat of debate, in order to adopt the budget or conclude the labor agreement, payroll staff members are selected for sacrifice at the altar of expediency.

Of course we'll agree to make the raises retroactive! Of course, we can have the payments appear on next Thursday's paychecks! We agree to add 12 new payroll deductions for left-handed union members under five-foot-eight inches tall!

These changes are often determined without regard for what comes next in payroll — trauma!

The staff works on the weekends, nights, early in the morning to get the job done and make the county manager or the HR director look good! "For the good of the organization," payroll staff members visit pharmacies for tranquilizers and "no doze" pills. They suffer through the extra work, the inevitable computer system glitches — all to get the paychecks out with the changes promised, on the appointed "day at the raises."

If for some reason there is a delay or problem, our search for a scapegoat or someone to blame leads us right to

the people in payroll. In reality, we should look in the mirror as negotiators or managers.

In collective bargaining as in budget deliberations, the HR staff and the county manager need to carry around little plastic icons of the payroll gods to remind them of what is realistic and what makes sense. In lieu of retroactivity, consider a flat one-time increase.

Instead of promising to implement salary changes on a "date certain," consult with the payroll staff first and leave the implementation date to a time to be determined by payroll. The latter won't be as hard as it seems since even the most grizzly of union leaders harbors an internal respect for the payroll staff, though it is not often stated.

So, here's to the "payrollers," the Rebecca Wests and Dan Tomeues who keep America's public agencies and public employees paid correctly despite ourselves. Stay healthy and, by the way, don't take any time off. We're working on new labor agreements and payroll changes as we speak!

All the best  
**Phil Rosenberger**  
The HR Doctor  
[www.hrdoctor.com](http://www.hrdoctor.com)



## JOB MARKET/CLASSIFIEDS

### CHIEF ADMINISTRATIVE OFFICER — MARION COUNTY, (SALEM) ORE.

Salary: \$3,460.00 bi-weekly.

We are currently seeking a talented leader experienced in public administration, finance and budget, strategic planning, human resources, performance management and knowledge of Oregon budget law. This position serves at the direction of the Board of Commissioners, implements Board policy and is responsible for core business services. Qualified applicants will have a four-year degree with major course work in Public Administration, Business Administration or a related field (preference will be given for a Master's Degree in Public or Business Administration); and eight years of proven leadership in a similar level or capacity, or any satisfactory combination of education, training and/or experience. This position will be an integral part of the executive management structure. Salem, Oregon's State Capitol, is located in Marion County. If your skills match our requirements, we will send you information on the position, along with an application and proposed time lines. Interested and qualified individuals should call (503) 566-3947 to obtain materials. Marion County is an equal opportunity employer. Women/minorities/persons with disabilities are encouraged to apply. This position will close once a sufficient number of

### COUNTY ADMINISTRATOR — MCHENRY COUNTY, ILL.

Population: 260,000. McHenry County is located in the northeastern part of Illinois, midway between Chicago and Milwaukee. The County adjoins Wisconsin to the North, Lake County to the East, and Kane, DeKalb, and Cook Counties to the south. Its 611-square-mile area makes it the 9th largest in the state. With a population over 260,000, it is one of the fastest growing counties in the state.

McHenry County operates under the Illinois County code and related acts for non-home rule Counties in Illinois. There are eighteen Appointed Departments, nine independently elected officials, the judiciary, and a twenty-four Member County board. The County currently has a workforce of over 1,000 employees and an annual operating budget of \$125 million.

Requirements include a master's degree in public administration/business/related field; proven ability to work with boards, business, industry & community groups; demonstrated skills in fiscal planning & management, budget development, strategic & long-range planning; strong communication skills. Prefer at least 10 years progressively responsible local government experience, including knowledge of Illinois State laws governing county administration.

Letter of interest, salary require-

ments, and resume to:

**John Light**  
Director of Human Resources  
2200 N. Seminary Ave.  
Woodstock, IL 60098  
Fax: (815) 338-3991  
Office: (815) 334-4228  
JELight@co.mchenry.il.us  
Open until filled

### COUNTY HEALTH OFFICER — HOWARD COUNTY, MD.

Salary is negotiable, up to \$115,052 with medical license

Howard County, Maryland is searching for a highly qualified, dynamic individual to become the County Health Officer who will provide direction and guidance to public health programs in a thriving county. The Health Department serves a population of more than 256,000 residents, and acts as advisor to or liaison with various county and community organizations, commissions, and agencies. The Health Officer assesses community health needs, and develops programs, services and policy as appropriate. The Health Officer oversees a staff of 170 and an annual budget of approximately \$13 million, covering responsibilities including environmental health, communicable disease control, maternal and child health, family planning and health education and promotion programs.

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

Salary is negotiable, up to \$115,052 with medical license. Full State benefits/leave package is included.

Closing date is Friday, November 30, 2001.

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

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

### DEPUTY DIRECTOR, MENTAL HEALTH PROGRAM OPERATIONS — SANTA CLARA COUNTY, CALIF.

Salary: \$83,622 to \$106,733 (depending on qualifications).

EXCELLENT EXECUTIVE MANAGEMENT BENEFIT PACKAGE

The County of Santa Clara is looking for a highly motivated and visionary individual to fill this critical Executive Management position. Our ideal candidate should have excellent management skills

to assist the Director in the planning, organization and direction of the staff and the functions of the Mental Health Department within the Santa Clara Valley & Hospital Systems.

EXECUTIVE MANAGEMENT SERVICES

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### PLANNING DIRECTOR — WAKE COUNTY, N.C.

Wake County Government is seeking applicants to serve as a member of the senior management team in the position of Planning Director. This key contributor will provide leadership and direction for the Planning Department in the areas of long range planning, transportation planning, zoning and subdivision regulation, historic preservation and growth management.

A Bachelor's degree, preferably a Master's degree in Planning, Business Administration, Public Administration or a closely related field and eight years of professional city/county government experience including considerable supervisory experience required. Experience in land use planning and policy development required. Prior experience in growth management, rural to urban transition, establishing multijurisdictional partnerships and AICP certification strongly preferred.

Interested candidates may secure an application by contacting Wake County

Personnel, P.O. Box 550, Raleigh, NC 27602. (919) 856-6090. Applications are available from our Web site at [www.co.wake.nc.us](http://www.co.wake.nc.us). Apply by 12/14/01. Please include job number 387/01 and job title when applying. EOE/AA

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

(Pop. 33,650, budget of \$66.7 million, 282 full-and-part-time employees.)

Manager serves as county's chief administrator and is directly responsible to a five-member Board of Commissioners elected to four-year staggered terms. Responsible for coordinating day-to-day activities of county departments and carrying out the policies and program established by the board. Manager serves as Budget Officer. Must possess excellent written and oral communication skills and thorough knowledge of state statutes relevant to county government. Requires bachelor's degree in public administration, business administration or a related field. Previous county managerial experience preferred. County residency required.

Salary negotiable — strong fringe benefit package.

Submit resume to: Ms. Linda Revels, Clerk to the Board of Commissioners  
PO Box 210  
Raeford, NC 28376  
Closing Date: 01-14-02  
AN EQUAL OPPORTUNITY EMPLOYER/ADA

## NOTICES

### PUBLICATIONS

■ **The National Fire Protection Association (NFPA)** has published *Introduction to Employee Fire & Life Safety*, a handbook designed to provide facility managers and health/safety officers with hands-on fire and life safety information for the workplace.

The manual consolidates information for managers in fire protection, fire service, industrial safety and human resources in order to maximize workplace safety. This cost of this publication is \$68.50 for NFPA members and \$76 for non-members. It is available from the NFPA at (800) 344-3555 or online at [www.nfpa.org](http://www.nfpa.org).

■ **Jordan, Jones & Goulding (JJ&G)** has published the *Chattahoochee River Greenway Planning and Implementation Handbook*. Based on six principles: preservation, restoration, water quality, recreation, education and community participation, the handbook is a guide that can be used for river greenways nationwide. For more information, contact JJ&G at (678) 333-0385.

■ **Compliant**, a national training center for the American Heart Association and National Safety Council, has published *Public Access Defibrillation: Developing a Program to Meet GSA Guidelines*, a 24-page, free guide for implementing a public access defibrillation (PAD) program. The booklet contains the new guidelines issued by the U.S. Department of Health and Human Services, and the General Services Administration. It details an eight-step process for placing automated external defibrillators (AEDs) in public facilities to protect employees and the public from the leading cause of death in the United States, sudden cardiac arrest. For more information, contact Andrew Kravynak, Compliant marketing manager at (440) 519-2551 or [akravynak@compliment.com](mailto:akravynak@compliment.com).

■ **The International Personnel Management Association (IPMA)** has released *Interdepartmental Service Agreements: Partnering with HR to Deliver Effective Public Service*. The publication discusses the role of the human resources department in the evolving organization, presents guidelines for developing an interdepartmental service agreement and case examples of interdepartmental service agreements. This publication is available to IPMA members for \$20 each, and to non-members for \$40 each. To order, e-mail the IPMA publications department, indicating order code HRSERV at: [publications@ipma-hr.org](mailto:publications@ipma-hr.org). To order online and for more information on HR center products and services, visit [www.ipma-hr.org](http://www.ipma-hr.org).

(Notices is compiled by Stacey Kennedy, editorial assistant)

### CITY OF FREMONT, CALIFORNIA

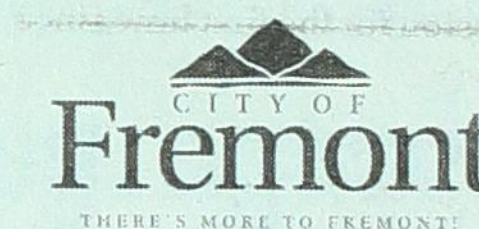
#### FIRE CHIEF

(Salary \$140,000 to 155,000 DOQ)

Located in the majestic hills of the east San Francisco Bay, Fremont offers a high quality of life for its residents, a thriving economic environment for businesses and innovative local government services. With a population of 207,000, Fremont is the fourth largest city in the Bay Area. Known as the "Silicon Valley of the East Bay," it is home to many high tech companies. Fremont was named a 1997 All-America City, the healthiest place to raise children on a 1999 quality-of-life ranking of suburban U.S. cities, and one of the top ten safest cities of 100,000 residents. Within an hour's drive from Fremont are the world-class educational institutions of Stanford University and the University of California at Berkeley. Also within easy access is San Francisco, the pristine Northern California beaches, the renowned Napa and Sonoma wine country, and summer and winter activities at Lake Tahoe.

The City of Fremont has a stable political environment and a team-based culture. It is nationally recognized as an innovative leader in municipal government. With approximately 1,000 employees Fremont operates under a Council-Manager form of government. The City Manager is appointed by a five member City Council and is responsible for the administration of the City. The Fire Chief reports directly to the City Manager.

The retirement of the Fire Chief, after fourteen years in that capacity, creates an outstanding career opportunity. The City is seeking a progressive fire professional to lead an organization of 147 uniformed and 32 civilian employees with an operating budget of \$26.5 million. The successful candidate should possess a minimum of eight years of senior or executive command experience with at least three years as a Chief or Assistant/Deputy Chief in a large, urban department where all aspects of modern fire fighting and emergency medical services response are encountered. A Bachelor's degree in Fire Science, Public Administration, Business Administration, Management, or a related field is required. A



Master's degree is preferred along with advanced management education and training such as the Executive Fire Officers Course.

In addition to a comprehensive knowledge of fire ground command, fire prevention, hazardous materials response and emergency medical services, the new Chief will have a background in strategic planning, fiscal planning, and capital budget management. As a member of the City's executive team, he/she will possess strong leadership and communication skills, be progressive, fair minded and visible and actively involved with members of Fremont's diverse community.

Fremont offers an excellent benefit package including participation in the California PERS system with a public safety retirement formula of 3% at age 50.

Qualified individuals should submit resume, salary history and a statement of qualifications **No Later Than January 15, 2002** to:

Mr. Jerry Oldani

THE OLDANI GROUP

188-106th Avenue NE, Suite 420  
Bellevue, Washington 98004  
Phone: 425-451-3938 / Fax: 425-453-6786  
E-Mail: [resume@theoldanigroup.com](mailto:resume@theoldanigroup.com)  
General Inquiries: [searches@theoldanigroup.com](mailto:searches@theoldanigroup.com)  
<http://www.theoldanigroup.com>

The City of Fremont is an equal opportunity employer valuing diversity at all levels of the workforce.

### 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



# NACo's Third Annual ACTS OF *Caring* AWARDS 2002

*Thank you*

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 January 18, 2002.

## Acts of Caring Awards

Up to 33 programs will be recognized and deemed examples of outstanding Acts of Caring. Based on county size, as many as three programs will be recognized in

each of 11 categories, including: Arts & Culture; Civic Education & Public Information; Criminal Justice; Elderly Services; Emergency Management; Environment; Health Services; Libraries; Parks & Recreation; Programs for Children & Youth; and Social Services.

## Legacy Award for Excellence & Innovation

The Legacy Award for Excellence and Innovation is awarded to the program that most fully embodies the spirit of volunteerism by addressing a unique need. This program sets itself apart by providing unparalleled service in its community.

## Youth Literacy Mentoring Award

A new addition to the Acts of Caring awards, the Youth Literacy Mentoring Award is presented to the program that best addresses a community need for mentoring young people to achieve traditional or technological literacy.

## Youth Service Award

The Youth Service Award is presented to the program that best identifies a critical need in the youth community and addresses it, in part, by engaging young people in service.

## Population Categories

Awards may be presented in each of three population categories to ensure that large and small communities, and urban and rural areas all receive the recognition they deserve.

### Category / Population

- |   |                   |
|---|-------------------|
| 1 | 500,000 and above |
| 2 | 100,000 - 500,000 |
| 3 | 100,000 and below |

## Application Deadline

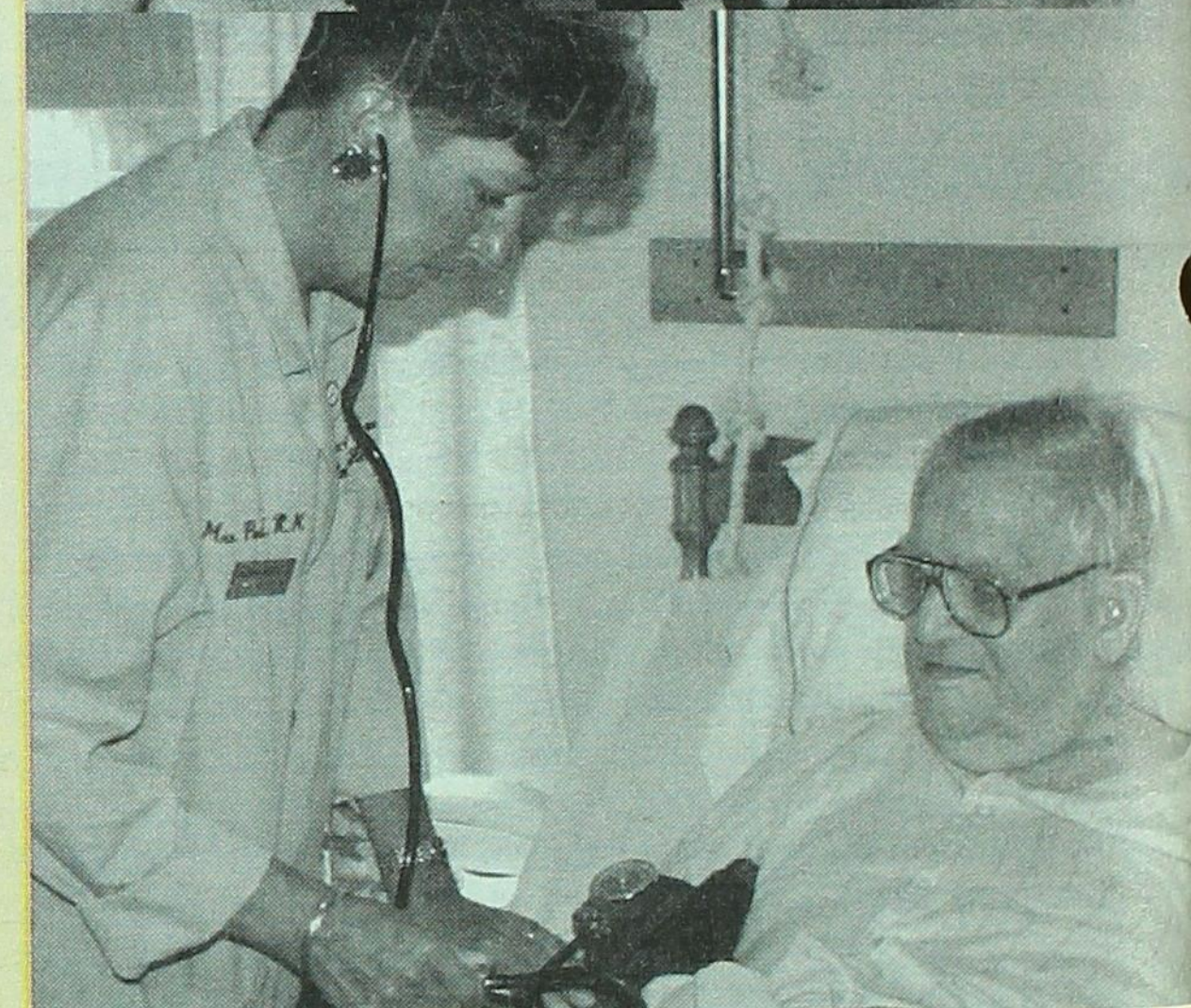
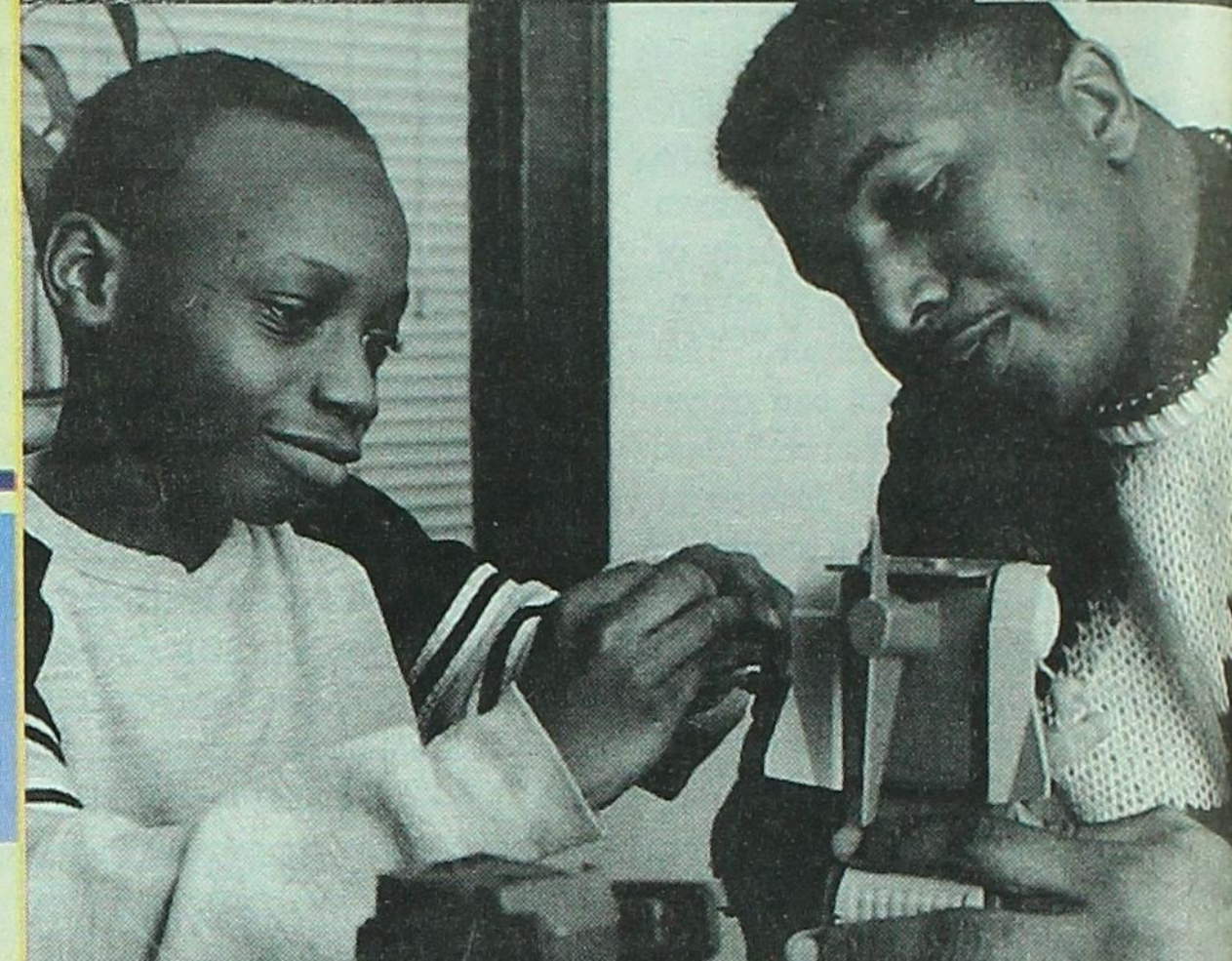
Applications must be received at the following address on or before Friday, January 18, 2002. No applications will be accepted or considered after this date. Faxed or e-mailed copies will not be accepted.

Acts of Caring  
c/o Award Coordinators  
1827 Wyoming Ave., NW  
Washington, DC 20009

To ensure receipt, please include a stamped, self-addressed envelope with each submission. No other acknowledgment of receipt will be made.

## Program Judging

Winners will be selected by an independent panel of judges. These individuals will determine award recipients based on quality of application, program category and population category.




## Announcement of Awards

All Acts of Caring honorees will be recognized at a national ceremony to be held in Washington, DC during National County Government Week in April 2002. Additionally, they will be recognized in *County News*, on the NACo Website and in all national media releases and promotions.

## How To Apply

Applicants should submit three copies of completed applications accompanied by an application form. Each should be typed, double-spaced and in 12-point font or larger. Completed appli-

cations should not exceed 100 words or six typewritten pages (excluding application form). applications must include an electronic file in MSWord-compatible format. Please note that no application materials will be returned. Supplementary materials will be considered in judging.

 **Nationwide Financial**

 **NACo** National Association of Counties  
Counties Care for America