

# County News

Vol. 36 No. 8 • April 26, 2004

*"The wisdom to know and the courage to defend the public interest"*

National Association of Counties • Washington, D.C.

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## Inside this issue...



Western Interstate Region members consider bylaws changes at their Annual Meeting. See page 2.



Wildfire prevention handbook released. See page 3.



County News introduces cartoon feature. See page 4.



A special Hot Topics sections explores ethics for county officials. See center pages.

## EPA charges counties with poor air quality

By JULIE UFFNER

ASSOCIATE LEGISLATIVE DIRECTOR

EPA recently announced that 474 counties in 31 states have unacceptable levels of ground-level ozone. The designation includes either a part of a county or the complete county. This is a dramatic increase from the 10 counties announced under guidelines from the 1990s. According to EPA, approximately 159 million Americans live in counties that exceed the new standards. This is more than half of the U.S. population.

The changes mean that, for the first time, approximately 100 metropolitan areas are in violation of the standards. EPA said this includes San Francisco, Denver and many previously compliant suburban and rural areas.

Within three years, affected states, tribal and local governments are required to submit an ozone reduction plan. These plans, known as state implementation plans, or SIPs, must

■ See EPA on page 7

## NACo annual conference speaker lineup takes shape

Anthony Williams, Blaine Lee and Richard Florida are among the featured speakers to appear at NACo's 2004 Annual Conference and Exposition in Maricopa County (Phoenix), Ariz., from July 18-21.

Anthony Williams

Williams, scheduled to speak on July 18, is first vice president of the National League of Cities (NLC), the nation's oldest and largest organization representing municipal governments and mayor of Washington, D.C. Williams was elected first vice president of

NLC by the organization's membership in December 2003, and is in line to become NLC president in 2005.

Williams began serving as the fourth mayor of the District of Columbia in 1999. Prior to his election, Williams served as the District of Columbia's chief financial officer (CFO) from October 1995 through June 1998. Williams restored fiscal accountability for District agencies and balanced the city's budget. His work put the city on track for the

■ See SPEAKERS on page 7

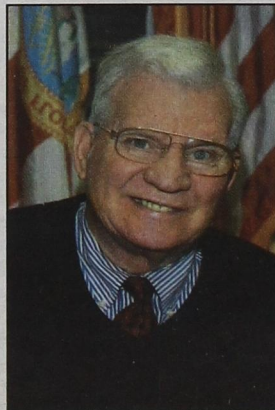


Photo by David Hathcox

The Acts of Caring Award ceremonies were held on Capitol Hill April 21 during National County Government Week. Among the award categories is the special Legacy Award for Excellence and Innovation, given to a county program that most fully embodies the spirit of volunteerism. This year's winner was the Miller Community House, a program of Portage County, Ohio. Pictured here with their award are: (third from left) Portage County Commissioner Chuck Keiper and (fourth from left) Carole Beatty, Miller Community House director. Celebrating with the winners are: (l) NACo Executive Director Larry Naake; Nationwide Retirement Solutions President Duane Meek; and (r) NACo President Karen Miller. Nationwide Retirement Solutions and NACo co-sponsor the Acts of Caring Award program.

## Palm Beach County tax collector leads coalition against Kmart

By PAUL MACKIE  
STAFF WRITER



John Clark, tax collector Palm Beach County, Fla.

For each of the past 10 years, the number of bankruptcy cases throughout the nation has increased.

In some cases, this means county governments get stuck footing the bills more frequently for unpaid property taxes on bankrupted properties.

This was especially the case in Palm Beach County, Fla., where Kmart had closed several of its stores and, further, refused to pay the county for property taxes it owed when its stores were still open.

"There's been a slight trend for bankruptcy litigants to make the claim that their taxes are too high. I never let the bankruptcy judges get

away with that. The federal government has no right to interfere in the area of state property taxes, and I've been successful in proving my point," said John Clark, tax collector, Palm Beach County.

Clark takes a hard line against litigants like Kmart. He is leading a coalition of the 42 counties from across the state affected by the store's ongoing bankruptcy litigation. The Florida counties claim they are owed \$3.5 million from Kmart. And nationwide, the company claims it was overcharged \$8.6 million in property taxes by the nearly 500 counties and municipalities it has sued.

■ See COLLECTION on page 5

## County News

### Quik Takes

#### States With the Most Populous Counties

State	COUNTIES
California	15
New York	9
Texas	8
Florida	7

Source: U.S. Census Bureau

# WIR Board proposes amending articles of association, bylaws

The WIR Board of Directors will be submitting proposed amendments to its Articles of Association and By-Laws to the membership for consideration at their annual meeting on Friday, May 28, 2004 in Weber County, Utah. Below are the proposed changes.

## Articles of Association and By-laws

Western Interstate Region National Association Of Counties

### Articles of Association

#### Article 1. Name

**Section 1.** The name of this Association shall be the Western Interstate Region, a Region of the National Association of Counties.

#### Article 2. Purpose

**Section 1.** The purposes for which this Association is formed include, but are not limited to, the following: The promotion of a clearer understanding of mutual problems among all county officials of the fifteen Western states and their fellow officials throughout the nation as well; the provision of a single source of information concerning county government in the Western region which shall be available to the National Association of Counties, the Federal Congress, to all county officials, and to any other proper person or organization; and in general to seek better county government throughout the West and the nation as a whole.

#### Article 3. Membership

**Section 1.** Membership in this Association shall consist of every member of the National Association of Counties who is an incumbent county official in any of the following states: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington or Wyoming, providing that no person shall be eligible for membership until his state has submitted its petition to the National Association of Counties in proper form.

#### Article 4. Officers

**Section 1.** Officers of this Association (the Executive Committee) shall consist of a president, a first vice-president, and a second vice president, and the Immediate Past President, each of which officers whom shall be a member of the Board of Directors of this Association.

**4.1.2** The President of WIR shall serve as its representative on the NACo Board of Directors for a term of one (1) year.

**Section 2.** The Board of Directors shall consist of the three four officers named above, plus one or two representatives from each state, chosen from among its county officials by the members from each state. Whether represented by one or two members of on the Board of Directors, or whether a state has member as an officer, each

state shall have one vote on the Board of Directors.

**4.2.1** In addition, Every past president of this Association shall may continue to be a member of the Board of Directors as long as such past president remains an incumbent county official and is appointed by their respective State to serve. Past Presidents shall retain personal voting rights on the Board of Directors, in addition to their state's one vote be so identified, but no additional voting right shall be granted.

**4.2.2** Vacancies on the Board of Directors shall be filled, in the case of the states' representatives, by the states themselves.

**4.2.3** In the case of Vacancies among the officers shall be filled, by a vote of the membership at large taken at the next regular or special meeting held after the vacancy occurs.

**Section 3.** "County Officials," for the purpose of this article, shall be members of a county governing board or elected executive officer in their respective counties.

#### Article 5. Meetings

**Section 1.** Two An annual meeting of the Association shall be held each year. In addition, four (4) regular meetings of the Association per year Board of Directors shall be held each year:

**5.1.1** During the annual meeting of WIR.

**5.1.2** In conjunction the meeting

to be held in connection with the annual conference of the National Association of Counties.

**5.1.3** In the Fall.

**5.1.4** In conjunction with the Legislative Conference of the National Association of Counties, the second to be designated as the annual mid-winter business meeting of the Association.

**5.1.5** Other meetings may be held from time to time at the call of the President.

#### Article 6. Voting Procedures

**Section 1.** For any action at the annual or special meeting of the Association, Each member state shall be entitled to five votes on behalf of its membership.

**6.1.1** Each vote cast shall be as a whole vote and not as a fractional vote.

**6.1.2** No votes may be cast on behalf of any state not represented at any meeting at which a vote is to be taken.

#### Article 7. Financial Health

**Section 1.** The Board of Directors shall review, at the annual meeting, and make recommendations to NACo on the budget for the next fiscal year.

**Section 2.** Dues assessments shall be considered by the Board of Directors at the annual meeting. Maintaining dues at the status quo or lowering of dues shall require a simple majority of the Directors in attendance. Increasing dues shall require a two-thirds (2/3rds) vote of the total Board of Directors.

**Section 3.** The Public Lands Trust Funds shall be administered by the Executive Committee, a State Association Executive Director, the Chairman of the Public Lands Steering Committee, the NACo Executive Director and the NACo staff liaison to the Western Interstate Region.

#### Article 78. Adoption and Amendment of By-laws

**Section 1.** The Association shall adopt by-laws in conformity with these Articles of Association and may amend them from time to time as it sees fit, provided that thirty days' notice of the proposal to change by-laws and the subject of such proposed change shall be given to all member states and provided further, that a vote to amend such by-laws shall only be taken at a regular meeting and shall require affirmative vote of two-thirds of those states present at such regular meeting.

#### Article 89. Amendment of Articles of Association

**Section 1.** These Articles of Association may be amended from time to time in the same manner as is prescribed by the by-laws for amendment of the by-laws themselves.

## By-Laws

### Section 1 - Time and Place of Meetings

**Section 1:** Meetings shall be held at such times and places as the executive committee President shall direct, in accordance with the Articles of Association.

### Section 2 - Election of Officers

**2.1** **Section 1:** Annually, A list of nominees for election to the three positions (President, First Vice President and Second Vice President) shall be selected by presents by a Nominating Committee to the Board of Directors and certified at the midwinter annual business meeting of this Association. Floor nominations for the three posts shall remain open until closed by proper motion at the annual meeting.

**2.2** There shall be elected a president, first vice president and a second vice president. They shall hold office until their successors are elected. the membership at the annual mid-winter business meeting each year.

### Section 3 - Quorum

**Section 2:** When members representing at least a majority of the state in membership of this Association are present at any meeting, that meeting shall be deemed to have a quorum present for the conduct of Association business, unless otherwise stipulated.

### Section 4. Power of Officers

**Section 3:** The president shall preside at all meetings of the Association. He shall appoint all special committees and shall act as chairman of the Board of Directors and Executive Committee. In the absence of the president at any meeting of Association, the first vice president shall preside.

### Section 5 - Powers of Board Directors

**Section 4:** **5.1** Power to establish Association policy shall remain in hands of the membership; provided that the Board of Directors shall be general supervision over the affairs of the Association in accordance with the policy established by vote of the membership at regular or special meetings.

**5.2** All interim policy decisions arising between regular meetings of the Association shall be made by Board of Directors and/or Executive Committee, but such policy shall be subject to change by at the next regular meeting of the membership.

**5.3** **Section 5:** The Board of Directors shall be subject to the call of the president for both regular and special meetings. A majority of the Board of Directors shall constitute a quorum.



Photo by David Hatheco

In the winners circle for the Counties Care for Kids leadership award are: (l-r) Dean Taylor, human services director, Miami-Dade County; Erica McKinney, senior policy advisor, Miami-Dade County; NACo President Karen Miller; and Eric Olafson, federal affairs coordinator, Miami-Dade County. The Miami-Dade contingent represented Miami-Dade Mayor Alex Penelas, winner of the 2004 Counties Care for Kids leadership honor.

# Handbook helps at-risk communities prepare for wildfires

By PAUL V. BEDDOE  
ASSOCIATE LEGISLATIVE DIRECTOR

NACo, along with a coalition of organizations concerned about protecting communities from catastrophic wildfires, has released a step-by-step handbook that guides local communities in wildfire-prone areas to better prepare for and reduce future risk of catastrophic wildfires. The handbook offers a detailed description of how to create a community wildfire protection plan as allowed by the Healthy Forest Restoration Act of 2003 (HFRA).

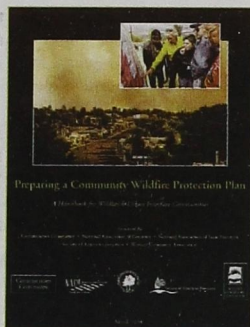
Entitled *Preparing a Community Wildfire Protection Plan: A Handbook for Wildland-Urban Interface Communities*, the publication explains who should be involved in developing a plan, how to convene interested parties, what elements to consider in assessing community needs and priorities, and how to develop a mitigation or protection plan to address those risks. "This handbook is a call to action," Sherry Krulitz, chair of NACo's Public Lands Steering Committee and Commissioner of Shoshone County, said. "NACo urges county officials across the country to use it to bring

their communities to a common table to hammer out strong wildfire protection plans."

Noting that NACo's Public Lands Steering Committee and Western Interstate Region have long pushed for locally-driven, active management of the public lands to improve forest health, Krulitz observed that it was not until the huge fires of 2000 that the issue captured national attention.

"Consensus has been building since then, culminating in the passage of HFRA," she added. "The Community Wildfire Protection Plans under the Act are the best chance we've had in years to make a real difference in forest health and community safety."

Burney Fischer, president of the National Association of State Foresters (NASF) and state forester of Indiana, urged all communities to take advantage of the new authority in HFRA. "NASF encourages communities to prepare for wildfires through development of these plans. While designed to help communities utilize new authorities under the Healthy Forests Restoration Act, the guide is also intended to be useful for all communities at risk from



fire, regardless of their proximity to federal lands."

A community wildfire protection plan has two objectives. First, it identifies and prioritizes the surrounding area, including both federal and nonfederal lands, for hazardous-fuels-

reduction treatments, as well as recommends methods for achieving hazardous-fuels reductions. Second, the plan outlines measures for reducing fire damage to structures throughout at-risk communities. Completion of a wild land fire protection plan will also earn communities priority for funding of hazardous fuels-reduction projects carried out under the auspices of the Healthy Forest Restoration Act of 2003.

According to the formula outlined in the HFRA, and detailed in the handbook, the planning process will be led by local governments working with area fire departments and the state agency responsible for forest management. They will collaborate with the USDA Forest Service and the Bureau of Land Management (BLM), if appropriate, as well as other interested partners. The handbook is

designed to complement the recently released interim field guidelines for the HFRA, published by the Forest Service and BLM.

The handbook was developed jointly by NACo and the Society of American Foresters (SAF), the National Association of State Foresters (NASF), the Western Governors Association (WGA), and the Communities Committee of the Seventh American Forest Congress, and endorsed by the Southern Governors Association.

Copies may be downloaded in PDF format from the Publications section of NACo's Web site. Go to [www.naco.org/Template.cfm?Section=Publications](http://www.naco.org/Template.cfm?Section=Publications). Scroll to "Special." A hard copy is being mailed to the chief elected official in every county eligible for payments in lieu of taxes.

## NACo awards \$113,000 in grants to counties

Twenty-six counties and three organizations were awarded grants as part of the 2004 Indoor Air Quality Model County and Coalition Grant Program. The winning proposals, selected from a total of 100 submitted, will focus on radon, mold, indoor asthma triggers, air quality in schools, and environmental tobacco smoke and children. Congratulations to the following grantees:

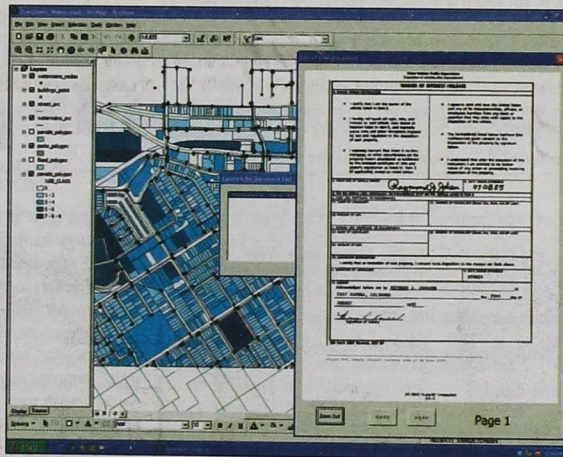
- Atlantic County, N.J.
- Belmont County, Ohio
- Boulder County, Colo.
- Carver County, Minn.
- Cerro Gordo County, Iowa
- Chatham County, N.C.
- Cobb County, Ga.
- DeKalb County, Ga.
- Douglas County, Neb.
- Dunn County, Wis.
- Erie County, N.Y.
- Greene County, Ohio
- Jefferson County, Ala.
- Jefferson County, Mo.
- Knox County, Tenn.

- Linn County, Iowa
- Louisiana Police Jury Association
- Martin County, Fla.
- Peoria City/County, Ill.
- Pierce County, Wis.
- Pocahontas County, Iowa
- Rice County, Minn.
- Sibley County, Minn.
- St. Louis County, Minn.
- Suburban Asthma Consortium
- Trempealeau County, Wis.
- University of Illinois at Springfield
- Wake County, N.C.
- Wilkin County, Minn.

The funding for these grants is made available through a cooperative agreement by the U.S. Environmental Protection Agency to the National Association of Counties Research Foundation (NACoRF), a subsidiary wholly-owned by NACo.

For more information, please contact Beth Bleil at (202) 942-4246 or [bleil@naco.org](mailto:bleil@naco.org)

## WANT TO LINK DOCUMENTS TO YOUR GIS?



DONE.

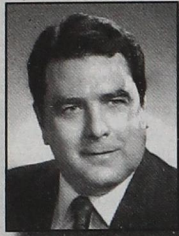
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# PROFILES

## in service...



**Joseph F. Giles**

County Councilman  
Erie County, Pa.

NACo Board Member

Number of years active in NACo: 23

Years in Public Service: 23

Occupation: Public service administration

Education: Master's degree, sociology

**The hardest thing I've ever done:** Run as a candidate for public office.

**Three people (living or dead) I'd invite to dinner:** Jon Stewart (comedian/late night host), Louise Gluck (U.S. poet laureate) and Oprah Winfrey.

**A dream I have is to:** Own a vacation home on Cape Cod, Mass.

**You'd be surprised to learn that I:** Have a bachelor's in philosophy.

**The most adventurous thing I've ever done is:** Skydiving.

**My favorite way to relax is:** Long walk on the shores of Presque Isle Bay.

**I'm most proud of:** My family.

**Every morning I read:** *Erie Times-News* and *New York Times*.

**My favorite meal is:** Anything Italian.

**My pet peeve is:** Multi-tasking drivers.

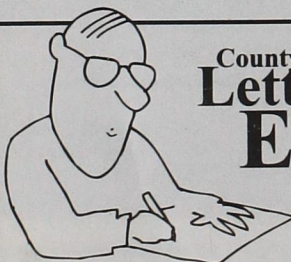
**My motto is:** Carpe diem.

**The last book I read was:** *The Many Aspects of Mobile Home Living*, by Martin Clark.

**My favorite movie is:** *To Kill a Mockingbird*.

**My favorite music is:** Classical (Baroque).

**My favorite president is:** Thomas Jefferson.



## 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](mailto:cnews@naco.org).



**"A live orchestra, costumes, scenery, fireworks, jugglers, elephants, The Rockettes? Can't you just use Power Point like everyone else?"**

Copyright 2001 by Randy Glasbergen  
[www.glasbergen.com](http://www.glasbergen.com)

*County News* is pleased to introduce, as a regular feature, the cartoons of Richard Glasbergen. Glasbergen began his cartooning career while he was in high school and started freelancing full-time after a year of journalism studies in Utica, N.Y.

Aside from one year spent as a staff humor writer at Hallmark Cards in Kansas City, he has been a full-time freelance cartoonist since 1976.

Some of his cartoon clients include: the *Harvard Business Review*, *Good Housekeeping*, *Reader's*

*Digest*, *Funny Times* and *The Street Journal*. Glasbergen lives in a small town in northeastern Utah with his family, and several dogs and cats. He enjoys working at home in his cluttered studio that occupies the story of his creaky old house.

## Premier Member Focus:

# GIS program here to stay

BRYCE WILLIFORD  
NACo INTERN

(Note: This is the first of occasional articles highlighting NACo's Premier Members. Also coming up: Profiles in Service to Counties, quick sketches of NACo's premier and corporate members.)

Maricopa County, Ariz. needed a way to improve its election processes. As the fourth most-populous county in the nation, Maricopa's election dynamics change frequently, and the need to keep election systems up-to-date presented a significant challenge to local officials. Geographic information systems (GIS) provided the answer.

County election officials use GIS to accomplish many tasks, such as maintaining accurate boundaries, locating polling places and spreading the word about getting out to vote. Before 1999, the election department used hand-drawn maps to solve its mapping needs. But this system had major flaws, namely accuracy and flexibility. In 1999, the county began using GIS products designed by the Environmental Systems Research Institute (ESRI). By implementing ESRI's advanced mapping software, county officials were able to streamline their election processes, saving hundreds of hours and cutting costs.

The success of GIS in election planning and implementation was immediately apparent. One important feature, the Online Polling Place Locator, which allows citizens to determine the most convenient polling place, received tens of thousands of hits before the November 2002 election. The flexibility of GIS has allowed Maricopa County to streamline its election process and improve efficiency.

GIS has been traditionally used

in geographically driven situations such as election planning, transportation design and emergency response. But ESRI is also applying GIS technology to innovative areas such as health care.

Baystate Medical Center in Springfield, Mass. is where the use of Springfield, Hampden County ESRI began their endeavor in as part of a resource-sharing effort.

■ See GIS on page 10

## County News

"The wisdom to know and the courage to defend the public interest"

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# New NACE president from Alcona County, Mich.

The National Association of County Engineers (NACE) 2004 Annual Management and Technical Conference, held in Orlando, Fla. from April 19-21, featured the welcoming of Ronald Young, P. E., engineer-manager, Alcona County (Mich.) Road Commission, as its president.

Highlights of the opening ceremonies included remarks from Florida Lt. Gov. Toni Jennings and NACE President Karen Miller.

Young, the new NACE president, has been the engineer-manager for Alcona County Road Commission since 1984. He is a licensed professional engineer in Michigan and graduated from Michigan Technological University. Active in local, state and national organizations, he currently serves on the County Road Commission of Michigan (CRAM) Board of Directors.

Young previously served as the NACE Southeast Regional vice president, secretary-treasurer, president-elect and legislative committee chair. He is also chair of the Engineering Committee and served as president of the Michigan Road Association in 1989. He received the CRAM merit award in 1990 and distinguished service award in 1997.

Since 1988, Young has been a member of the Michigan Critical Care Advisory Committee, which annually evaluates and ranks county

and municipal applications for state and federal bridge funds for Michigan. Young and his wife, Gail, are natives of Northeastern Michigan. They have one adult son, Aaron.

Other officers installed included: K. Randy Cole, P. E., county engineer, Shelby County, Ala., as president-elect; Hiene H. Junge, highway superintendent, Pennington County S.D., as secretary-treasurer; Terrell W. Temple, P. E., county engineer, Lauderdale, Kemper and Noxubee counties, Miss., as Southeast Region vice president.

Also, Frank B. Hempen, P. E., director of public works, Weld County, Colo. as Western Region vice president; and Chris E. Bauserman, P. E. & P. S., county engineer, Delaware County, Ohio, as Northeast Region vice president; Jerry L. Fowler, P. E. & L. S., director of public works, Saline County, Kan., as South Central Region vice president; and Susan G. Miller, P. E., county engineer, Freeborn County, Minn., as North Central Region vice president.

Additionally, Michael T. Sheehan, P. E., county engineer, Olmsted County, Minn., was selected as Urban county engineer of the Year and Galen L. Davis, P.E. & P. S., county engineer, Defiance County, Ohio, was selected as Rural County Engineer of the Year.

NACE, with approximately 1,900



Photo courtesy of NACE

(l-r) Highlands County, Fla. Commissioner Guy Maxcy, president, Florida Association of Counties; NACE President Karen Miller; Florida Lt. Gov. Toni Jennings; and Royce Fichtner, Marshall County, Iowa engineer and outgoing NACE president gather before NACE's Opening General Session.

members in 50 states and Canada, has a four-fold objective:

1. to advance county engineering and management by providing a forum for the exchange of ideas and information,

2. to foster and stimulate the growth of individual state organizations of county engineers,

3. to improve relations and the spirit of cooperation among county engineers and other agencies in the

4. to monitor national legislation affecting county transportation and public works departments and, through NACo, provide NACE legislative opinions.

## Florida counties team up to battle bankrupted Kmart

COLLECTION from page 1

John Hanlon, a lawyer who specializes in bankruptcy cases and was hired by Clark, said, "Their plan said they pull this. Kmart expects local governments to write them a check for the 2001 taxes. Kmart hasn't paid 2002 taxes either. Their litigation strategy is to divide and conquer. We need to coordinate and consolidate the cases that Kmart uses to wear counties down."

Clark said about 150 of the nearly 500 governments have already settled with Kmart because they find it impossible, costly to fight the retail chain. Athens-Clarke County, Ga. and Pulaski County, Va. are examples, each settled for 70 percent of what Kmart owed.

Clark said that counties and municipalities are waiting in hopes that the bankruptcy court in Chicago will throw out Kmart's case. After that, Clark said he had always followed the government assessment formula for property taxes. It's a simple, time-tested formula, but, for the lawsuit, Clark compiled its tax-assessment

figures by using a different, more complex formula.

### Strength in numbers

The Kmart case was the first one in which Clark and Hanlon used a regional coalition to fight back, and they both said they believe it's a good way to win cases against large, bankrupted claimants. Otherwise, they said, small counties don't have much of a chance of winning.

"John gave me the green light to contact other tax collectors throughout Florida. He had been paying a lot of money to an outside counsel, and when counties have to do that, what you see nationwide is a failure of counties to provide resources in-house," Hanlon said.

Clark added, "In some of the smaller counties, the tax collector doesn't have the resources to battle, so they roll over and play dead. I volunteered to carry the gauntlet for all of us. I told the tax collectors I would represent them all and provide the expense for legal representation. They each then advised me how much they were owed [by Kmart]."

He estimates Kmart owes Palm Beach County nearly \$185,000. And, having spent only about \$5,000 thus far to represent 42 counties, Clark believes the battle is well worth the expense, made easier to absorb by the large size of his county.

"The tax collectors are very happy and very cooperative. I told them I'd take responsibility for the whole thing because, for them to do it, it's a burden," Clark added.

Clark oversees a staff of 272 in Palm Beach County to deal with \$2 billion in annual property taxes. With the help of Hanlon, and the fact that Clark's department has a wealth of technology-based systems, Clark is able to add to his workload with the task of battling bankrupt corporations like Kmart to receive money owed to the county.

He said he's heard nothing but positive comments from the public about the coalition arrangement.

However, despite some positive feedback, bankruptcy law is something that often flies under the radar, according to Hanlon, who said counties can do a few things to keep from

being taken advantage of in regard to property taxes and bankruptcy.

"Bankruptcy is an area of relatively small importance for the percentage of the tax roll. There's a \$2 billion tax roll here in Palm Beach County, and, of that, there's only \$100 million to \$200 million in bankruptcy-related taxes per year. The problem is the ripple effect, which is when counties end up settling and then they take less and less each time," Hanlon said.

He said county officials should:

- look at the percentage of uncollected funds on their tax rolls and see if the taxes can be more efficiently collected
- train staff in the complications and intricacies of bankruptcy, which often overlaps within state and federal laws as well as in bankruptcy courts, and
- attend court hearings, participate in the justice system and compile effective procedures.

## County Bulletin Board

The U.S. General Accounting Office, a legislative branch agency, is looking for any estimates made at the county, city, or state level on the number of undocumented schoolchildren and/or the cost associated with educating these children.

If you know of any counties that have done studies related to this issue or something similar, please let us know as soon as possible. Contact Mona Sehgal at (202) 512-4793 or sehgal@gao.gov.

Parental Guide #82

# "THE HIGH FIVE"

(Please see diagram below.)

1

I finally finished that report, Mom.



2

APPROACH WITH A DETERMINED BUT FRIENDLY STRIDE.



3

RAISE ARM WITH PALM AT A 45° ANGLE.



4

ELEVATE ARM (WITH HAND) TO PREPARE FOR CONTACT.



5

EXECUTE "HIGH FIVE" MANEUVER.



6

RESPOND VERBALLY.



I'm proud of you, Jack.

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## Williams, Lee, Florida to speak at NACo conference in Phoenix

**SPEAKERS** from page 1

return to self-government two years earlier than projected and delivered a surplus of \$185 million in FY97. Under his leadership, the District achieved significant improvements in cash management, budget execution and revenue collections. Williams also served as the first CEO for the U.S. Department of Agriculture and as the deputy state comptroller of Connecticut, where he was responsible for the management of 250 separate funds and the state's budget and accounting services. Williams graduated magna cum laude with a bachelor's degree in political science from Yale University,

earned a juris doctorate from Harvard Law and a master's degree in public policy from the Kennedy School of Government at Harvard University. He also served in the U.S. Air Force.

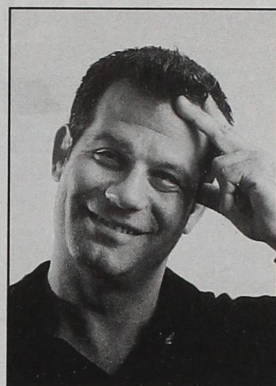
### Blaine Lee

Blaine Lee, who will address conference delegates on Monday, July 19, is called a "Life Coach" by leaders who claim he helps them do with their lives what athletic coaches can do with their muscles. Lee believes you were born to succeed in your work and in your life, and has committed himself to helping those who desire the best from themselves and those they lead.

Lee is a founding vice president of FranklinCovey and has been a



**Mayor Anthony Williams**  
Washington, D.C.



**Richard Florida**  
Best-selling Author

contributing author to books by Stephen R. Covey and Norman Vincent Peale, and his book *The Power Principle: Influence with Honor* was published by Simon & Schuster in 1997.

Since 1971, he has created and conducted training and development programs throughout the United States and Europe to help thousands of leaders become their best, personally and professionally. His ability to deal perceptively with difficult organizational and people problems has made him a unique advisor and coach to senior executives in many kinds of organizations.

Lee has created and delivered custom leadership-development programs for many world-class organizations, including: Procter & Gamble, U.S. West, Intel, IBM, Pillsbury, General Motors, Conoco, Blue Cross/Blue Shield, and NASA, among others.

Lee earned bachelor's and master's degrees at Brigham Young University, and a Ph.D. in instructional psychology at the University of Texas at Austin. Lee has taught psychology, behavioral science, management, and leadership at Texas Lutheran College, Utah Valley State College, Brigham Young University, and the United States Air Force Academy, and has been recognized as one of the outstanding young men of America, as well as being listed in Who's Who in America and the World.

### Richard Florida

Richard Florida is the author of the best-selling book, *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life*. Currently in its tenth printing, the book has stimulated an international debate about the causes and consequences of economic growth. *The New York Times'* architecture critic, Herbert Muschamp, hailed it as "an important book for those who feel passionately about the future of the urban center ... he has outlined the identity of the contemporary city's core population. Just by daring to use the word 'class,' he's changed the framework for discussing social and economic inequality."

Cities and regions across the United States and the world have embarked on new creativity strategies based on the thinking in the book.

Florida is the Heinz Professor of Economic Development at Carnegie Mellon University, where he also heads the Software Industry Center. He has been a visiting professor at MIT and Harvard University's Kennedy School of Government. He is currently a visiting scholar at the Brookings Institution in Washington D.C.

He earned his bachelor's degree from Rutgers College and his Ph.D. from Columbia University.

## Violating counties must spend more on new pollution controls

**EPA** from page 1

include details on the county efforts to reduce ground-level ozone.

Violating counties will have to spend more on new pollution controls for industrial and power plants, install additional planning requirements for transportation sources, and require higher vehicle emission tests. Some counties also may be required to use lower burning gasoline. However, every non-attainment area will be required to adopt these controls.

Many areas will be categorized as *basic* non-attainment areas. They will have to comply with the more general non-attainment requirements of the Clean Air Act.

EPA classifies ozone non-attainment areas based on the severity of their ozone problem. Classified areas fall into five categories: marginal, moderate, serious, severe or extreme. Non-attainment areas with higher classifications must meet additional requirements and have later attainment deadlines. States and

tribes seeking reclassification to the next higher or lower classification should make that request by July 1.

The agency set compliance deadlines based on the severity of the smog. Deadlines for meeting the air quality standards range from 2007 for those with the least serious problems to 2021 for areas with the worst air problems. Other areas with marginal or moderate pollution problems have until either 2007 to 2010 to comply. Areas that continue to violate standards could lose federal transportation dollars.

### Who's affected?

Most of the counties specified as in non-attainment are in the eastern third of the country. California, however, a state with some of the toughest air pollution requirements, continues to have the worst air problems in the nation. The other counties in non-attainment include states around the Great Lakes, and a concentration of northeast states from the Washington, D.C. area to Boston. Also failing the federal test are parts of eastern Tennessee, Georgia, North Carolina and the Dallas, Houston and San Antonio areas in Texas.

EPA Administrator Mike Leavitt said 2,668 counties met the ozone air quality standards. And 19 states total had all of their counties in compliance. States in compliance include: Alaska, Florida, Hawaii, Idaho, Iowa, Kansas, Minnesota, Mississippi, Montana, Nebraska, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Vermont, Washington and Wyoming.

### Court Challenges

The new ozone rules originate from a newer 1997 EPA designation. This designation was delayed by several court challenges from environmental

and public health groups such as the American Lung Association and the Environmental Defense Fund. In early 2001, however, the U.S. Supreme Court affirmed these rules. The ruling forced Leavitt to release the list of non-complying counties and the categories they fall into by April 15.

In 1991, under the older standard, the EPA designated 371 counties as having ozone issues. Some counties successfully addressed this problem; others fell into noncompliance because of the tougher 1997 standards. Some 221 of those 1991-standard counties have been unable to come into compliance at all.

The new rules allow less ozone — 85 parts per billion, down from 120 parts per billion — and require a longer testing period (eight hours as opposed to one hour).

Ground level ozone, a major component to smog, has been found to cause serious health problems. Ozone is formed when emissions from automobiles, factories, and other fossil fuels react with sunlight. Respiratory illnesses, such as emphysema, bronchitis and asthma, are made worse after exposure to smog. The elderly and children are most at risk, according to health advocates.

The EPA has said it is also acting to reduce pollution from power plants. In a companion regulation, the agency has proposed new requirements to limit pollution drifting from power plants and other industrial facilities. The proposal, resulting from a court order, is intended to cut haze in 156 parks and wilderness areas in 35 states.

For a list of the states and counties named as non-attainment: [www.epa.gov/ozone/designations/statedesig.htm](http://www.epa.gov/ozone/designations/statedesig.htm).

## NACo's Position on Air Quality Standards

Counties should have a seat at the table in all air quality matters, beginning with formulating the standards, because county government must implement and enforce air quality standards. This is a double-edged sword because this also creates a climate for unfunded mandates.

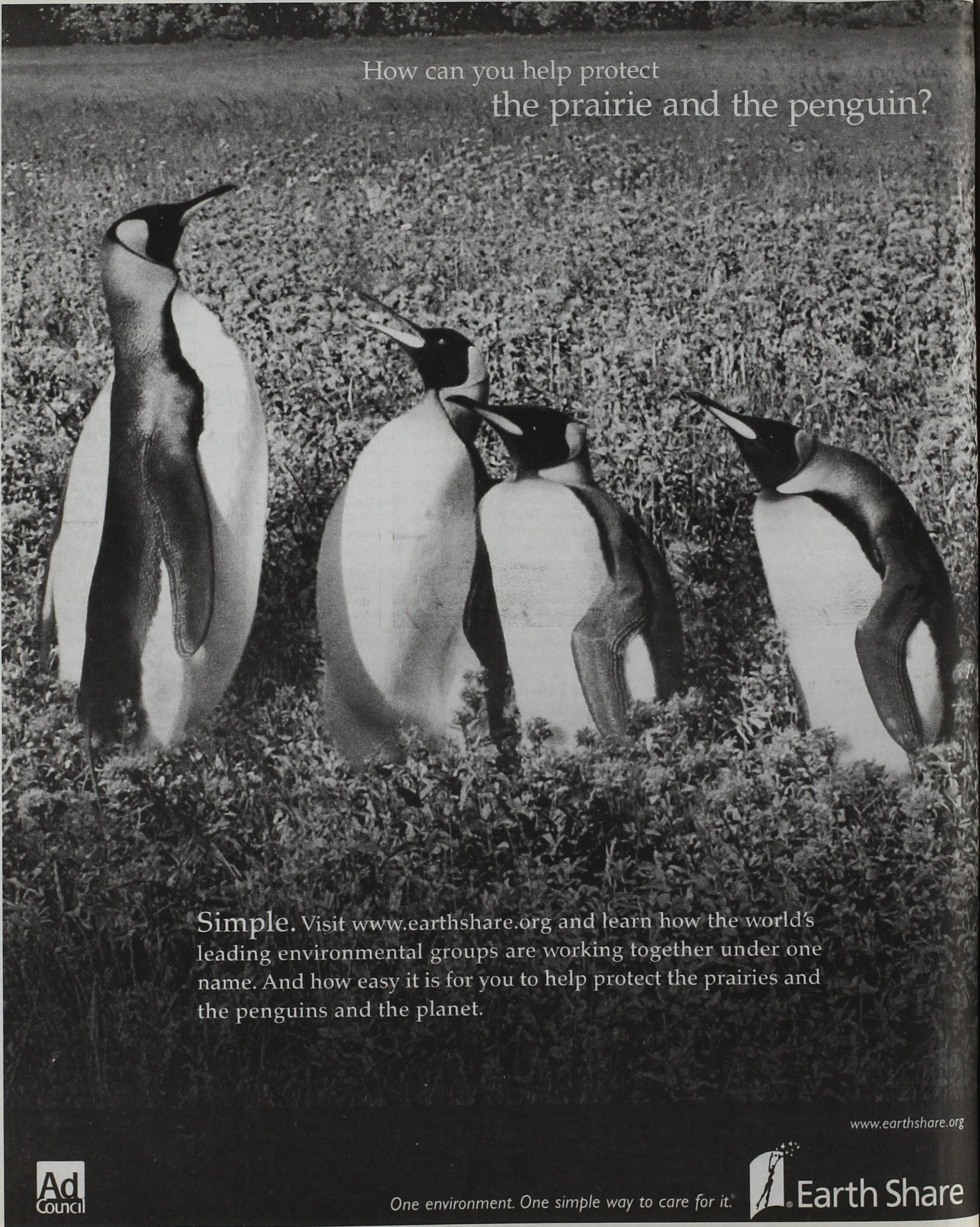
While NACo believes that limited federal oversight for state and local air quality programs is necessary, it also believes federal oversight should be tempered by local circumstances and that EPA should be given greater discretion to impose a more graduated set of sanctions, and that the penalties imposed can be tailored to the severity of the violation committed. EPA should also impose these sanctions only on the government jurisdictions or agencies directly responsible for noncompliance.

The impact of the new designations on rural and suburban counties is also troublesome. These counties often owe their pollution to specific sources such as power plants or industrial sources, which are often not in the affected county's border. Another challenge remains when a county has a major interstate creating on-road mobile pollution sources.

These new standards are likely to affect the development of county transportation projects. To address this concern, NACo believes that Congress begins negotiations in conference committee on the highway-transit reauthorization bill, there should be a strong commitment to the Congestion Mitigation and Air Quality Improvement program (CMAQ) — which funds transportation projects that reduce pollution as well as substantial investment in the federal transit program.

(For more information, contact Julie Ufner at (202) 942-4269 or [jufner@nacoo.org](mailto:jufner@nacoo.org))

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# Hot Topics

County News

Special Supplement sponsored by NACo Member Programs and Services Committee

Ethics ...

## Making right choices in difficult situations

Inside ...

April 26, 2004

What goes in a code of ethics? . . . . .	2
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References and Resources . . . . .	3



Ignoring ethical issues invites citizen anger in the long-term.

### Questions Citizens Ask

**Q: Who do I report a conflict of interest to in my county?**

The first question to ask – “Is it a conflict of interest? If so, by what standards?”

Most people think they understand a conflict of interest. They know one when they see one! However, an action by a local official is probably not a conflict of interest unless some law, code, ordinance or regulation says it is a conflict. Many counties and some states have adopted codes of ethics that provide a definition of a conflict of interest. In the absence of this definition, it is difficult for a citizen to describe one. In fact, a conflict of interest is a moral call made by the observer in his own subjective terms if there is no law to follow.

A key determinant in defining a conflict of interest is “Did the public official make a decision that will only benefit the public interest?” Or did the official make a decision that benefits him personally, professionally or financially? Was the official in a position to influence a decision that benefited him or a colleague? Depending on the answers to these questions, and the state and county government structure, you may want to file your complaint with the county district attorney or the state secretary of state.

In most cases where a conflict of interest arises, the official recuses (removes) himself from the deliberations or abstains from any vote.

**Q: Why do we need ethics codes anyway?**

An elected official once said, “Ethics codes don’t work if you have unethical people.” Ethics codes are usually created to establish standards of conduct based on duties and virtues and establish parameters for behavior. NACo established a model code of ethics for county officials (See page 3 in this report) that says: The ethical county commissioner *should*:

- properly administer the affairs of the county
- promote decisions which only benefit the public interest
- actively promote public confidence in county government
- keep safe all funds and other properties of the county, and
- conduct and perform the duties of the office diligently and promptly dispose of the business of the county.

(See page 2 for NACo code.)

**Q: Why do you have to be related to someone at the county to get a decent county job?**

Many counties have addressed this issue in a section of their ethics codes that relates to nepotism. According to the dictionary, nepotism is favoritism or patronage granted to relatives, as in business. In many counties, anti-nepotism policies have been adopted in order to prevent the appearance of favoritism in hiring. These policies usually will establish who (by family relationship) can work in the county and where. These policies are generally designed to eliminate the look of impropriety in hiring.

**Q: Can anybody contribute money to a local candidate for office?**

Generally, yes. Some states and some counties have established strict rules about campaign contributions. These rules usually include a limit on the amount that can be contributed over a certain time period or to a single campaign. In many instances, these rules also require that the candidate, or the candidate’s staff, report the source and amount of all campaign funds either to a state or county office. This information is usually available to the public.

## Ethics for officials, a slippery slope

By M. MINDY MORETTI  
SENIOR STAFF WRITER

Upon entering the world of elected officialdom, county officials (commissioners, supervisors, jurists, etc.) enter a world filled with Robert’s Rules of Order, public appearances and ethics rules.

Ethics rules — be they legally established or just loose guidelines — on the surface may appear to be no more than common sense rules, but when it comes to political ethics, particularly on the local level, there is often a slippery slope.

“I think everybody believes that they are personally honest,” said Victor Tervalo, government consultant for the Academy for Excellence in Local Governance.

However, Tervalo points out, a local elected official may not even realize that what he or she is doing is unethical, and in worlds outside of politics, it may not be.

For instance, suppose an elected official is a developer and the issue before a board of commissioners is one of a major development deal. While some may see a conflict of interest for the elected official, he/she may also

be the only one on the commission with an expert opinion.

“County officials are part-time people. Most of them have other jobs,” Tervalo said. “While they dedicate great amounts of time to

“Nearly all men can stand adversity, but if you want to test a man’s character, give him power.”

— Abraham Lincoln

their civic duties, they are not immersed in them like federal officials are and that can make things more difficult.”

The Academy is part of the Institute for Governmental Service though the University of Maryland. It was founded in conjunction with the Maryland Association of Counties and the Maryland Municipal League. One of the core classes it offers local officials is a class in ethics.

Neither Tervalo, nor Stuart Gilman, president of the Ethics Resource Center, felt that local officials are more plagued with ethical problems

than their counterparts at the state or federal level.

“Local politics is really a great laboratory for democracy,” Gilman said. “Just about anything and everything can happen at the local level and that’s what can make determining what is and what isn’t ethical all the more difficult.”

However, having a solid code of ethics can go a long way to confronting many of the various problems local officials are faced with. According to Gilman, setting up a code of ethics is relatively easy and inexpensive; it can just be difficult for local officials to know where to turn to get started.

“The tragedy is that, for all intents and purposes, local officials have very few resources,” Gilman noted.

That’s why Tervalo believes officials must rely on their colleagues in other counties who have already established ethics codes, or the local university system. Tervalo also believes that counties need help from a higher power.

“In the case of ethics, I really

■ See ETHICS on page 3

# What Should Be Included in a Code of Ethics?

By **JACQUELINE BYERS**  
DIRECTOR OF RESEARCH

Before determining what should be included in a code of ethics, the purpose of the code must be decided. Is the code designed to inspire officials or to regulate the behavior of officials? Different kinds of codes are designed to serve different purposes. If all your county needs is a guide, then maybe what it really wants is a statement of values, or a mission statement, or maybe a code of conduct.

If you decide that a code of ethics is what you need, there are certain ways to write one. The most common format is to divide the code into two parts. The aspirational section frequently includes a preamble and outlines the county ideals. The second section is usually the ethics code, which lists rules or guidelines that county officials and employees will be expected to follow.

Once these two sections have been drawn up, the enforcement process must be developed. Will there be penalties for violating the code? If so, who and how will they be administered? In addition to enforcement, the county must also look at how the code will be implemented and advertised to the staff, as well as to county residents. Lastly, the code should specify the frequency and the method for updates and revisions.

Now that you have made these decisions, what should the code do? A common list of reasons to adopt a code of ethics looks something like this.

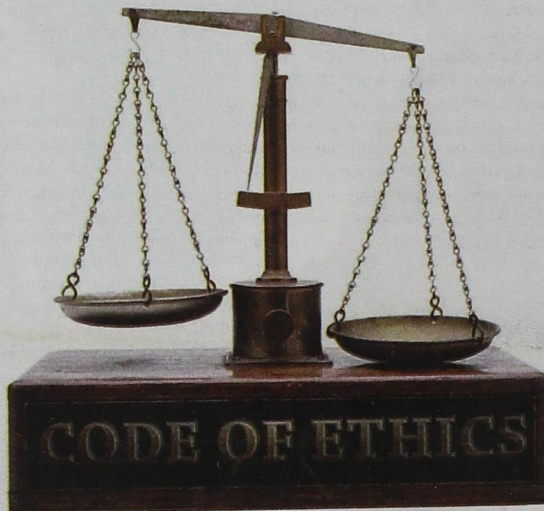
- A code of ethics is designed to:
    - define acceptable behavior by county officials and employees
    - promote high standards for county officials and employees
    - provide a measurement for members to use for self evaluation
    - establish a framework for professional behavior and responsibilities
    - establish occupational identity, and
    - show occupational maturity.
- What are some of the areas a code of ethics generally addresses?
- *Transacting business* is one of the most common areas included. This is generally where most citizen complaints of conflicts of interest arise. A county may contract or do business with an employee's or county official's business as long as

that person is not involved in the award of the business contract.

- *Voting conflict* is another area. This one applies specifically to county commissioners and board members, and generally says they should abstain from a vote on issues on which they would profit or enhance a relationship.

information for their own personal gain or benefit.

- *Financial disclosure* is nearly always included. This financial disclosure report, filed either with a state office, if it is a state law, or the county office, usually has a required form and includes an itemized source-of-income statement for the official.



- *Acceptance of gifts* is a touchy area. The inclusion of this area in a code generally defines a gift, either by its economic value or as a promise. It usually states that gifts

Different kinds of codes are designed to serve different purposes ... If you decide that a code of ethics is what you need, there are certain ways to write one.

are prohibited because of an official act that has occurred, will occur or one that could occur.

- *Exploitation of official position* is included in a code to prohibit elected officials from using their elected positions to obtain special privileges and exemptions.

- *Prohibition on the use of confidential information* is always included to prohibit elected officials and other county employees from accepting payment to divulge information or from using confidential

This regulation also requires candidates for elective office to satisfy financial disclosure regulations.

- *Outside employment* rules are also often included in a code of ethics. This section of the code usually prohibits county employees from receiving payment for the same services they perform for the county from any other source. It also often includes a prohibition of certain kinds of outside employment for county employees.

Many more advanced codes include a *two-year rule*. This rule states that elected officials cannot lobby the county for any purpose, including doing business, for a period of two years after the end of their time in office.

Many codes also list certain *prohibited business transactions*. The language of this restriction usually says that no elected official, staff member or other top-level county staff, may enter into a contract with an entity that is conducting business with the county, except at arm's length and in the ordinary course of the county official's business.

# NACo Code of Ethics for County Officials

(NACo's Code of Ethics for County Officials was developed in 1991, under the leadership of then-NACo President Michael Stewart. The code is intended as a reference for counties wishing to develop their own code.)

## Preamble

The National Association of Counties (NACo) is committed to the highest standards of conduct by and among county officials in the performance of their public duties. Individual and collective adherence to high ethical standards by public officials is central to the maintenance of public trust and confidence in government.

While county officials agree on the need for proper conduct, they may experience personal conflict or differing views of values or loyalties.

In such cases, the principles contained in this Code of Ethics provide valuable guidance in reaching decisions, which are governed, ultimately, by the dictates of the individual conscience of the public official and his or her commitment to the public good.

Certain of these ethical principles are best expressed as positive statements: actions that should be taken; courses that should be followed; goals that should permeate both public and private conduct. Other principles are expressed as negative statements: actions to be avoided and conduct to be condemned.

The Code of Ethics for County Officials has been created by and for elected county officials. However, these principles apply to the day-to-day conduct of both elected and appointed officials, and employees of county government.

NACo recognizes that this Code of Ethics should serve as a valuable reference guide for all those in whom the public has placed its trust.

## Ethical Principles

### The ethical county official should:

- Properly administer the affairs of the county.
- Promote decisions, which only benefit the public interest.
- Actively promote public confidence in county government.
- Keep safe all funds and other properties of the county.
- Conduct and perform the duties of the office diligently and promptly dispose of the business of the county.
- Maintain a positive image to pass constant public scrutiny.
- Evaluate all decisions so that the best service or product is obtained at a minimal cost without sacrificing quality and fiscal responsibility.
- Inject the prestige of the office into everyday dealings with the public employees and associates.
- Maintain a respectful attitude toward employees, other public officials, colleagues and associates.
- Effectively and efficiently work with governmental agencies, political subdivisions and other organizations in order to further the interest of the county.
- Faithfully comply with all laws and regulations applicable to the county and impartially apply them to everyone.

### The ethical county official should not:

- Engage in outside interests that are not compatible with the impartial and objective performance of his or her duties.
- Improperly influence or attempt to influence other officials to act in his or her own benefit.
- Accept anything of value, from any source, which is offered to influence his or her action as a public official.

The ethical county official accepts the responsibility that his or her mission is that of servant and steward to the public.

# Campaign finance reform: not just a federal issue

By DAN MILLER  
EDITORIAL ASSISTANT

While the 2004 presidential election may resurrect the national debate on campaign finance reform, the current scandal on the county level suggests that the issue is no stranger to local governments.

A Georgia county sheriff is currently under fire for investing millions of dollars of public money with a shady

investment broker who made donations to the sheriff's campaign. The broker's companies had only been in existence for a few months and were not registered with the Securities and Exchange Commission. Additionally, executives at the companies have had suspicious histories, including one who has been accused of misusing funds by the federal government and several states.

In order to avoid a suspicious situation such as this, state and local governments can regulate campaign contributions by placing restrictions based on contribution size and source. According to the National Conference on State Legislatures (NCSL), all but five states have some sort of limit on campaign contributions.

NCSL figures indicate that 22

states limit contributions from political parties and another 22 prohibit corporations and labor unions from contributing to candidates from their corporate treasuries. Thirty-seven states place limits on contributions by individuals. Those limits range from \$6,011 for a gubernatorial candidate to \$2,496 for a legislative candidate. Federal law limits individual candidate campaign contributions to \$2,000.

On the county level, governments can further place restrictions on campaign finance. Los Angeles County voters approved an initiative allowing for voluntary limits on expenditures (25 cents for every citizen in a countywide election), prohibitions on lobbyist contributions and the establishment of strict fundraising "windows" to prohibit year-round fundraising.

Alachua County, Fla., will vote on campaign finance reform issues in the November election. With help from a political action committee called

the Alachua Campaign Reform Effort (ACRE), the ballot will include questions about a \$250 contribution limit from all entities and disclosure of campaign money.

According to ACRE, money from special interest groups had been heavily flowing into political campaigns. In Florida, only Miami-Dade County has the authority to restrict donations to local candidates. The county has passed several reforms since 1998, including capping donations at \$250 and banning corporate donations.

Spending for Monterey County's recent Board of Supervisors election exceeded \$1 million, prompting a call for contribution limits.

In an editorial in the *Monterey Herald*, William Monning wrote, "[T]he sky is the limit and candidates in the March 2 elections definitely reached for the sky. Reform is much needed and long overdue if the taint of special-interest domination of the electoral process is to be removed."

## States must assist local governments

ETHICS from page 1

the state has to carry the big load," Tervala said. "Unless the first step in and insist that local governments have ethics ordinances offer some guidelines for those ordinances, there are going to be too many variables. There are so many ways to write an ethics ordinance that, without that sort of oversight body,

I think it would be very difficult to keep a cap on ethics violations."

And, at the end of the day, there are some genuinely dishonest people out there who, no matter how ironclad the ethics code is, are going to find ways around it. Fortunately, Tervala and Gilman believe those people are few and far between.

"Most of the people who get involved at the local level sincerely

do so because they want to serve the public," Gilman said. "And if you give them a good ethics and integrity program, they are designed to prevent problems before they occur."

(For more information about governmental ethics, visit the *Ethics Resource Center* at [www.ethics.org](http://www.ethics.org) or the *Council on Governmental Ethics* at [www.cogel.org](http://www.cogel.org).)

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### Other Resources

▶ U.S. Office of Government Ethics [www.usoge.gov](http://www.usoge.gov)

▶ The W. Mamize Young Centre for Applied Ethics [www.ethics.ubc.ca/resources](http://www.ethics.ubc.ca/resources)

▶ Ethics and Public Policy Center [www.epps.org](http://www.epps.org)

▶ Center for the Study of Ethics in the Professions [www.iit.edu/departments/csep](http://www.iit.edu/departments/csep)

▶ Makkula Center for Applied Ethics [www.scu.edu/ethics](http://www.scu.edu/ethics)

▶ Council on Governmental Ethics Laws [www.cogel.org](http://www.cogel.org)

## Hot Topics

This special County News section is sponsored by NACO's Membership Programs and Services Committee, chaired by Supervisor Gerry Hyland, Fairfax County, Va.

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County News Executive Editor



2004

NACo Annual  
Conference  
and Exposition

July 16 - 20, 2004 • Phoenix Civic Center  
Maricopa County • Phoenix, Arizona

### Preliminary Schedule of Events

All events will take place at the Phoenix Civic Plaza unless noted otherwise.

#### Friday, July 16

- 8:00 a.m. - 5:00 p.m.
- Steering Committee, Subcommittee and Affiliate Meetings
  - Pre-Conference Seminar (full day seminar; additional fee required)

#### Saturday, July 17

- 8:00 a.m. - 5:00 p.m.
- Steering Committee, Subcommittee and Affiliate Meetings
  - Pre-Conference Seminars (full and half-day options; additional fee required)

Evening Open

#### Sunday, July 18

- 10:00 a.m. - 12:00 Noon
- Opening General Session
- 11:30 a.m. - 2:00 p.m.
- Exhibit Hall Open
- 1:45 p.m. - 3:00 p.m.
- Workshop Block I
- 3:15 p.m. - 4:30 p.m.
- Workshop Block II

- Evening
- Conference-wide Event

#### Giddy-up and Join us at Rawhide!

The Conference-wide Event will be a one-of-a-kind celebration of the western wonders of Arizona held at Rawhide in Scottsdale...the West's Most Western Town. Rawhide is Arizona's authentic 1880s town, located on 160 acres of beautiful Sonoran desert. Conference attendees will step back in time to a West full of good guys, bad guys, shootouts, cowboys and line-dancing to some of the best country and rock music Arizona has to offer! You will feast on the finest western fare this side of the Rockies: mesquite-grilled cowboy steaks, barbecued chicken, and all the side dishes from grilled

corn-on-the-cob to fresh-baked apple pie with cowboy coffee. Attendees will enjoy heart-pounding rodeo action throughout the evening and dance the night away to country music and popular tunes. An exciting fireworks show will bring this fun-filled event to a close.

#### Monday, July 19

- 9:00 a.m. - 10:30 a.m.
- 2<sup>nd</sup> General Session
- 10:45 a.m. - 12:00 noon
- Workshop Block III
- 12:00 Noon - 3:00 p.m.
- Exhibit Hall Open
- 12:30 p.m. - 1:30 p.m.
- Exhibit Hall Luncheon
- 2:00 p.m. - 3:15 p.m.
- Workshop Block IV
- Evening
- Optional Baseball Game
- Separate registration and fee will be required. Registration information for the Game will be available in the spring on NACo's Web site.

#### Tuesday, July 20

- 8:30 a.m. - 9:45 a.m.
- Workshop Block V
- 10:00 a.m. - 11:15 a.m.
- Closing General Session
- 11:15 a.m. - 1:30 p.m.
- Exhibit Hall Open
- 12:00 Noon - 1:00 p.m.
- Exhibit Hall Luncheon
- 1:15 p.m. - 3:00 p.m.
- Election of Officers and Business Meeting
- 7:00 p.m. - 10:00 p.m.
- Inaugural Gala Reception

#### Where is the conference being held?

The 2004 NACo Annual Conference and Exposition is taking place at the Phoenix Civic Plaza, 111 North Third Street, Phoenix, AZ, 85004.

#### When do I need to arrive?

If you are not participating in any committee, caucus, or pre-conference meetings, the first official event of the conference is the Opening General Session, Sunday at 10:00 a.m.

#### How do I register and make my hotel accommodations?

Complete the "registration" and "housing" forms within this brochure (note: housing requests will not be processed unless you register for the conference). Fax or mail the forms to the address/fax number located at the bottom of each form. You also have the option of registering online at [www.naco.org](http://www.naco.org).

#### What does my registration fee include?

Full registration includes all general sessions, educational workshops, exhibit hall admittance, two (2) exhibit hall lunches, the Conference-wide Event and the Inaugural Gala Reception.

#### What happens if I have to cancel my registration?

You will receive a refund of your Conference

registration fee, less an administrative fee of \$50 (or half of spouse/youth fee) will be made if written notice of conference registration cancellation is postmarked no later than June 7, 2004.

Cancellation requests of any registration postmarked June 7, 2004 but before July 15, 2004 will be subject to an administrative fee equal to one-half of the registration fee.

After July 15, 2004, NO REFUND REQUESTS WILL BE HONORED. All cancellations must be made in writing. No cancellations will be accepted via telephone.

#### Is it necessary to wear my BADGE that I receive at registration?

YES! You must wear your badge to enter all General Sessions, Educational Workshops, the Conference-wide Event, the Exhibit Hall, and the Inaugural Gala Reception. Please note that NACo badges will be color-coded according to registration type.

If you lose your badge, a replacement fee of \$150.00 will be charged! Don't leave your hotel room without it!

#### What is the attire?

The attire is casual (no jeans or T-shirts, please).

#### Shuttle bus transportation will operate from Official Hotels to all official Conference events beginning on Friday, July 16 through Tuesday, July 20.

#### Hyatt Regency (Headquarters Hotel) 122 North Second Street Phoenix, Arizona 85004

Located in the heart of downtown Phoenix, across the street from Phoenix Symphony Hall and Civic Plaza, Arizona Center, the only shopping mall in downtown Phoenix, is just a 2-block walk from the hotel, and offers restaurants, coffee shops, retail stores, a movie theater, and nightclubs. Visit Terrace Café for American cuisine in a casual setting or relax in Networks, an exciting bar and grill. The elegant Compass on the 24th floor, Arizona's only revolving rooftop restaurant, offers award-winning cuisine and sweeping views of the Valley of the Sun. The hotel has a pool bar, including outdoor wading pool and hot tub as well as a health club with treadmills, exercise cycles, stair climbers and weight machines.

#### Wyndham Phoenix 50 East Adams Street Phoenix, Arizona 85004

The Wyndham is only a short walk from Phoenix's convention center - Phoenix Civic Plaza, the shops and restaurants of Arizona Center, America West Arena, Bank One Ballpark, Herberger and Orpheum Theaters, Symphony Hall, and the Dodge Theatre. Newly renovated guest rooms, suites, and hospitality suites have been carefully detailed for the business traveler and are designed to help you work efficiently and relax comfortably. Take a dip in the outdoor pool, work off some steam in the fitness center, enjoy some laughs at Rascals Comedy Club.

#### Arizona Biltmore 2400 East Missouri Phoenix, Arizona 85016

Known throughout the world as the "Jewel of the Desert," the Arizona Biltmore Resort & Spa provides a restful oasis of 39 acres at the foot of the Phoenix Mountain Preserve covered with lush gardens, glistening swimming pools, and Frank Lloyd Wright-influenced architecture. Considered one of the most spectacular resorts in the world, the Biltmore features 730 guest accommodations,

including 78 one- and two-bedroom villas, eight swimming pools, seven tennis courts, an 18-hole putting course, and a full-service European spa, salon, and fitness center. The spacious rooms feature well-stocked mini-bars, a working desk with two chairs, two telephones equipped with voice-mail and speed dialing; marble baths and double sinks, hairdryers, make-up mirror and scale.

#### Embassy Suites Biltmore 2630 East Camelback Road Phoenix, AZ 85016

An all suite property nestled in the city's prestigious Biltmore area. Step outside the front door and experience Phoenix's sophisticated Camelback Corridor: a vibrant center of sleek shops, outstanding restaurants, exciting entertainment, and this upscale, all-suite hotel. The atrium lobby greets guests with Southwest-inspired murals, cascading waterfalls, and pools of iridescent Koi fish. This upscale Embassy Suites offers spacious suites, a lovely atrium lobby, a large outdoor pool, and a fitness room. An evening beverage reception, complimentary breakfast, and local area transportation round out the perks. Adjacent to the world-renowned Arizona Biltmore Country Club offering world class golf on two championship courses.

#### Ritz Carlton Phoenix 2401 East Camelback Road Phoenix, Arizona 85016

The 11-story, 281 room hotel features 12 suites and 17 premium rooms on the exclusive Club Level. Spectacular Squaw Peak Mountain preserve and city views blend The Ritz-Carlton tradition of refined elegance with the casual warmth you've come to expect in the Arizona sun. Set against the beauty of a Southwestern landscape in the heart of Arizona, the most exclusive address in the Phoenix area is just 10 minutes from Phoenix Sky Harbor International Airport. The hotel has direct access to downtown Phoenix, and is nestled in the midst of the Camelback Corridor - the exclusive dining, shopping and financial district of Phoenix - offering both group and leisure guests a vast array of full service resort and business amenities to create a memorable experience. Bistro24 at The Ritz-Carlton invites those who are serious about good food and fine dining.

Visit [www.naco.org](http://www.naco.org) for more conference details

## GIS programs help locate, contain disease outbreaks

GIS from page 4

ing spatial data combined with traditional data analysis, Baystate's medical staff can now see new relationships and trends associated with health care service that would otherwise have gone undiscovered. For instance, staff members use GIS to track injuries, document relationships between geographic locations, illnesses and accidents, and contain disease outbreaks. In fact, tracking disease outbreaks is how GIS came to the attention of physicians. In 1854, English physician John Snow discovered the water source that was causing a cholera outbreak by mapping the locations of the infected people. Tracking outbreaks today follows the same process, albeit with much more sophisticated technology.

In the spring of 2001, Baystate led the Late-Stage Breast Cancer program to determine what barriers exist within the community that prevent detection and treatment of late-stage breast cancer. According to Jessica Shueler, GIS coordinator in the Department of Surgery at Baystate, "We are integrating individual-level and community characteristics together in a GIS environment to determine which characteristics may play a role in getting a late-stage diagnosis. The information will help health care providers target appropriate resources for breast cancer reduction."

Richard Wait, M.D., chairman of Baystate's Department of Surgery, says "GIS has set the groundwork for the future of health care delivery in Springfield." Through Baystate, GIS has helped implement systems that aid the health care industry in

many ways. But GIS as a health care tool did not stop at Baystate.

Within the health services industry, ESRI identified the need for service-locator applications at the county level that could direct senior citizens in need of long-term care (LTC) to a comprehensive list of health care options. In conjunction with San Diego County's, Department of Health and Human Services, ESRI created [www.EmpowerSD.com](http://www.EmpowerSD.com), a GIS-enabled, Web-based information system to help seniors locate their LTC options. These resources also benefit health care providers. Demographic information about potential customers will be made available thanks to ESRI's GIS programs. This would allow businesses to better identify target markets, increasing the attractiveness of investment in the county.

Founded in 1969, ESRI currently is working directly with county officials throughout the country as part of NACO's Premier Technology Member Program and has demonstrated a commitment to counties by sponsoring NACO's Rural Action Caucus (RAC) and developing GIS technology for county government. Early on, ESRI identified RAC as an excellent opportunity to promote the use of GIS technology in an area where, without ESRI and NACO's teamwork, GIS might not be a possibility.

The value of GIS technology can be seen all over the world. ESRI, alone, has more than 1 million users worldwide. And the future for GIS, counties and ESRI is only getting brighter. For further information on ESRI, contact Rich Leadbeater: (301) 317-6285 or [rleadbeater@esri.com](mailto:rleadbeater@esri.com).

(Williford is an intern in NACO's Enterprise Services Department.)

## Polk County makes energy efficiency a leading priority

By SUPERVISOR ANGELA CONNOLLY  
POLK COUNTY, IOWA

*(Editor's Note: Mike Leavitt, EPA administrator, recently announced a partnership with NACO [County News, March 15], challenging counties to improve the energy efficiency of county courthouses and other county offices nationwide.)*

Congratulations to EPA Administrator Mike Leavitt for making the link between environmentalism and economics. Polk County, Iowa has been carrying that same banner for three years now.

NACO's ENERGY STAR® Courthouse Campaign aims to reduce energy consumption, and we know it can be done. Despite some significant challenges, we have made energy efficiency at the Polk County Courthouse and other county facilities a leading priority. We are saving money, creating a cleaner environment and contributing to a stronger local economy all at once.

If you saw the Polk County Courthouse, you would ask: "What can you do with a century-old, 150,000 square-foot building, with 24-inch thick masonry walls and almost no insulation?" Our answer: Plenty. We have replaced windows, rejuvenated weather stripping, added programmable thermostats, and installed energy efficient lighting.

The lighting alone helps avoid \$6,000 in energy costs every year. We are adding additional insulation as part of a much-needed roof replacement for another \$5,000 a year savings, as well as an ENERGY STAR roof membrane that, itself, will save over \$500 annually in cooling costs because its lighter color reflects more solar radiation.

But that is still not enough. We recently asked our judges and courthouse staff workers to take responsibility for shutting off lights and computer monitors when they are not in use. Computer monitors used to run 24/7, but we have requested they be turned off on evenings and weekends. If we are successful with this new endeavor, the energy saved from the monitors alone would power six to eight average homes and save county taxpayers more than \$4,000 a year.

Do we have challenges? You bet. The size and thickness of the walls prevent any major renovations to our heating and cooling

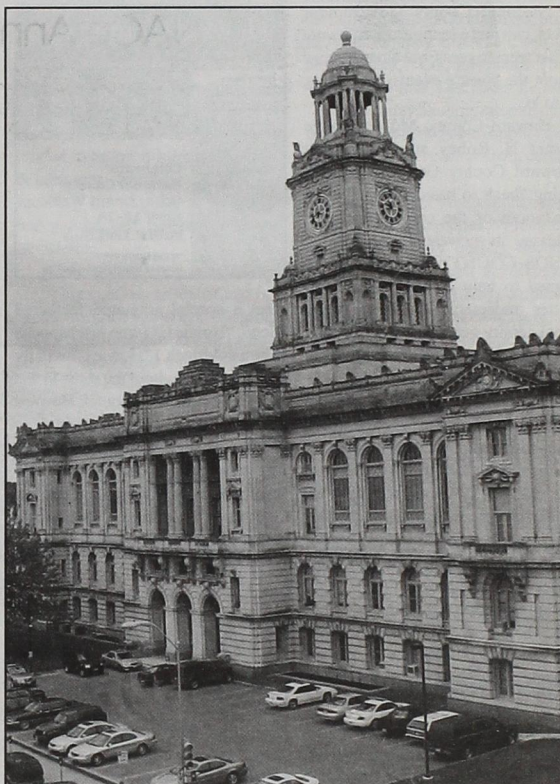


Photo courtesy of Polk County

Despite its age, the Polk County, Iowa courthouse is energy efficient.

systems, and significant exterior changes would jeopardize the historical value of the courthouse. Moreover, security in courtrooms has required the continued use of window air conditioners in many places, since, when doors are closed, air cannot circulate in this old building. We are responding to that challenge by looking into a gradual replacement of old window air conditioners with much more efficient ENERGY STAR-rated units.

With more than 1.25 million square feet of owned facilities (and an additional 900,000 square feet to be added next year with the new Iowa Events Center), Polk County needs to be serious about energy efficiency. And we are. Energy-related improvements at all Polk County facilities made over the past three years are currently saving taxpayers more than \$100,000 a year in energy costs. By so doing, we have also decreased the amount of carbon dioxide produced by power plants by over 2,000 tons a year.

Just as importantly, we are helping our local economy.

As part of the Rebuild America

and Rebuild Iowa programs, sponsored by the U.S. Department of Energy, we have learned that dollars spent on energy efficiency are dollars spent at home. Because Iowa is not an "energy" state like Texas or Louisiana, most of what we pay toward our energy bill leaves the state — 60 cents of every dollar, in fact. But when we use local labor and contractors, and buy energy efficiency equipment locally, the dollars do not leave, but instead bounce around our neighborhoods several times. A million dollars spent on energy efficiency creates 25 "job-years" (25 one-year-long jobs). Polk County has spent close to \$700,000.

Administrator Leavitt is quoted as saying that "when you change your hearts, you change a nation." We made the change locally, and we hope others will join Polk County in building a stronger economy, protecting the environment and saving dollars through energy efficiency.

(For more information on the ENERGY STAR Courthouse Campaign, contact Beth Bleil at (202) 942-4246 or [bbleil@naco.org](mailto:bbleil@naco.org).)

It's her future. Do the math.™  
[www.girlsgottech.org](http://www.girlsgottech.org)  
Girl Scouts.

# Howard County, Md. awareness campaign targets young citizens

National County Government Week was just wrapping up as *County News* went to press, but already news about the week's events is reaching NACo.

Howard County, Md. Executive James N. Robey announced that Howard County Government was going "back to basics" by targeting the youth of the community as it released its newest online feature, "KIDS COUNTY," a Web site designed to help children ages 6-10 better understand the many ways local county government works and the type of services paid for by local tax dollars.

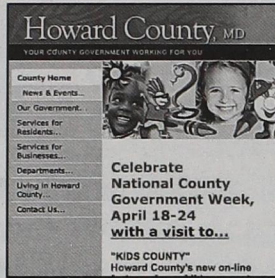
"KIDS COUNTY" is a place where our younger citizens can stop, look and learn about the people, places and services of Howard County Government," Robey said. "We've included history and hands-on activities that we hope our elementary school teachers can incorporate into their curriculum. From what I've seen, it's going to be a lot of fun. After all, where else will you get to see the county executive in a cowboy hat and boots?"

The new attraction features special sections like "DID-JA-NO," which includes fun facts about the county, and "X-PLORE," where children can travel on interactive journeys through a Centennial Park nature trail in search of wildlife.

A journey with "Mr. Bill" shows them how a bill becomes a law, and "HANDZ-ON" offers a downloadable crossword puzzle, word search and various coloring pages, including the county flag, seal and official bird (which is an American goldfinch, by the way).

A visit to "HEADS-UP!" introduces visitors to a variety of local government leaders from a very different perspective. The site also includes an historical timeline of Howard County as part of the "GO-AGO-GO" page, as well as more in-depth informational articles in a section called "SCOOP," where kids can learn about issues of interest to them like bike safety, Howard County's helmet law, or how they can help their families become even better recyclers and protect the environment.

In conjunction with the educational Web site, a new segment titled "KIDZONE" also premiered on Gtv, the government information channel. Like the Internet site, the program has been created specifically for younger viewers and even features kid-size on-air talent. Children tuning in will journey to interesting county landmarks and historical sites. They will also



meet a special animated feathered friend, "Howie C" (who just happens to be a goldfinch.) "Howie C" will fly in and out throughout the show to test viewers' brains with a quick Howard County quiz or historical trivia.

"We're very excited about these two new initiatives," said Public Information Administrator Victoria Goodman, who created the concept

and designed the page with the help of the public information and Gtv staffs, "And we thought National County Government Week seemed like the right time to introduce our new educational effort for children. It's always been the time of year when we work to create an awareness of what it takes to run local government, the services and programs we provide, and how important those 'behind the scenes' public service employees are when it comes to getting the job done. Now educators have a place to go as they prepare their curriculum, and parents and students can do the same as they work on special projects or just want to have fun."

The Web page can be reached by logging onto the Howard County Government home page at [www.co.ho.md.us](http://www.co.ho.md.us) and then clicking on the "KIDS COUNTY" icon.

## Word Search

### NACo Benefits and Programs

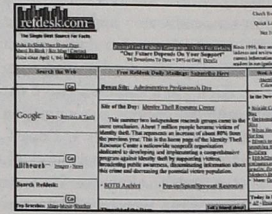
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ADVOCACY	NEWSLETTER
AFFILIATES	PRESS
AWARDS	PUBLICATIONS
AWARENESS	PURCHASING
CONFERENCES	REINSURANCE
EDUCATION	RESEARCH
DEBT COLLECTIONS	SAVINGS
GRANTS	SUPPLIES
LEADERSHIP	TECHNOLOGY
NETWORKING	TRAINING

# Web Watch

## For the Desk Set

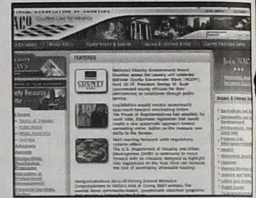
Want access to the "Single Best Source for Facts" on the Web? Go



directly to [www.refdesk.com](http://www.refdesk.com). While such a claim seems arbitrary, it's probably not too exaggerated. After all, the site operators had great enough taste to label one of NACo's Web pages — our "About Counties" county-search page — as the "Site of the Day" on April 14. Joining NACo, other recent daily sites have included MapQuest; Facts

## Cyber County Courthouses

A colorful statue of Superman stands outside the Massac County (Ill.) Courthouse. The former Prince William County (Va.) Courthouse is little more than a farmhouse, albeit a pretty cute one. And who knows how to pinpoint the architecture of the Florence County (Wis.) Courthouse, but it joins dozens of photos of unique courthouses at a new link at [www.naco.org](http://www.naco.org). Go to "About Counties," "Find a County" and "County Courthouse Photos." The link is regularly updated by its creator at the U.S. Department of Agriculture's Economic Research Service.

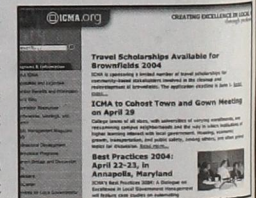


## Keeping Rural Areas Safe and Secure

As local governments begin to receive homeland-security funding — city and county governments in Michigan, for instance, are currently receiving more than \$73 million in federal funding — a great one-stop resource is the USDA's Rural Information Center at [www.nal.usda.gov/risc/faqs/homelandfaq.htm](http://www.nal.usda.gov/risc/faqs/homelandfaq.htm). There is a wealth of links, including planning resources, funding and program assistance, training resources, publications and lots more that will help county officials make all the right moves in being prepared for emergencies.

## Hot Issues Coming to a Webcast Near You

A pair of inexpensive (or free, if you act quickly) training opportunities are approaching in the form of two 90-minute Webcasts to be aired at the International City/County Management Association's home page at [www.icma.org](http://www.icma.org). The May 18 Webcast will demonstrate how local governments have used trees to meet environmental regulatory requirements while improving the local quality of life. Active living will be the focus on June 9, with examples of ways community design can improve health. Each Webcast is free to the first 100 registrants, and \$95 thereafter. See ICMA's site for more details.



(Paul Mackie, staff writer, compiles Web Watch. If you have a site you would like featured, please e-mail [pmackie@naco.org](mailto:pmackie@naco.org).)

## NEWS FROM THE NATION'S COUNTIES



### ARIZONA

The **MARICOPA COUNTY** Sheriff's Office is testing an advanced pilot program that, if successful, could keep sex offenders out of schools and help prevent child abductions. Royal Palm Middle School is the first school nationwide to install **facial-recognition cameras** to detect suspected child abductors, sex offenders or missing children, and instantly alert police. And Sheriff Joe Arpaio would like the pilot to expand to all 800 schools in the county.

For nearly two years, the Sheriff's Office has worked with Phoenix-based Hummingbird Defense Systems, which donated \$350,000 worth of equipment to the office for pilot projects. Once Arpaio obtained agreement from the superintendent and school board, two cameras were installed in the school's office.

"If someone was going to bring a child in and register that child in school, they would have to walk into the office," a spokesman for the Sheriff's Office told *Government Technology* magazine. "The camera could potentially make a hit on the abductor and child at the same time if we have both photos in the database. It's more practical to have a camera there that can scan everybody walking in than to try to get everyone to give a fingerprint or look into a retina scanning device."

Camera images are transferred to the Sheriff's Office, where the software scans 28 facial features and matches them against images in the databases. Approximately 2,000 missing children, 500 suspected child abductors and about 4,000 sexual predators are in Maricopa County's database, and images not matching the databases are immediately erased. The cameras cost between \$3,000 and \$5,000 apiece. And since most schools are already wired into a network, they need little more than the camera to participate.

### COLORADO

A fund set up to help county governments quickly access money to keep firefighters and other resources off the scene of growing fires is already depleted for the year because nearly \$2 million was used this month to fight an 8,900-acre blaze in **LARIMORE COUNTY**. The estimated \$335,000 that was in the **Emergency Fire Fund** overseen by the state forest service included

contributions from roughly half the state's counties.

The county has been home to three substantial fires recently, and officials have said it's bad news that the fund is depleted so early in the year. Officials are highly concerned about this season's dry conditions and that it could be another wildfire season like 2002, remembered for the explosive 138,000-acre Hayman Fire.

Larimer County has set aside \$300,000 for fighting wildfires and can tap into a roughly \$2 million carryover reserve in an emergency, County Manager Frank Lancaster told *The Coloradoan Online*. He was unsure how much the fire earlier this month would cost the county.

### FLORIDA

A simple vote over whether an ATV (all terrain vehicle) park can remain open in **COLUMBIA COUNTY** touched on several issues that county officials throughout the nation can relate to: taxes, the environment, public safety and fun.

The commissioners voted 3-2 this month — in front of a packed house of more than 200 residents — against a measure to re-open Kirby Pit. Many people at the meeting live near the **ATV park**, which was closed last year because of liability concerns and noise complaints.

But according to a local television station, the ATV enthusiasts were also vocal at the meeting, saying the park should have been reopened not only because it's fun, but also because some local business owners have estimated that each visitor to the park spent about \$170 per weekend.

Those opposed said noise is a concern, but so are pollution and the effects on area wildlife. Others said injuries at the park create more work for the county's emergency workers.

### MARYLAND

By combining GPS data, mapping software and traditional video, **ANNE ARUNDEL COUNTY**'s Office of Environmental and Cultural Resources has identified and documented its 72 **historic and scenic roads**. The county received a \$70,000 grant for the project from the Maryland Historical Trust.

While other counties have documented their historic roads, Anne Arundel County is unique in that each scenic and historic road has been physically and historically documented from beginning to end. A geo-referenced map of each road with links to video images, historic photographs and maps, land-use data, and other data have been applied

through GIS layering. Media Mapper, a tool developed for precision agriculture, has been used to document the current site conditions of the roads and adjoining landscape, including significant structures.

### MONTGOMERY COUNTY

Executive Douglas M. Duncan's promotional ride on the back of a recycling truck and the \$1 million spent educating residents about the need to generate less garbage didn't move the county closer to its target of recycling 50 percent of its solid waste. So Duncan has decided to introduce more punitive-based measures and call out the big guns: the **recycling cops**.

Plans are underway to hire three trash officers — enforcement agents who will monitor recycling at offices, shops and apartment buildings and issue citations to the most egregious offenders. Duncan also called for a hefty increase in dumping fees charged to commercial waste haulers, and he budgeted \$374,000 for a new Spanish-language educational campaign.

"Unfortunately, we're facing a trash crisis in Montgomery County, and there's no silver bullet to solving it," County Council President Steven Silverman told *The Washington Post*. In a separate plan from Duncan's, Silverman has proposed purchasing 115,000 large-capacity recycling bins, at a cost of \$11 per household, and prohibiting residents from putting cardboard in the garbage.

### NORTH CAROLINA

Because they don't want to find any in their county, the Weapons of Mass Destruction Committee in **LENOIR COUNTY** is giving the county commissioners recommendations on how the county should spend its \$184,000 **homeland security grant**.

The committee, which includes personnel from emergency services, the local hospital and municipalities, has recommended that the money be spent on developing a microwave system, two defibrillators and improvements to courthouse security.

According to the *Kinston Free Press*, although the county has not received and does not anticipate receiving any terrorist threats, the security enhancements are preventative measures and a response to calls to beef up security at the courthouse.

"Judge [Paul] Jones has asked for more security in the courthouse," Oscar Herring, chairman of the county Board of Commissioners told the *Free Press*. "They want surveillance and metal detectors at the door. You

have that in some courthouses, but we did not have the money."

### OKLAHOMA

Apparently, long-range in **OKLAHOMA COUNTY** is only about one year, because that's all the time it took the county to achieve many of its **long-range goals** after adopting a strategic plan.

Objectives identified last year included creating a human resources department, finishing designs and securing funding for a new parking garage and creating a county newsletter.

All three have been accomplished.

"This exercise revealed just how much work we had done," Commissioner Stan Inman told *The Oklahoman*. "It shows how this plan focused us on things we wanted to do in the county."

According to Inman, most of the objectives from the strategic plan that have not progressed to-date carry hefty price tags.

### OREGON

Fields of dreams in **CLARK COUNTY** are quickly turning into nightmares for young athletes, as **playing fields** make way for development.

Developers are eyeing playing fields for residential subdivisions, schools are being built on sports fields and one complex will soon be bulldozed so the property can be mined for gravel. As if that weren't enough, according to *The Oregonian*, property suitable for sports fields now often carries a price tag topping \$1 million for bare ground.

Responding to parents' demands for more sports fields, the County Commissioners discovered that no one has an inventory of fields or their conditions. As a result, several studies have been started, including one to count the number of youth athletes and another to count the fields and where more could be squeezed in.

"I think we're going to have to be more innovative," said Dan George, a planner for the county's parks agency. "If a neighborhood or a league offers to do park maintenance for the first three years, they have a leg up compared to an area that simply demands a park. And we do have some of those agreements."

The county, with an inventory of 356 acres of land for future parks, is considering asking voters to approve a new metropolitan parks district. The district would develop 35 new parks, but only five sites are large enough to include formal sports fields.

### PENNSYLVANIA

Times are tough all over, but commissioners in **LUZERNE COUNTY** are still interested in exploring the

possibility of utilizing nonprofit corporations as a **source of revenue**.

"I understand income streams for nonprofits dwindle at the same time income streams for government dwindle. I also understand nonprofits work to make Luzerne County a better place," Commissioner Todd Vonderheid told *The Times Leader*. "But there may be some circumstances where there may be an opportunity to collect some revenue from certain nonprofits."

According to Vonderheid, many tax-exempt companies voluntarily contribute to city coffers because they use services such as police and fire protection, and these companies also benefit from county services such as the court and correctional systems.

Vonderheid stressed that seeking payments in lieu of taxes from nonprofits could be a part of, but not the only solution to the county's financial problems.

"I don't believe we're going to balance the budget ... on the backs of nonprofits," Vonderheid said. "It's a potential source of revenue. We need to look underneath every stone we can find to see if there's a dollar there."

### VIRGINIA

There's something foul in the air in **FAIRFAX COUNTY**, and neighbors and businesses don't care who's responsible, they just want it taken care of.

The county installed **trash bins near bus stops** throughout the county. While the cans are on county property, the county feels it should be the responsibility of the Washington Metro Area Transit Authority (WMATA) to empty the cans because they service the WMATA customers. WMATA believes the county should be responsible. The bins have not been serviced since they were installed three to four months ago.

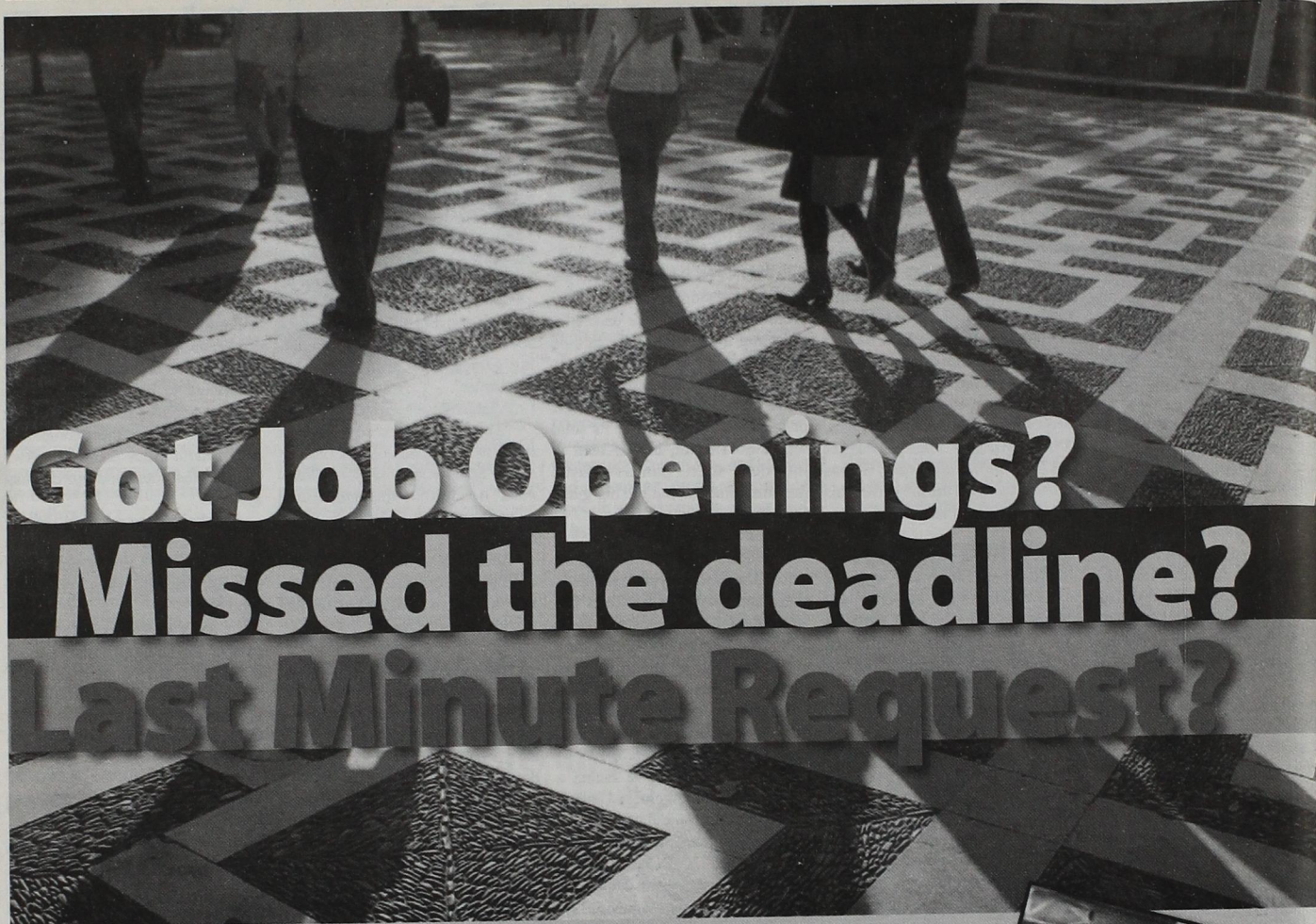
"I would like [Metro] to step up and take care of what I think is their responsibility," Supervisor Penelope Gross told *The Washington Post*. "It is their bus stop, and it is their passengers and their riders who are not allowed to eat on the bus. So they are going to have to drop the trash somewhere. It ought to be part of their system."

The county contends that it would cost them \$157,000 per year to maintain trash cans it installed at bus stops in revitalization districts throughout the county.

"We are talking sizable money that [has to be funded] every year," Gross told the *Post*.

WMATA officials say it is not

■ See NEWS FROM on page 14



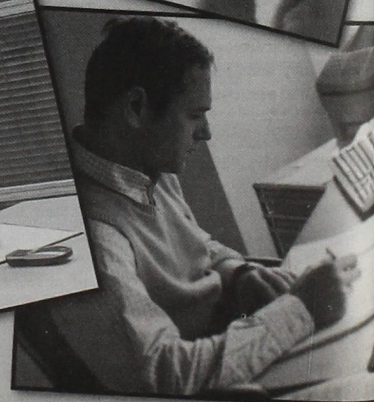
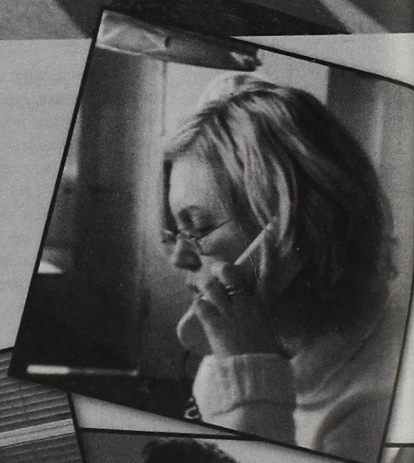
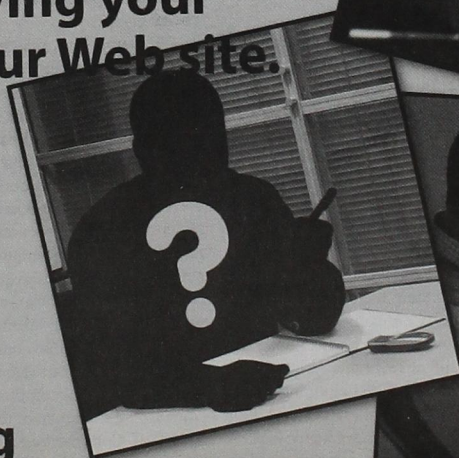
# Got Job Openings? Missed the deadline? Last Minute Request?

Use **JobsOnline** -  
County News' Web-Only Job Postings

Within 24 hours of receiving your  
ad, it will be posted on our Web site.

Want more details?

Contact Dan Miller at  
County News  
Phone: (202) 942-4256  
E-mail: [dmiller@naco.org](mailto:dmiller@naco.org)



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RESEARCH NEWS

# Westward Ho!

The 200th anniversary celebration of the beginning the Lewis and Clark exploration of the land west of Mississippi will begin on May 20, 2004. This major exploration and mapping expedition opened the western territory of the United States for settlement.

But to understand its importance, it is necessary to know a little of the story surrounding this event.

In 1803, Emperor Napoleon Bonaparte offered the new United States the opportunity to purchase the entire Louisiana Territory. President Thomas Jefferson had been planning to map and explore the area to determine if there was a route to the Pacific since 1792. Before Jefferson's envoy, James Monroe, traveled to Paris to discuss the Louisiana Purchase, President Jefferson had already directed his private secretary, Meriwether Lewis, to plan studies of geography, navigation and other areas that would be necessary to explore the land west of the Missouri toward the Pacific. This was another step in Jefferson's dream

of seeing the United States expand from sea to sea.

Early in 1803, Jefferson had sent a letter to the Congress, expressing his interest in exploring the territory west of the Mississippi. In this letter he stated that "an intelligent officer" with 10 or 12 men could explore the territory all the way to the Pacific Ocean.

Jefferson selected Meriwether Lewis. Lewis was a frontiersman and a soldier who had served in the army in Ohio with his friend, Army Captain William Clark. These two men would lead Jefferson's expedition.

On April 20, 1803, the United States completed the purchase of the 800,000 square miles of land west of the Mississippi from France for about \$15 million. On December 20, 1803, the French officially turned the land over to the United States. This purchase nearly doubled the size of the United States.

President Jefferson had several goals for the planned expedition. The first was to follow the Missouri River west and attempt to find an all water

route to the Pacific. A second goal was to assess the economic potential of the new land, collecting information on the wildlife, abundant resources and opportunities for trade. The trip was also used to carry out the political agenda of informing all Native American Nations that the United States now owned the Territory.

With the news of the Louisiana Purchase, Lewis began preparations. Lewis gathered supplies, equipment and goods and had a 55-foot keelboat adapted for the journey. Two rowboats were also prepared to carry men and supplies. In late 1803, departing from Clarksville, Ind., Lewis and Clark took their boats and men to the mouth of the Missouri where they spent the winter at Camp DuBois. On May 14, 1804, the Corps of Discovery expedition was ready to begin. William Clark and the Corps left Camp DuBois, and were joined by Meriwether Lewis in St. Charles, Missouri a week later. The outbound party numbered 45, and included 27 young, unmarried soldiers, the French-Indian interpreter Drouillard and even Captain

Lewis' Newfoundland dog, Seaman. They did not realize that it would be September 1806 before they would return.

Although the official departure of the expedition was from Camp DuBois, many people trace the beginning of the Lewis and Clark Trail back to Pittsburgh in Alleghany County, Pa., much earlier in 1803, where Lewis first put the keelboat into the water.

Throughout their journey to the Pacific, in search of the Northwest Passage, which took them from the mouth of the Ohio River to the Columbia River in the Pacific Northwest, Lewis and Clark traveled by land and by water, passing through and mapping many areas now organized as counties. A large part of the journey was to interact with the Native American tribes they encountered along the way and to learn as much about this new land and its inhabitants as possible.

As they named rivers and mapped the country, the expedition, from its beginning through the end, would travel through 16 states and 191 counties. As the nation prepares to celebrate the bicentennial of this great expedition, schools across the country are participating in studying the history of the event that first expanded and changed the future of the United States.

The National Lewis and Clark Bicentennial Commemoration Web site at [www.lewisandclark200.org](http://www.lewisandclark200.org) lists activities in counties all across the country. Most are designed to follow the trail as accurately as possible and will coordinate activities to the dates when the exploration passed through their territory. Plans also include a huge multi-city museum exhibit and several televised activities.

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

## FOCUS ON ACHIEVEMENT

# Ombudsman Assures Quality Care for Foster Families

By M. MINDY MORETTI  
SENIOR STAFF WRITER

Fostering the unwanted children of today's society can be both an extremely rewarding and extremely trying situation. When the system designed to help them appears to fail, foster parents have places to turn.

However, in Hennepin County, Minn., foster parents have the Foster Care Ombudsman program to serve in their own, independent advocate within the county system.

The program was conceived when the county Children, Family and Adult Services Department (CFASD) began looking for a way to deal with complaints, as well as respond to the recommendations of a lawsuit.

CFASD started out by looking at ombudsman programs throughout the country. Because there were relatively few at the county-level, the team had to rely on state-level ombudsman programs, particularly those in Oregon and California, according to Joanne Rafferty, social work unit supervisor. After studying

the various programs and establishing a relationship with ASK Hennepin, a catch-all call center for the county, the ombudsman program was ready to go in about three months.

Information from calls into the call center is e-mailed to one of two ombudsmen, who strive to return the call within one business day. Once contact is made with the caller, the ombudsman intervenes on behalf of the caller with the appropriate program manager in an effort to resolve the issue.

"Typically I would say half of the problems are related to some kind of failure in effective communication," Rafferty said. "Foster care is a very complex system and, without adequate communication, it becomes even more complex."

Since the ombudsman initiative opened its doors in March 2002, the program has logged more than 140 calls. While 140 calls in two years may not seem like a staggering number, these are 140 foster parents who had genuine concerns with the system and were ultimately helped.

Because the program used current staff, as well as the county's call center, there was very little output of additional funds. Rafferty noted that the greatest expense to create the new program was about \$3,000 for promotional materials.

"We market this program quite heavily," Rafferty said. "We did an initial mailing to every licensed foster home, we developed a brochure and we also created a refrigerator magnet so the number was always handy."

Other marketing tools include publishing an announcement about the program in the bi-monthly newsletter for foster parents and surveys to test the validity of the program.

"The results, from our surveys and from the program itself, are extremely positive," Rafferty said.

*(For more information about the foster care ombudsman program, contact James Baxter, division manager, Quality Management Services, Children, Families and Adult Services at (612) 348-5879.)*

## NACo ON THE MOVE

### IN THE NEWS

- Jeff Arnold, NACo's deputy legislative director, was quoted in an April 12 *Philadelphia Inquirer* article, "Board Decides County Needs Its Own Voice in Halls of Power." The paper reported that Montgomery County, Pa. is expected to spend at least \$50,000 over six months for its own lobbyist as it seeks more access to shrinking state and federal funds. "Each and every one of [the counties that have hired lobbyists] said the return on their investment has been substantial," Arnold said.

- Associate Legislative Director Joe Dunn discussed new ways that rural counties are attracting development and how a proposed new federal Homestead Act would help such counties in an April 11 article in *Oregon Today* titled "Counties Get Into Development Business." Dunn said one Kansas county is even considering giving away land, adding that "it definitely seems there is a lot of creativity out in rural America" and that 698 counties nationwide have lost at least 10 percent of their population over the past two decades. "Once it starts, it's difficult to stop," he noted.

### NACo OFFICERS AND COUNTY OFFICIALS

- NACo President **Karen Miller** spoke at the American Planning Association's national conference in Washington, D.C. April 25. She spoke on a panel with representatives of American Farmland Trust and the International Council of Shopping Centers about smart growth in rural America.

### NACo STAFF

- GIS Specialist **Kevin Neimond** represented NACo at the Mid-America GIS Consortium Symposium held in Wyandotte County (Kansas City) April 18-22. Neimond was joined by representatives from the United States Geological Survey (USGS) and the National States Geographic Information Council (NSGIC) in giving a presentation on *The National Map* project.

*(On the Move is compiled by Paul Mackie, staff writer, and Dan Miller, editorial assistant.)*

## THE H.R. DOCTOR IS IN

# Every Parent's Dream – There Is a Doctor In the House!

Dear Dr. Rachel,

How amazing it is to be able to write to you and recognize your magnificent achievement of graduation from medical school! To see you enter the graduation ceremony stage at one end as Ms. Rachel Rosenberg and "exit stage right" as licensed physician "Dr. Rachel" is the kind of dream that all parents hope for their children.

You have evolved so very far from the very beautiful little infant who commanded my presence so often in the middle of the night. Your new status is also a joy that is shared by every other family member, as well as your extended family of friends, colleagues, and perhaps the 11 people

around the country who read the HR Doctor articles.

It is a joy to be shared because, in a real sense, your graduation from medical school is a metaphor for the achievement of one very major life milestone and the beginning of many others.

Being able to achieve important goals and dreams alone is not enough. What is the source of real joy is to combine those achievements with not only a brief period of celebrating, but with an immediate commitment to find and accept new challenges – challenges that will allow you to contribute way more than you or I might have ever thought possible. These other goals can now

be launched from a higher plane of knowledge and experience.

Successful physicians, not to mention engineers, baseball coaches, business owners and every person who is a manager must also be a human resources manager in order to be successful. Successfully keeping a young child healthy requires a team effort just as a successful surgery does. Without the team being successful, the individual members of the team will not succeed.

What this means in terms of free advice from the HR Daddy is that the key to your success is to be part of a team and create a team of people that knows you are committed to their success.

It means not falling prey to the deadliest of all diseases in society — one not covered in medical school — arrogant pride. You know that you now have the title "doctor" in front of your name, which means that you will be entitled to and will receive deference, a high degree of privilege and recognition. However, don't take any of that too seriously to the point where you forget that you are not entitled to any of that recognition and privilege unless you continually earn it by showing a clear commitment every day, on duty and off duty, to the success of other people and to being a champion for others. This is what our lives are really all about as professionals in any field.

Recently, I talked to you about having a big party to celebrate your "doctor-hood." When you said that you would prefer no party, but rather a quiet celebration, I initially began a minor degree of whining about how great it would be to have our friends together in celebration.

In thinking carefully about your response, I have come to understand your continued wisdom. The idea of such a party is derived from our pride as parents — perhaps excessive pride. You have healed me of that by your calm and more mature desire for quiet joy rather than public joy.

So, Doctor Daughter, use your new

license and title to be far more than a medical practitioner applying drugs, therapies, tests, etc., to the people who trust their well-being to you. Don't be a doctor, be a healer. Help people preserve and improve health rather than just intervene clinically after a problem has already occurred.

Contribute in the community through volunteer work at a United Way, Women In Distress, or any of the hundreds of other charities that need your skills, advice, and support. Find joy every day in your continued studies, your family-practice residency program, and your dental practice. Don't ever lose your sense of humor and your sense of respect for other people.

Your sister, the beautiful Heidi, daughter Elyse, wonderful mom Charlotte, the HR spouse, and I stand in awe and send you our congratulations on our respect and our love. Even though HR pets Kamala, Nimbus and Lou take pride in knowing that we may at last have a source of health care through your colleagues who might even consider waiving our co-pay as a professional courtesy!

The proud — but not arrogant — HR Dad.

*Phil Rosenberg*

Phil Rosenberg  
www.hrdr.net

## FINANCIAL SERVICES NEWS

# Financial Planning Services: An Effective Pilot Program

How much money will I need to retire? Should I increase my contributions? Will I be able to maintain my current lifestyle? Where am I in the retirement cycle?

Retirement questions like these remain in the forefront for millions of Americans today, especially baby boomers who represent 40 percent of the population approaching the age of retirement.

Because a great need exists for retirement planning, NACo, in conjunction with Waddell & Reed (W&R), well-known investment managers, has developed a pilot program designed to provide county employees and their families with professional financial planning, advice, and services.

Services provided by the pilot program enhance NACo's 457 deferred compensation program by helping employees realize the benefits of enrolling and maximizing payroll contributions as part of an overall financial planning strategy. Financial advisors are available to address questions that help identify financial issues, concerns and goals for employees.

The county incurs no costs by endorsing this program. The financial planning services are offered on a strictly voluntary basis to employees for a fee. The employee pays a fee for a financial plan only after a complimentary meeting and

financial assessment is discussed and agreed upon. Employees receive a 20 percent discount on financial planning fees and are under no obligation to make investments with Waddell & Reed. Employees may use any financial institution.

W&R has more than 2,500 registered financial advisors in some 200 offices throughout the nation and focuses on the process of offering comprehensive financial planning for employees and their families to help them better understand their entire financial picture. Waddell & Reed's financial advisors are also compensated through commissions and fees that are fully disclosed by prospectuses that delineate all expenses, including commissions and management fees charged.

With retirement savings as the cornerstone of financial planning, W&R is aware of the importance of employees enrolling and contributing to their employers' deferred compensation plans. In addition, they will be knowledgeable about other employee benefits that your county offers, so employees can be encouraged to make appropriate use of those programs in their planning.

As part of a pilot program, workshops were held in counties across the country. Initial workshops described what financial planning is and the process by which financial planners gather

information. Workshops have been well attended. As Rose Ford, director of human resources, Prince George County, Va. said, "Financial planning is something that everyone needs ... but they don't know they need it!" Additional follow-up workshops are being presented in these counties as well, at no charge, and cover topics of interest chosen by attendees, such as money management, college-funding techniques, tax strategies and estate planning.

The workshops were presented to employees in Dorchester County, Md.; Washington County, Md.; Prince George County, Va.; Calumet County, Wis.; Keweenaw County, Wis.; Ozaukee County, Wis.; and Miami County, Kan. These counties have seen increases in both the awareness and utilization of the NACo 457 deferred compensation program.

State association endorsements in Maryland, Virginia and Wisconsin have spurred interest in the pilot program in 14 additional counties. State associations and individual counties throughout the country are considering offering the program as a human resource benefit under the banner of a "financial wellness" program.

(For more information on this program or if you wish to have your county participate, please contact Steve Gross at [sgross@naco.org](mailto:sgross@naco.org).)

## Virginia counties could soon get electric Internet access

### NEWS FROM from page 11

their responsibility and that the inter-governmental agency only maintains trash bins in the Metrorail system and at major bus stops.

Arlington County, which is geographically much smaller than Fairfax, collects the trash from receptacles at bus stops for an estimated \$10,000 per year.

Tired of waiting for dial-up? Well, residents in rural NELSON COUNTY won't have to wait much longer.

According to *Federal Computer Week*, the Central Virginia Electric Cooperative is about to begin a pilot program that will provide broadband Internet access over

the same lines that deliver electric power to about 4,000 homes and businesses in the county.

If all goes well, the service, available for just under \$30 per month, would then be offered to customers in the 14-county area that the cooperative covers. In addition to the monthly fee, customers also must purchase commercially available adapters.

FCW claims that as many as power companies nationwide believed to be conducting similar trials.

(News From the Nation's Counties is compiled by Paul Mackie, staff writer, and M. Mindy Moretti, staff writer. If you have news, please e-mail them at [pmackie@naco.org](mailto:pmackie@naco.org) or [mmoretti@naco.org](mailto:mmoretti@naco.org).)

**CORRECTION:** Johnson County, Kan. recently received a \$430,000 grant from the Kansas Department of Transportation to buy hybrid vehicles. The April 12 issue of *County News* incorrectly identified the county's state.

## JOB MARKET/CLASSIFIEDS

### ASSISTANT TO THE COUNTY ADMINISTRATOR AFFORDABLE HOUSING — WARD COUNTY, FLA.

Salary: \$82,601-\$135,464  
 Howard County (pop. 1.7 million) located along the southeast coast of Florida, has 30 municipalities; the largest is Ft. Lauderdale.  
 Four Assistants to the County Administrator report jointly to the County Administrator and the Deputy. This is a newly created position, an outgrowth of emphasis that the County Commission placed on affordable housing. The ideal candidate must bring superior understanding of the many facets of affordable housing and an understanding of numerous successful organizational strategies that have been successful in making agencies maximally responsive to the needs of affordable housing.  
 Master's Degree preferred. Ideal candidate will have at least 10 years experience in executive leadership positions in large agencies that address affordable housing.  
 Salary range is \$82,601 to \$135,464. Participated that the starting salary is in the upper part of the range. Generous fringe benefits.  
 Cover letter, resume, and salary history by May 14 to: Tom D. Freijo, Senior Vice President, The Merit Group, Inc., [tdf\\_wh@hotmail.com](mailto:tdf_wh@hotmail.com), Box 9328, Winter Haven, FL 33883. (863) 299-6737. Phone: (863) 299-6737. EOE.  
 Applications in Florida become a matter of public record upon receipt.

### MANAGER — OF ROCKVILLE, MD.

The City of Rockville, Md. is located in the northwest of Washington, D.C. It is an independent City, the seat of Montgomery County Government, and is experiencing tremendous development in both residential and commercial sectors, including Rockville Town Center. Rockville is one of the extraordinarily high quality neighborhoods and its educational, cultural and amenities. The City is a long and proud tradition of citizen participation. Rockville is a highly respected, full-service and Council/Manager government.

Its 5-member Mayor and Council is the elected policy-making body that appoints the City Clerk, the City Attorney and the City Manager. The City Manager appoints all other department heads. There are 523.6 full-time and 103 part-time and temporary FTE's. The FY04 operating budget is \$69,749,558.

Rockville is seeking a forthright and open City Manager with outstanding interpersonal skills who will assist the Mayor and Council to identify needs, develop strategies, establish clear policy and set community goals and then to provide effective leadership, support and resources to staff as needed to implement policies and achieve goals. He or she must have a team-oriented and collaborative style that encourages creativity and values excellence. Must build and maintain effective working relationships with the Mayor and each Council member, department heads, employees and with the community.

Requirements include education and experience equivalent to a Bachelor's degree (Master's preferred) in Public Administration or related field combined with significant experience as a local government manager or full-range assistant in a diverse and complex community comparable to Rockville. The successful candidate must clearly possess and apply the superior management and leadership knowledge, skill, ability, commitment and energy needed to achieve the Mayor and Council's goals. Highly competitive salary and benefits negotiable DOQs.

Please submit your confidential resume by May 24 to:

Robert E. Slavin, President, SLAVIN MANAGEMENT CONSULTANTS, 3040 Holcomb Bridge Road, Suite B-1, Norcross, Georgia 30071. Phone: (770) 449-4656. Fax: (770) 416-0848. E-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

Please visit the City's Web site at [www.rockville.gov](http://www.rockville.gov).

### CIVIL ENGINEERING — ROBSON LAPINA

Robson Lapina is a multi-discipline forensic engineering firm practicing throughout the eastern and central U.S. We seek a mature professional, experienced in design, construction, and maintenance phases of roadways and traffic-control devices for interesting

and challenging assignments. Must be degreed and registered, with excellent analytical and communication skills. Full-time for Lancaster, Pa. and Cedar Knolls, N.J. More information and reply via [www.RobsonLapina.com](http://www.RobsonLapina.com).

### COUNTY ADMINISTRATOR — CENTRE COUNTY, PA.

Centre County has an exciting career opportunity for an experienced and motivated individual to lead a progressive and growing county.

Located in the center of Pennsylvania, Centre County is home to Penn State University. The County provides excellent educational, cultural, and recreational opportunities in a safe and attractive environment. For additional information, please visit our Web site at [www.co.centre.pa.us](http://www.co.centre.pa.us).

The Administrator is appointed by and reports to a three-member Board of Commissioners. The individual is responsible for implementing the policies of the Board of Commissioners and overseeing the day-to-day functions of the County. This is a high-profile position that requires a significant amount of interaction with the public and the County's departments/agencies.

Qualifications include a Master's degree (or equivalent) in public administration or related field, with a minimum of eight years experience in public administration. The candidate must clearly demonstrate superior management and leadership ability.

In addition to an excellent benefits package, the County offers a competitive salary which is negotiable depending on credentials and experience.

To obtain a confidential application, please contact the Human Resources Office, Willowbank Building Room 219, 420 Holmes Street, Bellefonte, PA 16823; call (814) 355-6748; or visit the Web site at [www.co.centre.pa.us/114.asp](http://www.co.centre.pa.us/114.asp). Application deadline is May 15. Position available immediately.

### COUNTY ADMINISTRATOR/ CONTROLLER — JACKSON COUNTY, MICH.

Salary: \$90,000

Under the general direction of the 12-member Board of Commissioners, carries out directives and implements policies related to personnel and employee relations, budget and financial management, purchasing, information technology, grant funding and other areas as directed. Serves as liaison between other agencies and the Board of Commissioners. Jackson County is located in south central Michigan, with a population of 156,000 and total budgets of \$96 million including a general fund budget of \$40 million. Significant executive-level experience in a complex county/city organization is required. Proven record of accomplishments that demonstrate vision and ability to work with diverse groups in government and community. Master's degree in Public Administration or closely related field required. Salary mid-range \$90,000 depending on qualifications. Excellent fringe benefits. Equal opportunity employer. Submit resume by May 31 to: Ms. Joni Johnson, Jackson County

Human Resources, 120 W. Michigan Ave., Jackson, MI 49201.

### DIRECTOR, INFORMATION TECHNOLOGY — GASTON COUNTY, N.C.

Salary: \$58,005-\$89,929  
 Gaston County is seeking an exceptional individual who is interested in joining an innovative organization and becoming a key member of the County's Management Team. The person in this position establishes annual departmental goals and objectives; determines and/or approves timetables and resources for accomplishing departmental goals. The annualized salary range for the position is \$58,005-\$89,929. Qualified applicants must have graduated from an accredited college or university with a Bachelor's degree in Computer Science or related field and six (6) years of progressively responsible supervisory experience in information technology management, three (3) years of which must have included the management of professional personnel engaged in midrange and micro-computer programming and systems analysis functions in GIS administration, in local and wide area network administration, in telecommunications administration and in computer-center operations. An equivalent combination of education and experience will be considered. A Master's degree is preferred. For information/application, contact the Gaston County Department of Human Resources, P.O. Box 1578 (212 W. Main Ave.), Gastonia, NC 28053. Phone: (704) 866-3005. Web site: [www.co.gaston.nc.us](http://www.co.gaston.nc.us). An Equal Opportunity Employer.

### EXECUTIVE DIRECTOR — ASSOCIATION OF OREGON COUNTIES

Salary: Approximately \$106,000.  
 Position based in Salem, Oregon. Competitive salary DOQ, generous benefit package; current director salary is \$106,000 annually. Oregon's 36 counties are diverse, varying from the eastern Oregon high desert, the Cascade Mountain range, to the beautiful Pacific Ocean. Executive Director builds and maintains unity among the Association's diverse membership and staff. Executive Director organizes plans and directs the association to provide counties with information, services, programs; organizes and takes lead in legislative and governmental representation and coordination. In conjunction with the Board of Directors, position provides leadership to develop vision, goals, objectives and plans. Director develops and implements programs, services, operating policies and procedures. Executive Director is directly responsible for 8-10 employees; indirectly for an additional 10-20. Qualifications: Association management or comparable leadership experience reporting to a board of directors. Applicants should have a Master's degree in a related discipline or a combination of experience and training which demonstrates the knowledge, skills and abilities re-

quired to perform the above duties. Send cover letter, resume, salary history and references to: AOC Executive Director Search, PO Box 928, Salem, OR 97308. Position closes May 17. EOE.

### JUVENILE SERVICES CHIEF — YORK COUNTY, VA.

Base salary: \$49,226  
 Position available in the Juvenile Services Division of the Department of Community Services. Performs responsible planning, administrative and supervisory work in the direction of the Juvenile Services Division, and the regional delivery of a wide range of juvenile justice programs, including residential care. Plans and directs the activities of Division employees, resolving problems as non-routine situations arise and evaluating employee performance. Identifies revenue sources and meets with various County, state, and city officials to promote support for available programs. Responsible for developing, monitoring, and administering the division's budget. Base salary \$49,226; excellent benefits.  
 Requires a Master's degree in public administration, government, human services, or a closely related field, and extensive (6-9 years) experience in an increasingly responsible management position in the human services field, or any equivalent combination of training and experience.

A York County application is required and may be obtained from the Human Resources Office, 120 Alexander Hamilton Boulevard, Second Floor, Yorktown, VA; from the County's Web site [www.yorkcounty.gov](http://www.yorkcounty.gov); or by calling (757) 890-3690. Hearing impaired only call TDD (757) 890-3300. Applications will be accepted until the position is filled. EOE.

### 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., Washington, DC 20001.  
 FAX advertising copy to: Job Market, County News, (202)393-2630.  
 Email advertising copy to: [edassist@naco.org](mailto:edassist@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.

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