

NACO National Association of Counties

CountyNews

The Voice of America's Counties

NATIONAL ASSOCIATION OF COUNTIES ■ WASHINGTON, D.C.

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Baucus health care reform bill heads for committee markup

By PAUL BEDDOE
ASSOCIATE LEGISLATIVE DIRECTOR

Senate Finance Committee Chairman Max Baucus' (D-Mont.) America's Healthy Future Act is the product of months of closed door negotiations among Baucus, two other committee Democrats and three Republicans — the so-called "Gang of Six" — that aims to lower costs and provide quality, affordable health care coverage.

See BAUCUS page 7

QuickTakes

Highest Stimulus Funding per Capita States

Alaska	\$ 1,024.28
District of Columbia	\$ 878.02
Wyoming	\$ 673.39
Rhode Island	\$ 635.42
Idaho	\$ 592.11

Source: ProPublica, August 2009



Photo courtesy of Larimer County, Colo.

Stimulus dollars hit the streets of Larimer County, Colo. with a \$3.5 million resurfacing project on County Road 17 through Fort Collins, Loveland and Berthoud. Construction is expected to be completed in mid-October.

LEDs, great light hope... or hype?

By CHARLES TAYLOR
SENIOR STAFF WRITER

LED lights have revolutionized traffic signals. But are they ready for prime time — nighttime — and day-to-day use for street lighting?

Several counties are seeking the answer by testing light-emitting diode (LED) lamps, also known as luminaires, to see if their performance lives up to their promise. King County, Wash., and Arlington and Fairfax counties in Virginia are conducting pilot programs.

King County recently concluded the first phase of a pilot to determine whether it could replace 1,800 county-owned high-pressure sodium lamps, the ones that cast an yellowish-orange glow, with LED lights.

"Outdoor lighting is a sensitive issue in itself, and then there's all the confusion around LED," said Jason Tuenge, a researcher with the De-

See LEDS page 4

National County Government Week expands to a month

More counties will have the opportunity to participate in National County Government Week activities in 2010, when the observance expands from a single week in April to the entire month — henceforth to be known as National County Government Month.

NACo's Executive Committee decided to expand National County Government Week to a month to give counties more options to schedule activities that raise public awareness and understanding of county government.

National County Government Month (NCGM) will be held in April in 2010 and future years.

"By designating each April as National County Government Month, counties will have greater flexibility to plan and schedule their own county government activities," said NACo President Valerie Brown. "Counties aren't expected



to hold public awareness activities throughout the month, but can schedule activities any time during the month."

Previously, a county government week with fixed dates fell at an inconvenient time for some counties, according to feedback the Executive Committee received.

First celebrated in 1991, National County Government Week

(now National County Government Month) was created by NACo to raise public awareness and understanding about the roles and responsibilities of the nation's 3,068 counties. The community outreach events help residents and businesses better understand how counties serve the community.

A booklet of ideas and suggestions on how to celebrate NCGM will be available early next year. It will also provide helpful information about media outreach strategies and NACo's online NCGM Media Resources Kit.

Mark your calendars: National County Government Month — April 2010.

For more information about NCGM, visit the "Public Awareness Campaigns" section of the NACo Web site or contact Tom Goodman at 202/942-4222 or tgoodman@naco.org.

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Georgia county's gender equality initiative receives international recognition

By CHARLES TAYLOR
SENIOR STAFF WRITER

For Nancy Boxill, county government is about more than providing services. It also means delivering them equitably.

"At the root of county government is serving all of its citizens in the most cost-effective and service-effective way that we can," says the Fulton County, Ga. commissioner. "We have to ask the question, are there ways that we may be able to more equitably serve the men and women in our communities?"

Borne of that curiosity and her training as psychologist, Boxill has made gender equality a priority in Fulton County — in budgeting, of all places.

CIFAL Atlanta recently honored Boxill with its Americas Award in Gender Equality for her work in Fulton County. She was the only local U.S. government official among an international list of awardees that included Bolivia's minister of health, Ecuador's former ambassador to the United States and Colombia's minister of education.

Boxill spearheaded Fulton County's gender equality initiative, which includes a gender equity budgeting component. It's a concept she learned of at a CIFAL conference in Atlanta three years ago. CIFAL



Photo courtesy of the Fulton County, Ga. Office of Communications
Fulton County, Ga. Commissioner Nancy Boxill accepts CIFAL Atlanta's Americas Award in Gender Equality from Ambassador Alfonso Quiñonez, executive secretary of the Organization of American States.

is an international training network that works to implement the United Nations' Millennium Development Goals.

"As I sat with women from 36 countries and listened to them discuss how they were working on achieving gender equity in their countries," Boxill recalled, "there were two women who made some comments related to gender equity

budgeting. And that was a concept I had never heard of before. At the end of conversation, I said, 'What can you tell me about it?'"

She found out that some countries use computer programs and systems to help their governments evaluate how public resources are allocated to women. Fulton County expanded upon that concept. The county developed a budgeting training regime for department heads that examines how gender affects opportunities and service delivery for males and females.

After passing a countywide gender equality policy in 2006, the county began its budgeting program in 2007 with an internal task force. In the first year of the initiative, more than 100 county employees spanning several departments were trained to review their employment practices and services for gender equality biases.

For example, a pilot analysis in the Department of Health and Wellness found gaps in public health services for men. As a result of the analysis, clinics for men's health and infectious diseases were more strategically located to allow for improved service delivery for male clients. Other areas of analysis have included arts services for boys, jobs for women in public safety, workforce development services for men and women, and others. Five more departments were added in each of the next two years.

Based on the county's research, Boxill said Fulton County appears to

be unique in the U.S., if not internationally, in its approach.

"We are not aware of any other local government worldwide where the millennium goal of gender equity has been translated into gender equality," Boxill said. She said many other cities "seem to approach this charge of gender equity from a women's rights perspective."

Boxill and Sharon Whitmore, the county's deputy finance director, will share Fulton County's experiences at a forum on women's issues in Seoul, South Korea next month, sponsored by Metropolis Women's International Network (MWIN). Francine Senécal of Montreal, Quebec is its president.

"The work that Ms. Boxill is doing is very progressive. We were very impressed by her work and we wanted to share this initiative with other colleagues, and that's why we invited her to the Seoul forum," Senécal said. Participants are expected from across the globe, including Tanzania, Afghanistan, Nicaragua, Iran and Argentina.

With counties nationwide facing tight budgets, Boxill acknowledges that gender equality might not be

"the hottest, most urgent and pressing topic that local governments must confront."

However, when considering budget cuts, it is worth asking the question: "How do those cuts affect the populations they are serving, and do they disproportionately negatively affect either men or women?"

If other counties are interested in that line inquiry, Boxill said help is available from Fulton County or through CIFAL. (CIFAL is a French-language acronym for *Centre International de Formation des Autorités/Acteurs Locaux*, which in English translates to International Training Centre for Local Authorities/Actors.)

She will chair this year's CIFAL forum "Gender, Governance and Economic Empowerment Forum," co-sponsored by CIFAL Atlanta, the city of Atlanta, Fulton County and the United Nations Institute for Training and Research (UNITAR) Sept. 30 to Oct. 2, in Atlanta.

For more information about Fulton County's Gender Equality initiative, visit www.co.fulton.ga.us and keyword search "gender equality." Learn more about CIFAL Atlanta at www.cifalatlanta.org.

Word Search

Top Counties for Job Growth

K Y K M C K A W S L R D X Q F O C S G G
I R R E E X M E O C V W F I G R T F L V
O N E E N D Y U Y F N R O L L E A L R A
Q S Y C M D D J M W T O A Q V I Z A N P
G X Q D A O A K R Z K D V R G L A G T H
U Q R V U L G L X J I O F U X L T L O O
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C O C H I S E D N L V H V V L C L R E E
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| BENTON (Ark.) | HIDALGO (Texas) | ROCKWALL (Texas) |
| COCHISE (Ariz.) | KENDALL (Ill.) | ST. JOHNS (Fla.) |
| COLLIER (Fla.) | LAKE (Fla.) | ST. LUCIE (Fla.) |
| COLUMBIA (Ga.) | LEE (Fla.) | TOOELE (Utah) |
| DALLAS (Iowa) | LOUDOUN (Va.) | WASHINGTON (Utah) |
| DELAWARE (Ohio) | MONTGOMERY (Texas) | |
| DOUGLAS (Colo.) | PLACER (Calif.) | |
| FLAGLER (Fla.) | | |

Source: CNNMoney.com • Created by: Christopher Johnson



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County anti-venom unit helps save Iraqi boy's life

By CHARLES TAYLOR
SENIOR STAFF WRITER

A 3-year-old Iraqi boy is alive today after surviving a poisonous snakebite near Mosul. So is a Hollywood, Fla. cable TV construction worker who crossed a green mamba's path several days earlier.

The recent incidents happened thousands of miles apart, but they share a common protagonist: Miami-Dade County, Fla. Fire Rescue's (MDFR) Anti-venom Unit.

However, due to proposed budget cuts, the unit's future could be in jeopardy. The FY09-10 budget recommendation would cut \$480,000 and four staffers from the five-person department. "Only one person will be assigned full-time to the unit; the rest of the coverage will be provided by staff from other units on stand-by," according to budget documents on the county's Web site.

Capt. Ernie Jillson heads the unit. He wouldn't speculate about its fate, but earlier he told *The Miami Herald*: "If the proposed cuts do come, it will significantly reduce our ability to do what we do."

The unit, now in its tenth year, is the only anti-venom bank in



Photo courtesy of Miami-Dade County, Fla.

This green mamba snake, like one that bit a cable installer in Hollywood, Fla., is non-native to the Miami-Dade County area. Miami has become a port of entry for many types of exotic animals, according to county officials.

the country for public use, according to Jillson. That means any hospital, fire department or medical professional can request and receive assistance from the unit. The anti-venom bank stocks 50 different kinds of anti-venom — also known as antivenin — that are antidotes to bites from snakes, scorpions, spiders and stinging marine animals.

Dr. Todd Husty, Seminole County, Fla. medical director said, "If they're not there, we do not have an antivenin-delivery system," the *Orlando Sentinel* reported. "It would be terrible."

Jillson said the county's antivenin bank "can probably cover 95 percent of anything venomous in the world." When antivenin is provided for use outside the county, the unit charges the requester for the costs of the drug, its transportation and an administrative fee.

As the Iraq intervention proved, the unit's expertise can also be valuable abroad. Jillson, an Air Force reservist, received the call for help from a friend.

"I had an associate on the ground in Iraq that knows me from my past military experience who was able to get a hold of me through a satellite phone, and I was able to walk the doctors and medical staff through the proper administration of the anti-venom, the treatment and what to anticipate, and what to look for," he said.

The boy was bitten by a saw-scaled Viper. Its venom "basically turns your blood into water and it dilutes it to the point where it no longer will carry any oxygen... So you bleed out internally," he said. Without treatment, a bite victim can die within hours.

This was Jillson's second

python. The largest of the snakes can grow to 20 feet to 30 feet in length, Jillson added.

"Burmese pythons are breeding freely in the Everglades and making their way into the suburbs," he said, noting that the state has mandated their trapping and recovery. He said

his unit averages 100–150 recoveries in suburbia annually.

Jillson said the anti-venom unit's expertise is available to anyone. In cases of emergency, it can be contacted at 786/331-4444 or by e-mail at mdfrantivenom@miamidade.gov.

In Case You Missed It ... News to Use from Past County News

▶ NACo to Cohost Regional Meetings on Childhood Obesity

NACo, along with the International City/County Management Association (ICMA) and the American Association of School Administrators (AASA) will convene county, city and school leaders as well as other community stakeholders at meetings on childhood obesity in Alachua County, Fla. Sept. 25 and Buncombe County, N.C. Oct. 8.

For more information on NACo's childhood obesity program, funded by the Robert Wood Johnson Foundation's Leadership for Healthy Communities program, please contact Anita Cardwell at acardwell@naco.org or call 202/942-4267.

▶ Rural Business and Industry ARRA Funds Start to Flow

USDA recently announced the availability of \$1.7 billion in American Recovery and Reinvestment Act (ARRA) funds for Rural Development's Business and Industry (B&I) Guaranteed Loan Program. USDA staff recommends that interested applicants submit their information as soon as possible because the approval process for the funds will be significantly more time-consuming than for general B&I funds. Applications will continue through Sept. 15 of next year and all funds must be expended by Sept. 30, 2010. County economic development agencies are encouraged to help their rural businesses obtain these funds. Visit <http://edocket.access.gpo.gov/2009/pdf/E9-17600.pdf>.

CountyNews

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DOE webcast to focus on LEDs, solid-state outdoor lighting

LEDS from page 1

partment of Energy's (DOE) Pacific Northwest National Laboratory. "The main drive of our program is to try to get rid of some of that confusion and get some answers where they're available."

Tuenge will attempt just that on Oct. 8, when he participates in a solid-state lighting (SSL) webcast entitled "Hitting the Target: ENERGY STAR SSL Outdoor Area Lighting" (see sidebar). DOE has

developed ENERGY STAR criteria covering SSL-based outdoor area and roadway lighting, outdoor wall packs, parking garage and canopy luminaires.

Overall, not only in street light applications, solid-state lighting has the potential to reduce U.S. lighting energy use by one-third and could be 10 times more efficient than incandescent lighting, according to the DOE publication *Solid-State Lighting: Brilliant Solutions for America's Energy Future*. That could mean lower energy bills, and

lower maintenance and replacement costs.

King County tested luminaires from two manufacturers on a two-block section of road in Redmond, Wash. — comparing them to high-pressure sodium (HPS) fixtures. Linda Mott, a senior signal and illumination design engineer, was pleased with the "clean crisp light that you could see very well." However, a report on the pilot found that neither LED fixture provided light levels within 10 percent of the HPS lamps, the criterion set by the traffic engineering division.

Mott called the results "pretty disappointing." A 70-day comparison of energy consumption from LED lights versus the HPS ones "showed no significant change in energy consumption," the report stated.

Arlington County spends approximately \$3 million a year in electric bills for the 4,000 or so street lights it owns, said Wayne Wentz, of the county's Transportation Engineering and Operations Bureau. Five LED luminaires are being tested at one residential intersection, and four lights at another.

If the lights live up to their promise, he said the county could save "at least half of our electric bill, maybe as much as 60 or 70 percent." Costs aside, he adds, "We are interested in better lighting ... and one of the things about LED lighting is it's closer to pure white, so there's more light that's usable by the human eye than the HPS that have been used for years." The county is also concerned with overall energy efficiency and the effects of its power consumption on greenhouse gases.

Arlington and King counties are also interested in "dark skies" issues of light pollution. The King County report states that "LEDs are directional in design, thus are 'Dark Skies' Initiative-friendly, limiting or reducing upward or reflective light."

Fairfax County approached its local electric company, Dominion, about a pilot project. As in Arlington, the electric company owns and maintains most of the street lights. Dominion agreed to install the lights if the county and other localities in the pilot program purchased them, according to Steve Sinclair, chief of the utilities branch in the county's Department of Cable Communications and Consumer Protection. The county spends \$6.5 million annually on street light electric bills for 55,000 street lights.

Among other issues, he is interested in the LED lights' life span. "With existing fixtures, they relamp every five years or so, and with the LED fixtures, the expectation

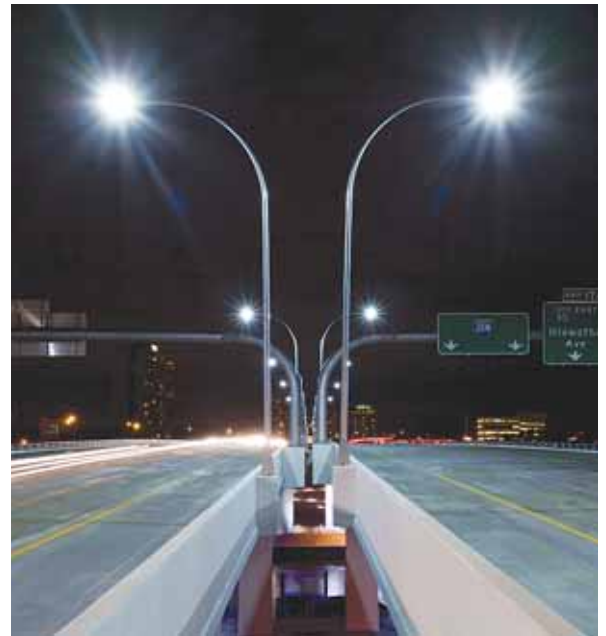


Photo courtesy of FIGG Engineering Group

The new I-35W Bridge in Minneapolis — replacing the span that collapsed — features LED roadway lighting on the main span, offering DOE the opportunity to study the use of LED lighting in a highly challenging environment over the course of three years.

is that it might be 15–20 years, or maybe more, before they have to be relamped," Sinclair said.

Tuenge and DOE want to make sure that any localities with LED pilots — or those considering them

— know the right questions to ask. "It's definitely a risky venture at this point," he said. "We're all about the pilots, the demonstrations — but not large, massive-scale roll outs of the technology. It's just too young."

ENERGY STAR Outdoor Solid-State Lighting Webcast

The Department of Energy will host a webcast on solid-state outdoor area lighting (SSL), including light-emitting diodes (LED) Oct. 8, 1–2:30 p.m. EDT.

SSL products are increasingly available for outdoor lighting applications, and LED luminaires can now compete with high-intensity discharge sources (such as high-pressure sodium and metal halide lamps), according to DOE. However, not all LED luminaires are created equal.

To differentiate products that will save energy over existing technologies, DOE has developed ENERGY STAR criteria covering SSL-based outdoor area and roadway lighting, outdoor wall packs, parking garage and canopy luminaires.

The webcast will provide an update on the new criteria, including a description of the "Fitted Target Efficacy" metric and how ENERGY STAR will use it to evaluate outdoor area and roadway luminaires. Finally, the 90-minute webcast will look at how currently available LED products compare to conventional lighting technologies for outdoor-area lighting applications.

The program will be introduced by Richard Karney, ENERGY STAR program manager, DOE; Jason Tuenge, DOE's Pacific Northwest National Lab (PNNL) will be the speaker, and the facilitator will be Kelly Gordon, PNNL.

A one-hour presentation by the speakers will be followed by 30 minutes of Q&A.

Details of the webcast and a link to register for it can be found at http://www1.eere.energy.gov/buildings/ssl/events_detail.html?event_id=3929.

Profiles in Service



» Linda Langston

Supervisor, Vice Chair
Linn County, Iowa

NACo Board of Directors

Number of years active in NACo: 7

Years in public service: 7

Occupation: Elected official and consultant in fund-raising and organizational development

Education: B.A., history; post-graduate work; and Kennedy School of Government program for state and local officials

The hardest thing I've ever done: recover when my house flooded and then send my son to Japan for a year

Three people (living or dead) I'd invite to dinner: my mother, Hildegard of Bingen and Queen Elizabeth I

A dream I have is to: to be a race car driver.

You'd be surprised to learn that I: once was a psychotherapist in private practice.

The most adventurous thing I've ever done is: hiked in the mountain wilderness.

My favorite way to relax is: cook a great meal and share it with friends.

I'm most proud of: my marriage of 34 years and our two sons.

Every morning I read: a variety of newspapers.

My favorite meal is: homemade soup with bread, salad and a good wine.

My pet peeve is: people who don't follow through.

My motto is: Anything can be done, as long as you don't need to get the credit.

The last book I read was: *Eleanor of Aquitaine*.

My favorite movie is: *The Color Purple*.

My favorite music is: jazz.

My favorite president is: Lincoln and, I hope, Obama.

County News invites

Letters to the Editor

Do 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, 25 Massachusetts Avenue, N.W., Ste. 500 Washington, DC 20001; 202/393-2630; cnews@naco.org.

Wisconsin county program named a top government innovator

By CHARLES TAYLOR
SENIOR STAFF WRITER

A Milwaukee County, Wis. program that provides services to youth with serious emotional, behavioral or mental health needs — and to their families — is the only county program to win a 2009 Innovations in American Government Award.

WraparoundMilwaukee received the Annie E. Casey Innovations Award in Children and Family System Reform from the Ash Institute of Democratic Governance at Harvard University. The program was featured in a May 4, 2009 *County News* story. Bruce Kamradt, director of Children's Mental Health Services for Milwaukee County, accepted the award at a Sept. 14 ceremony in Washington, D.C.

"It works, and it can work with different populations of kids," he said of the program.

The winners were chosen from a pool of nearly 700 applicants and underwent several rounds of review and onsite evaluation. The national selection committee was chaired by Kathleen Kennedy Townsend, former Maryland lieutenant governor. The five other winners were state and city programs.

Stephen Goldsmith, director of the Innovations in American Government program at Harvard's

Kennedy School of Government, said, "In honoring Wraparound, we hope other states will learn from the program's innovation and adopt similar practices to ensure improved care of at-risk youth."

At the ceremony, Townsend encouraged the winners to tell their stories. "Don't hide your light under a bushel," she said, "share it; show it; shout it..." The award includes a grant to help winners demonstrate their programs' replicability.

Kamradt said he has already been asked to make presentations about the program in Scotland, Ireland and England, and that officials from Australia and New Zealand have also expressed interest in it.

The winners were chosen based on their program's novelty, significance, effectiveness and transferability, according to Harvard officials.

For more information about Wraparound Milwaukee, contact Kamradt at 414/257-7611 or Bruce Kamradt@milcnty.com, or visit www.milwaukeecounty.org/WraparoundMilwaukee7851.htm.

The application process for the 2010 Innovations in American Government Awards will open in January 2010. More information on the Innovations in American Government Awards program is available at http://innovationsaward.harvard.edu/Awards_Cycle.cfm.

Program helps disabled county residents 'Get FIT'

By CHRISTOPHER JOHNSON
EDITORIAL ASSISTANT

Seeking an easier way to help the disabled get the exercise they need while improving their quality of life, the Family Resource Network (FRN) developed the program "Get FIT."

The program began in the summer of 2008 and serves the disabled in New Jersey's Camden, Gloucester and Salem counties. It uses Rowan University students to teach disabled persons and their caregivers proper nutrition and fitness plans, according to Barbara Wilhite, Ed.D., who runs the program.

"This program helps the disabled and their caregivers have more access to the services they need," she said. Agencies involved with FRN include Autism Family Services of New Jersey, Caregivers of New Jersey and the Family Support Center of New Jersey. It is funded by a \$32,000 grant from the New Jersey Council on Developmental Disabilities (NJCDD).

GetFIT (Fitness, Integration, Training) takes a two-pronged

approach: It provides health and wellness opportunities for people with developmental disabilities, and gives university students pursuing health-promotion careers experience working with the disabled.

The program enables people with developmental disabilities — as well as their caregivers — to access health screenings to promote early detection of health problems. An individual's specific risk and health factors can be addressed while tailoring the intervention to meet their particular abilities. Those found to be at risk for secondary conditions, or who want to learn more about a topic, can attend additional workshops on health promotion.

While the bulk of the program takes place on Rowan University's campus, FRN has done a few sessions at The Arc of Salem County, a local nonprofit that serves people with disabilities — sparking interest among several of its clients.

Wilhite said participants come in for three sessions to determine personal nutrition plans and up to three times a week to work on their fitness plans. The program runs according to the academic calendar of September through May so that university facilities

can be used, and students from the Rowan's Health and Exercise Science division can participate.

In the future, Get FIT wants to provide more rigorous research opportunities for the college students — to monitor fitness outcomes, continue health screenings and build databases to help people and their care providers know more about their medical history. The program is also interested in pursuing relationships with other colleges and county governments to form a coalition of various disability, and health and wellness professionals throughout the state.

"There has been a lot of interest in this program, and we want to expand it to more areas so that it eventually helps the entire state of New Jersey and other counties across the country," Wilhite said.

As of September, the program will not be funded by the NJCDD grant. Its organizers plan to seek financial help from counties and other sources.

For more information about the Get FIT program, call Barbara Wilhite at 856/685-8852 or visit the FRN Web site at www.familyresourcenetwork.org.



Photo by Charles Taylor

Bruce Kamradt (c), director of Children's Mental Health Services for Milwaukee County, Wis., displays the Innovations in American Government Award for the county's Wraparound Milwaukee program. Also pictured are Tony Saich (l), director of the Ash Institute for Democratic Governance and Innovation, and Stephen Goldsmith, director of the Innovations in American Government program at Harvard's Kennedy School of Government.

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Rural Road Safety Resource Center



County Solutions to Improve Rural Road Safety

In the past decade, rural local roads, which account for more than half of the 4 million miles of roadways in the United States, had the highest rate of fatalities per vehicle-mile traveled of all types of roadways—over twice that of urban interstates. Improving the safety of rural roads has long been priority of county officials.

The Rural Roads Safety Resource Center contains links, PDF files of useful rural road safety publications, PowerPoint presentations and resources to assist counties in reducing traffic fatalities on our nation's rural roads. The information on this page focuses specifically on infrastructure enhancements and various counter-measures that improve rural road safety.

**Visit the resource center at
www.naco.org/rural_roads/contents.html**

For more information contact James Davenport, AICP, Project Manager, at 202-661-8807 or jdavenport@naco.org.



This resource center was developed in partnership with the Federal Highway Administration / Office of Safety and the National Association of County Engineers.

County officials optimistic despite sagging economy

By DAN MILLER
STAFF WRITER

Things are bad, but they're not getting worse.

According to a new survey, that's what county officials think about the nation's current economic climate. Richard L. Clark, co-author of the study, says that the nation's county officials believe that while the economy may currently be have hit bottom, things are beginning to look up.

Clark and fellow author Charles J. Beacham Jr. conducted the poll on behalf of the Carl Vinson Institute of Government in cooperation with NACo.

"When you're down in the trough everything looks like it's going up," Clark said.

A full two-thirds of all respondents listed the economy and jobs as the most important problem facing the nation. Clark noted that the respondents' focus on the economy, particularly during the

open-ended question portion of the survey, is uncommon except for in the aftermath of major world events like 9/11.

County officials' optimism extended beyond the economy. On the topic of the country's welfare, the percentage of officials who thought that the country was headed in the right direction (48 percent) exceeded the percentage that thought the country was on the wrong track (41 percent). This is the first time since 2005 that the percentage of

optimistic respondents has exceeded the pessimistic ones.

Clark said that this finding was one of the most remarkable in the study.

"That was, to me, one of the most fascinating things," he said. "They're clearly saying that the economy is worse this year than last year, but the number of people who think we're heading in the right direction has gone up."

In a curious finding, precisely half of the respondents rated the

national economy as poor, while only 23 percent stated that economic conditions in their county were poor. However, Clark said this sort of phenomenon isn't unheard of.

"People get antsy reacting to big trends that don't touch them," he said. "As people look around their counties they say 'things aren't great but we haven't imploded.'"

The study also compared county officials' attitudes with those of the general public. Both groups held nearly identical views of the current national economy, but county elected officials are more optimistic about future economic conditions.

In terms of partisan differences, Clark said that respondents identifying with the party in power usually tend to have a more optimistic picture of current events. This finding held true in his survey with two-thirds of Republicans believing the country was on the wrong track (compared to 13 percent of Democrats). Meanwhile, 79 percent of Democrats believed the country was on the right track (compared with 21 percent of Republicans).

The survey polled a random sample of 500 county elected officials between April 27 and May 19.

(To download the survey go to www.naco.org ► Community Resource Center ► Surveys.)

Bill requires everyone to purchase health insurance

BAUCUS from page 1

SpeedRead » » »

- » All individuals required to buy health insurance
- » CBO: \$777 billion price tag over 10 years
- » No denials for pre-existing conditions
- » County-sponsored plans ineligible as CO-Ops

None of the gang's Republicans, Sens. Charles Grassley (Iowa), Michael Enzi (Wyo.) and Olympia Snowe (Maine), has signaled support for the measure in its current form. The bill is scheduled for full-committee markup on Sept. 22, when its provisions will be debated and amended.

"The cost of America's broken health care system has stretched families, businesses and the economy too far for too long. For too many, quality, affordable health care is simply out of reach," Baucus said in a statement.

"The Finance Committee has carefully worked through the details of health care reform to ensure this package works for patients, for health care providers and for our economy," Baucus added. "We worked to build a balanced, common-sense package that ensures quality, affordable coverage and doesn't add a dime to the deficit. Now we can finally pass legislation that will rein in health care costs and deliver quality, affordable care to the American people."

The draft legislation, or "Chairman's Mark," is intended to improve the health care delivery system by improving efficiency, quality and coordination. The nonpartisan Congressional Budget Office said the bill's price tag—\$777 billion over 10 years—would be offset, and the bill would not add to the federal deficit.

Under the Baucus bill, all individuals would be required to buy insurance, and insurance companies could not discriminate against people based on health status, deny coverage because of preexisting conditions, or impose annual caps or lifetime limits on coverage. It was introduced Sept. 16.

The bill creates tax credits to help low- and middle-income families purchase insurance in the private market and provides tax credits for small businesses to help them

offer insurance to their employees. It sets up Web-based "insurance exchanges"—new regulated insurance marketplaces—designed to make buying insurance easier by standardizing premium and coverage information. Instead of a public insurance option, it creates non-profit state-based, consumer-owned and oriented plans, or CO-OPs, intended to provide competition and choice for consumers in the individual and small group markets. County-sponsored plans would not be eligible to function as CO-OPs.

The bill expands Medicaid coverage to everyone whose income is below 133 percent of the federal poverty level (FPL), or the FPL multiplied by 1.33. Beginning in 2014, additional federal assistance would be provided to all states to help cover the costs of the newly eligible beneficiaries.

States that offer little or no coverage to the newly eligible populations would receive more federal assistance initially than states that currently cover some non-elderly adults and women other than those who are pregnant. Between 2014 and 2019, the assistance would be adjusted downward or upward to states in the two categories, so that by 2019 all states would have the same level of federal assistance for covering the newly eligible. Individuals with incomes between 100 percent and 133 percent of FPL could choose between being enrolled in Medicaid or buying insurance on the exchange.

The Chairman's Mark would reduce Medicaid disproportionate share hospital (DSH) payments by about \$25 billion over 10 years. Starting in 2015, it would reduce a state's Medicaid DSH allotment by 50 percent when its uninsured rate decreases by 50 percent, compared to the rate on the day of enactment. Low DSH state allotments would fall by 25 percent. Each year, the allotment would decrease by a percentage based on a formula.

A state's Medicaid DSH allotment would not be allowed to fall below 35 percent of its allotment in 2012, adjusted for the growth in the consumer price index for urban consumers (CPI-U). If a state is using part of its DSH allotment to expand

eligibility under a Section 1115 (of the Social Security Act) waiver, that amount is exempt from reduction.

Baucus' bill would aim to harness the power of Medicare and Medicaid to improve prevention and wellness by reimbursing doctors for annual "wellness visits" for Medicare participants and eliminating out-of-pocket costs for screening and prevention services in Medicare. It would also create incentives in Medicare and Medicaid for completing healthy lifestyle programs, and increase federal Medicaid funding for states that cover recommended preventive services and immunizations for enrollees at no extra cost; and provide free tobacco-cessation services for pregnant women in Medicaid.

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Model Programs FROM THE NATION'S COUNTIES

Program Helps Police Drive Safety Home to Seniors

By CHRISTOPHER JOHNSON
EDITORIAL ASSISTANT

One of the most difficult questions people face as they age is will they still be able to drive safely? Statistics from the Insurance Institute for Highway Safety show that seniors are more likely to become seriously injured or die in an accident than a middle-aged driver. The fatality rate for seniors is second only to younger drivers. How can older drivers and residents be kept safe?

Westchester County, N.Y. created a program called "Older Driver Roll Call Training for Law Enforcement" as part of its Older Driver Family Assistance Network (ODFAN). The objective is to teach police officers how to recognize at-risk older drivers during traffic stops, what procedures to follow in documenting the encounter and what local resources are available to help the driver and his or her family.

"By starting this program, we raise the awareness of older drivers," said Mary Edgar-Herrera,

program administrator. "Many concerns over seniors by law enforcement and residents make this program needed."

In Westchester, one in five residents is over the age of 60 and the fastest growing segment is those 85 and older. It is estimated that by 2030 seniors 65 and older will make up 25 percent of the driving population and 25 percent of all fatal crashes. Eighty-one percent of these fatal accidents happen during the day, county officials said. Police were the logical choice to implement this program, county officials said.

"The police department has been very supportive," added Edgar-Herrera. "They get the information out there to help keep all drivers safe, especially the seniors."

Police officers are able to assess the older driver during a traffic stop for conditions that may make them at-risk, such as dementia or inability to read signs. The officer can then evaluate the driver using a laminated older-driver cue card that is provided to all officers to



Photo courtesy of Westchester County, N.Y.

In Westchester County, N.Y., one in five residents is over the age of 60, and the fastest growing segment is those 85 and older.

keep in their ticket books as a quick reference on how to identify at-risk older drivers, procedures for documenting the encounter, and local resources to help the driver and their families.

Asking the senior if they know

where they are, looking at how they communicate and how they move when they exit the vehicle are some of the cues on the card. The officer can then refer the senior to resources to upgrade driving skills, evaluate their driving ability

or help them and their families decide if it's time for the senior to stop driving.

Besides using a cue card, officers use a DVD that trains them on how to handle traffic stops of senior drivers. This tool helps officers translate what they learn so they can use it in the field. It is sent to every police department in the county.

The program costs approximately \$1,600, with the majority of the coalition members volunteering their time on the project. Department of Senior Programs and Services' staff burned the DVDs in-house saving the cost of outsourcing. The printing of the cue cards and other items were all done in-house as well. Outside costs included laminating the cards and purchase of other materials such as sleeves for the DVDs.

One result of the program is better intergovernmental cooperation between the county and local law enforcement agencies in addressing the shared problem of at-risk older drivers. It has opened a dialog among the law enforcement, county agencies and service providers. The training program increases law enforcement awareness of the at-risk older driver and increases their competency in assessing the driver and referring them to services that may help them.

"We don't want the seniors to feel isolated or abandoned," said Edgar-Herrera. "If they choose to stop driving, this program will help provide transportation for them to go to their important appointments, shopping trips and other events."

By addressing this issue locally and immediately when the driver is stopped by the police officer, this program can keep drivers, passengers and the public at large safe.

For more information on this program, call Mary Edgar-Herrera at 914/245-9167 or e-mail mle5@westchestergov.com.

(Model Programs from the Nation's Counties highlights Achievement Award-winning programs. For more information on this and other NACo Achievement Award winners, visit NACo's Web site, www.naco.org ► Resource Library ► Model County Programs.)

Research News

Distracted Driving Gets Attention

Nearly 80 percent of all automobile crashes and 65 percent of near crashes resulted from driver inattention within three seconds before the crash according to a 2006 report released by the National Highway Traffic Safety Administration and Virginia Tech Transportation Institute.

In late July 2009, the Virginia Tech Transportation Institute released the results of several subsequent driving studies it conducted on distracted driving and the use of cell phones while driving.

These studies found that the tasks with the highest risk of creating a critical situation were those that draw the driver's eyes away from the road.

Text messaging on a cell phone while driving was the highest-risk

activity of all cell phone tasks making the risk of a crash or near-crash 23 times more likely.

Many governments have already acknowledged what the results of this survey show and have taken steps to address texting while driving in their codes and ordinances. Many local governments were looking at enacting bans on texting while driving but the issue quickly moved to some state legislatures. By early 2010, 19 states and the District of Columbia will have text messaging bans for all drivers in effect.

Nine additional states have a texting ban on new drivers or those under age 18. In 25 of the states with some kind of ban on texting, it is regarded as a primary offense meaning that a traffic stop can be

made by law enforcement officials for this activity.

County officials in states without a texting ban, or where the ban is not considered strong enough, are passing their own local ordinances. Erie County, N.Y. recently drafted a law that is stronger than the law passed at the state level. State law does not consider texting a primary offense, but Erie County does. By design, its proposed law would be superceded if the state or federal government passes a law that makes texting a primary offense. The law applies to the County Sheriff's Office but has language that allows other Erie County agencies to enforce the ban. Cayuga County, N.Y. has passed local legislation and Niagara County, N.Y. also has plans to pass a texting ban. Summit

County, Ohio is also looking at local legislation.

Concerns about the dangers of texting while driving have been voiced at the local, state and even the federal level. As a result, U.S. Secretary of Transportation Ray LaHood published a notice of his planned Distracted Driver Summit in the Federal Register on Sept. 4 announcing that he would be convening senior transportation officials, elected officials, law enforcement representatives, academics and safety advocacy groups in a meeting scheduled for Sept. 30-Oct. 1 in Washington, D.C.

Among the issues to be addressed at this summit are cell phone use while driving, texting

See RESEARCH page 10

News From the Nation's Counties

► CALIFORNIA

LOS ANGELES COUNTY is offering a **\$50,000 reward** for information leading to the conviction of the person or persons who started the Station Fire, which devastated a large swath of the county. The reward, spearheaded by Supervisor Michael D. Antonovich, comes on the heels of a \$100,000 reward offered by the state of California.

The Station Fire began in late August and claimed the lives of two firefighters, destroyed more than 100 structures, including nearly 80 homes, and burned 157,000 acres.

As of Sept. 6, it had cost the county more than \$43.5 million.

► INDIANA

The League of Women Voters in **VANDERBURGH COUNTY** is leading an effort to **consolidate the county with the city of Evansville**, News 14 *WFIE.com* reported.

Russell Lloyd Jr., county council member and former Evansville mayor, told News 14, "We have geographically a pretty small county. So we might be better situated for a city-county combined government than other places.

"I think it's a good idea. I'm all for efficiency in government, but for whatever reasons these ideas have just not caught on with average voters."

► MAINE

YORK COUNTY has **laid off one-third of its sheriff's deputies**. The deputies are part of more than 20 positions trimmed from the county's payroll, including eight sheriff's deputies, several positions within the district attorney's office and the department of deeds, one clerk in the sheriff's office, one member of the finance department and three members of the department of probate.

According to a report in the *Weekly Observer*, York County has been dealing with budget difficulties in recent years, a financial situation made worse by \$932,000 in jail revenues that a new state jail consolidation law mandates can't be used for non-jail budgets.

► MINNESOTA

Bad economic times are drying up **MOWER COUNTY's** water laboratory, which will close at the end of the year. County officials estimate they could save \$60,000 a year by **closing the lab that tests drinking water** for private and public customers for a fee, the *Austin News* reported.

The private sector offers the same



Photo courtesy of Salt Lake County, Utah

James LaPlante, a **SALT LAKE COUNTY** teen, poses in front of the three-dimensional mural created by him and other teenagers in a county-run substance abuse treatment program. The work, titled "What is Puzzling?" was fashioned in response to the question "Why can't I stop doing drugs?" More than a dozen kids, ages 15 to 17, involved in the program created puzzle pieces representing their answers. The teen muralists were under court-order to participate in the program. "The whole point of the therapy is to show kids there's many more things to do," LaPlante told the *Deseret News*.

service, said Craig Oscarson, county coordinator.

► NEW JERSEY

Recently passed state legislation authorizes county governments to create **homelessness prevention trust funds** and authorizes county-operated programs to meet the needs of homeless individuals and families. A *newjerseynewsroom.com* report said the bill would also require the creation of a Homelessness Trust Fund Task Force to set up the funds.

Under the bill, counties that have created a homelessness fund would be able to collaborate with another county that has established a fund in order to provide joint funding for homelessness. Counties that create a homelessness prevention fund will be required to use the fund solely for the operation of a homelessness housing grant program. Additionally, counties will be permitted to impose a surcharge of \$3 on each document recorded by the county clerk for deposit into the fund.

► NORTH CAROLINA

• A happy birthday to **HALIFAX COUNTY** which **turned 250 years old** this year.

Members of the State House officially honored its 250th anniversary with a Senate Joint Resolution (SJR 1104). Members of Halifax County government were on hand to see the

resolution's passing.

• In a state that recovers fewer than one out of five plastic bottles, **ORANGE COUNTY** will be ahead of the game when a new state law **banning plastics from landfills** goes into effect Oct. 1.

The county, with its comprehensive recycling program, recycles more than seven times the state average per capita, or 29 lbs. per person. In second place is **PAMLICO COUNTY** at nearly 15 lbs. per capita.

The new law also bans oil filters and wooden pallets from landfills.

• U.S. presidents have Air Force One, and now thanks to drug seizure money, **BRUNSWICK COUNTY** has **Brunswick Air One**. The new Sheriff's Office helicopter, which made its debut Sept. 15 in the sky over the Brunswick County Government Complex, will be used to locate missing persons and suspects, and for search and rescue, drug investigations, and assessments during evacuations and natural disasters.

Brunswick Air One costs \$200 an hour to operate, but that money won't be coming from taxpayers. Brunswick County Sheriff John Ingram told WWAY-TV, the chopper was free and its activities will be supported by drug seizure money.

► TENNESSEE

The third time may be a charm

for Memphis and **SHELBY COUNTY**. Both governments have voted to establish a charter commission that will draft a plan to **consolidate the two governments** and present it to voters.

Consolidation efforts have failed twice in recent decades.

► VIRGINIA

They may not be shouting it from the rooftops, but a water tower, or two, or three will do. And where better for **CAROLINE COUNTY** to tout its 2009 **All-America City** status than a water tank with high visibility along Interstate 95, one of the nation's busiest highways?

Caroline was the only county selected this year and one of only three Virginia counties ever to have won the honor, albeit on its second try — which, by the way, is fine with locals. The county plans to emblazon more water towers with the All-America logo.

"When we were sitting in the lobby after not winning in 2008, we were disappointed but we knew what we had to do to win," said Wayne Acors, chairman of the Caroline Board of Supervisors. "I knew our projects were good. We just had to be more creative and express the quality of life in Caroline County a different way."

The competition, begun 60 years ago by the National Civic League, recognizes neighborhoods, villages,

towns, cities, counties and metro regions for outstanding civic accomplishments.

► WISCONSIN

JEFFERSON COUNTY voters rejected a referendum that sought \$1.9 million annually in additional funding for the county-owned nursing home, Countryside. The 120-bed facility traces its roots to 1856. Meanwhile voters in **DUNN COUNTY** approved their county's request for additional nursing home funding.

Jefferson, Dunn, **SHEWANO** and **GREEN counties** are the first counties in the state to hold referendums this fall seeking voter approval to **exceed state-imposed revenue limits** for county-owned nursing homes, the *State Journal* reported. State aid continues to decrease while the cost of care keeps climbing, county officials said.

"All the nursing homes in the state are in the same spot," said Rhonda Hunter, finance director for Green County, where a referendum will ask for up to \$890,000 each year for the next five years for Pleasant View Nursing Home in Monroe. "They're not getting the money they should be getting."

There are 42 county-owned nursing homes in 36 counties.

► AROUND THE COUNTRY...

What are the nation's top 10 county destinations for the **young and rich**? According to a Nielsen Co. survey, here's the run down. Two counties in Virginia, outside Washington, D.C., claim the number 1 and 2 spots: **LOUDOUN COUNTY** and **ARLINGTON COUNTY**. Heading west, the **CITY AND COUNTY OF SAN FRANCISCO** is number 3. Moving back East, New York City ranked fourth. Two Colorado counties make the list at numbers 5 and 10, respectively: **DOUGLAS** and **BROOMFIELD**.

Rounding out the remainder are: **FORSYTH COUNTY**, Ga. at number 6; the city of Alexandria, Va. at number 7 (The Census Bureau counts Virginia's independent cities as counties.); **DELAWARE COUNTY**, Ohio came in eighth place and **SCOTT COUNTY**, Minn. is number 9.

"Young and rich" was defined as ages 25-34, earning more than \$100,000.

(News From the Nation's Counties was compiled by Beverly Schlotterbeck, executive editor, and Charles Taylor, senior staff writer. If you have an item for News From, please e-mail ctaylor@naco.org.)



What's in a Seal?

» Northumberland County, Va.
www.co.northumberland.va.us

Northumberland County was created by the Virginia General Assembly in 1648 during a period of rapid population growth and geographic expansion. Originally known as the Indian district Chickacoan, the first appearance of the name Northumberland in the colonial records was in 1644. The following year, John Mottrom served as the first burgess for the territory in the House of Burgesses which met at the capital of the Virginia Colony at Jamestown.

The size of the county was drastically reduced in 1651 and 1653 as Lancaster County and Westmoreland County were carved out of Northumberland County. Of the 172 counties that have ever existed in Virginia's history, Northumberland ended up being an "ancestor" of 116 of these — more than the current number of counties.

The lions guarding the shield represent the origins of the county, from the Duke of Northumberland, England's shield. The old county courthouse represents the governing body of the county and is placed on top as the "Crown Jewel." The American flag is in the upper left quarter. The Northumberland County, England flag is diagonally in the lower right quadrant. The crab represents the watermen of the county, and the menhaden boat represents all the fishing industry in Northumberland. The three wheat shafts are for the agriculture of the county. The arrows represent the Indian population in 1648. The "M" in the word Northumberland depicts the "Mother County" in the Northern Neck region of Virginia. The blue field represents the water that surrounds the "land between the great waters."

(If you would like your county's seal featured, please contact Christopher Johnson at 202/942-4256 or cjohnson@naco.org.)

Summit on distracted driving to be webcast

RESEARCH from page 18

while driving and other distractions such as current and planned navigation devices in motor vehicles. The second day will be devoted to hearing from state and local representatives who will address potential solutions from their perspectives. This summit will also be available through a webcast.

The Governors' Highway Safety Association (GHSA), which represents state highway safety offices, which administer federal and state highway safety funds and implement state highway safety plans, issued the following recommendations regarding cell phone usage:

- States should ban all non-emergency cell phone use and text messaging for new drivers as well as school bus drivers;
- States should include a cat-

egory for cell phone and electronic equipment distraction on crash investigation forms;

- The federal government should fund a media campaign to alert the public to the dangers of distracted driving, continue funding research about distracted driving, and examine the effectiveness of laws and other countermeasures; and

- The private sector should take a leadership role.

Finally, GHSA's message to all drivers is not to use cell phones or other electronic devices while driving, regardless of the state of the law.

For additional information about the Distracted Drivers Summit, go to www.rita.dot.gov/distracted_driving_summit.

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

Financial Services News

Get More and Spend Less

The Broward County Housing Authority (BCHA) is an independent special district of the state of Florida which was established under Chapter 421, Florida Statutes. It was originally created "to address a shortage of safe dwelling accommodations in Broward County available to persons of low income at rentals they can afford." Today, it continues to focus on creating, providing and increasing affordable housing opportunities to Broward County residents.

BCHA has been helping local families meet their housing needs since 1969. On a daily basis, it serves more than 12,000 local tenants residing in the properties it manages and maintains, through the rental subsidies paid for families living in the private rental market and by the services offered through the HUD-certified Housing Counseling Program.

The agency remains committed to offering Broward County residents many options and services to assist them in facing the turbulent challenges of the current housing market. These include leasing, management and maintenance of a BCHA owned portfolio of housing, administration of various rental subsidy programs, provision of professional counseling services to homeowners and prospective owners, or contract management of affordable housing properties.

In the spring of 2008, The Home Depot led by the local "Pro Manager," who handles professional sales to large customers, was analyzing Florida markets for customer business partnership opportunities. They knew that The Home Depot's national U.S. Communities contract was about to expand with new features recently added to the national product and services network. They also knew that these features coupled with The Home Depot's strong value proposition could save serious dollars for their government customers. This fact encouraged them to look closely at those who had the potential to benefit from these features and become strategic business partners. The search led them to call on the BCHA.

The BCHA purchasing manager agreed to meet with them to learn more about The Home Depot. He listened to the array of benefits he could receive as a Home Depot Government Solutions client, including: Quality building, construction and maintenance products and services; a national logistics platform for speed

and convenience; dedicated sales and service teams; professional installation services; and a cost-saving strategic supply relationship based on the national U.S. Communities government purchasing program. The dialogue went well, and the call was concluded with interest on both sides.

Five weeks later, the team was asked during a revisit if they could provide a quote on some cabinets required for a renovation project. The quotation was offered, and the purchasing manager was impressed with both the speed of the service as well as the low cost. According to the Pro Manager, the quality of the experience led to another business opportunity — one which was a bit larger and more challenging. The purchasing manager explained that they needed to renovate 20 kitchens, and he was curious to know what The Home Depot could do. The Pro Manager engaged The Home Depot's home services team for installation, and determined that they could offer a turnkey solution for the project.

Using The Home Depot's national U.S. Communities contract, the team offered a total solution: complete installation service, including materials, with an extremely competitive price that enabled Broward to complete the project ahead of schedule and under budget.

In fact, the team was able to complete 25 kitchens and stay under the original budget. The property manager overseeing the project was thrilled with the quality and the cost savings, and started looking for other areas where The Home Depot and U.S. Communities could help support the Housing Authority's goals.

The Home Depot's Pro Manager noted, "This experience was a total win for all parties, and it really opened our customer's eyes to the cost-saving power of doing business

with The Home Depot using the U.S. Communities contract."

More projects soon followed. Areas under consideration included more kitchens, flooring, appliances, baths, painting, playgrounds, security systems and a complete rehab of three apartments. The business relationship expanded rapidly, and helped Broward County achieve and surpass many management goals. The purchasing manager, as an excellent steward of the agency's dollars, explained that "best value" procurement is always a driving force in their supplier selection. He cited several factors in the selection of The Home Depot:

- high service levels
- quality products and workmanship
- turnkey installations completed on time
- ease of doing business, and
- The Home Depot warranty and guarantee.

He noted that turnkey installation alone was an enormous cost saver. This feature enabled him to deal with one contractor instead of many, saving him the time and cost of vetting each one, making sure licenses were lawful, and hoping they'd still be around and in business after the project to back up their work.

Today, the partnership between The Home Depot, U.S. Communities and Broward County is thriving. It provides a strong example of the power of a team of professionals working together to drive down the cost of public procurement, save tax dollars and provide high-quality, safe and affordable housing.

For more information on how to work with The Home Depot, or to join the U.S. Communities network, call 866/589-0690 or visit homedepot.com/gov.

(Financial Services News was provided by The Home Depot.)

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The H.R. Doctor Is In

Surviving Adversity

No life is free from adversity. No life is completely a life of joy, good health and total success. In fact, arguably, it is adversity rather than comfort that instills in each of us the strength to handle the difficulties that fate, our own actions or the actions of others cause us.

However, at work and in life in general there is much that each of us can do to keep ourselves in situations where we put off the day when things go wrong, or find ourselves not being able to handle difficulties when they do occur.

Two of the HR Doctor's mantras and personal philosophies have been the subject of past articles and the HR Doctor's book *Don't Walk by Something Wrong!* The first of these philosophies was just mentioned. When we live a life in which we consciously scan our environment, take note of things which just aren't right, and take action to make them better, we stand a much better chance to "live long and prosper" as Mr. Spock would teach us. Adopting a "don't walk by..." philosophy puts us in a position to help others improve their own lives.

The second philosophic hallmark is to "act now to put off the day when something bad happens." The idea here is to not only recognize a situation which could be trouble but also to adopt a compelling urgency to take action to mitigate the risk.

In that sense, all of us should be acting like Risk Managers in our own lives and in the lives of our family members and colleagues. The corollary is also very important. Act now to bring forward into your life all the joy and passion you can muster. Don't waste the precious few moments of your existence watching TV when you could be more active.

The survival of adversity is based on having a clear understanding of a four-part hierarchy or pyramid.

Don't focus on all that is depressing when there is so much joy in the world. Spend less time wishing and more time acting.

However, no matter how many times you reread the HR Doctor's book, it is impossible to prevent actions by others that might harm us — acts of nature such as hurricanes in our environment, or our own actions or inactions leading to difficulty. It is not a surprise that when people do not wear seatbelts their risk of injury or death in auto accidents is greatly increased. The same is true for the foolishness of smoking in the face of clear, direct evidence that it shortens lives and hurts the quality of life. Succumbing to our penchants

for chanting a long list of excuses about why nothing is our fault and everything bad is someone else's fault only increases the risks of trouble ahead.

If some degree of adversity is inevitable — and perhaps valuable — how do you survive adversity?

There are huge numbers of self-help books, TV commentators, and religious and personal help philosophies designed to provide advice to us all, if not also providing enrichment to the authors and commentators themselves.

This author would like to suggest that readers consider one rather little-known approach in particular. It is derived from the premier military unit of the British Army — the Special Air Service — the SAS.

The SAS is Britain's equivalent of an elite force like the U.S. Navy SEALs, the Army's Green Berets or the U.S. military's joint special operations Delta Force. These are groups of especially well-trained and seasoned professionals who work in highly dangerous situations, perhaps behind enemy lines or in counter-insurgency operations. Their training is intense, and there is a special focus on survival.

Here is the SAS formula on how to survive adversity, derived from the *Survival Guide* by SAS veteran John "Lofty" Wiseman. The survival of adversity is based on having a clear understanding of a four-part hierarchy or pyramid.

The essential foundation of the survival pyramid: the will to survive. The person who finds herself in unexpected and difficult circumstances will stand a far better chance of working through the dilemma and the challenge if she brings with her a fundamentally optimistic view of her own future.

However, there are cases of illness or extraordinary circumstances where some people may be overcome by a feeling of hopelessness and a feeling that it is just better to give up. Imagine spending years as a prisoner of war under horrendous conditions. Imagine being laid off at work after many years of dedicated service. Imagine hearing your doctor tell you that you have breast cancer. The

Job Market / Classifieds

► DETENTION WARDEN – EDDY COUNTY, N.M.

Salary: \$69,640–\$73,166; DOQ, FLSA Exempt

The Warden works under the supervision of the five-member Board of Commissioners and the County Manager. Benefits include: paid vacation, sick leave and holiday pay; PERA 20 year retirement plan; health, dental, vision and life insurance paid at 100 percent for full-time employees. Full specifications may be acquired at the Eddy County Administration Complex, 101 W. Greene Street, Carlsbad, NM 88220, or online at www.co.eddy.nm.us. Closes Thursday, Oct. 1 at 5 p.m. MDT. EOE M/F V/D.

► ASSISTANT COUNTY ADMINISTRATOR – ISLE OF WIGHT COUNTY, VA.

Salary: \$83,954 - \$107,041; DOQ.

Isle of Wight County is seeking a professional to fill the role of Assistant County Administrator. This position is primarily responsible for planning, coordinating, and directing the work of County administrative departments and agencies. Must be available to attend meetings as a representative of the County Administrator and give talks to civic groups, often outside of business hours. Must have excellent organizational and leadership skills and strong commitment to collaboration. Position requires a degree in public administration, business administration, or a closely related field, and a minimum of six (6) years of progressively responsible experience in state or local government, to include management experience at a department head level or higher. A graduate degree in Public Administration and ICMA certification preferred. Position open until filled, with first review of applicants to begin in 30 days. Interested candidates should submit an application and confidential resume to: HR, P.O. Box 80, Isle of Wight, VA 23397. Visit our Web site at www.iwisus.net or call us at 757/365-6263. Isle of Wight County is an AA EEO M/F/H/V employer.

► COUNTY ADMINISTRATOR – BARRON COUNTY, WIS.

Salary: DOQ.

Barron County seeks effective leader for mostly rural community with population of 47,000. County Administrator reports to 29-member Board responsible for policy decisions. County is regarded as fiscally responsible, stable and well-managed. Annual 2009 operating budget is \$52 million w/265 FT staff and five unions. Bachelor's degree in public or business administration, finance or related w/3 years relevant experience in governmental administration. Equivalent combination of education/experience may be accepted. Master's degree and local government experience highly preferred. Salary DOQ. Send resume, cover letter, application and salary history to HR Director, 330 E. LaSalle Ave., Room 2130, Barron, WI 54812

by Friday, Oct. 23. Application and details available at www.co.barron.wi.us. AA/EOE

► COUNTY ADMINISTRATOR – SONOMA COUNTY, CALIF.

Salary: DOQ.

Salary highly competitive. Part of northern California's scenic wine country, Sonoma (pop. 484,000) has an FY2009 budget of \$1.3 billion with over 4,000 staff. Reports to 5-member Board of Supervisors. MPA preferred. Desire exp. as CAO or Asst./Deputy CAO with a county government, and knowledge of budget/finance, planning, health and human services, criminal justice and labor relations. Brochure at www.robertsrcg.com/12601/sonomacounty.pdf. Apply by Monday, Oct. 19 to: Roberts Consulting Group, phone 818/783-7752, e-mail robertsrcg@msn.com. EEO/ADA

► PLANNING DIRECTOR – SANTA CRUZ COUNTY, CALIF.

Salary: \$145,475 - \$194,896; DOQ.

The beautiful coastal community of Santa Cruz County is seeking a dynamic Planning Director to be responsible for the management of the Santa Cruz County Planning Department. The Planning Director is responsible for and directs the activities of a complex planning department, which provides services for the unincorporated County area. The Planning Director is responsible for managing a budget of approximately \$11.8 million and overseeing 83 positions. This is an exempt position and reports to the County Administrative Officer. A typical way to qualify would be four years of high level administrative or management experience that would demonstrate possession or application of the required knowledge and abilities. For more information and to apply online visit our Web site at www.santacruzcountyjobs.com or call 831/454-2600 for an application packet. Last day to apply is Friday, Oct. 9 and resumes are not accepted in lieu of completed applications. EOE.

NACo on the Move

► NACo Officers and County Officials

Valerie Brown, NACo president, gave an update on NACo programs and services at the North Carolina Association of County Commissioners (NCACC) Annual Conference in Catawba County, N.C. on Aug. 28.

► NACo Staff

• **Erik Johnston**, associate legislative director, spoke at the workshops "Federal Farm Bill Update: A County Perspective" and "County Funding Opportunities Under the Federal Stimulus Package" at the Wisconsin Association of Counties Annual Conference in La Crosse County, Wis. Sept. 13–15.

• **Lisa Cole**, director, NACo Financial Services Corporation, participated in the NACo 457 Deferred Compensation Program Advisory Board meeting of the North Carolina Association of County Commissioners, held in conjunction with the NCCAC conference in Catawba County.

► Coming Up

Andrew Goldschmidt, membership/marketing director, will exhibit on behalf of NACo membership recruitment and retention at the Association of Indiana Counties Annual Conference Sept. 29–30 in Orange County, Ind.

On the Move is compiled by Christopher Johnson, editorial assistant.

Job Market/Classifieds 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, 25 Massachusetts Ave., N.W., Washington, DC 20001.
- **FAX advertising copy to:** Job Market, County News, 202/393-2630.
- **E-mail advertising copy to:** 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.**

For more information, contact the Job Market representative at 202/942-4256.

'Expand your brain by acquiring knowledge'

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difference between surviving under conditions like these rests on what is inside a person's mind rather than on what physical conditions they find themselves facing. People who are optimistic by nature and have a sense of control over how they react to others, and circumstances are likely to fare far better from both a personal security standpoint and from the standpoint of career and personal life success.

Next in the four-part formula comes knowledge. The knowledge may be the research you can do on the Internet after finding a cancer diagnosis or consulting with specialists or cancer survivors. For the backpacker it might be knowledge of how to navigate with the stars or operate a GPS receiver. The bottom line is that survival is a factor of knowledge — make that, knowledge applied. It may be valuable to be a master of information, but that information will not help unless it can be applied.

The third element is training and mastery. Training and mastery are the tools by which knowledge moves out of the theoretical and

into the practical. Expand your brain by acquiring knowledge, but then expand it more by practicing how to apply that knowledge in your life and your career. Make yourself a master at making knowledge work for you to overcome difficulties and to be successful and happy.

The final element in the survival pyramid is having the right equipment.

Interestingly, the equipment need not be high tech. Rather, applying the will, knowledge and training to a situation will help create innovation. It will help identify resources and convert those resources into useful tools and actions to bring about survival. It may be a bit of equipment in an automobile first-aid kit to use to help at the scene of an accident rather than just driving by.

In life in general it may be the musical instrument in your home which helps you be more comfortable in social settings and develops your self-confidence. We all use equipment in our everyday lives, but interestingly enough, we are also the providers of equipment to others, especially to our children.

We provide others with guidance, advice and instruction about how to navigate through difficult situations. This is a critical role for managers in any organization.

The SAS survival advice was meant to apply to the harsh conditions of wilderness survival. However, reading through the survival material authored by the SAS or the U.S. Army or other groups, and reading it with an eye toward how this applies to our everyday situations, provides a new insight.

Seize every opportunity to gain knowledge and to practice skills. Go out hunting for such opportunities. Encourage everyone in your organization to do likewise. Make available education and development resources. This will not only help individuals deal with the adversity they will face, but will also ultimately insure that the organization itself survives.



Phil Rosenberg
The HR Doctor
www.hrdr.net

NACRC awards honor county clerk, recorder for excellence

Travis County, Texas Clerk Dana DeBeauvoir is this year's winner of the National Association of County Recorders, Election Officials and Clerks' (NACRC) Public Official of the Year Award.

The award honors a person who exemplifies leadership, ingenuity and excellence in his or her office, according to NACRC, a NACo affiliate.

"This person's heart and soul is in public service, and she has been an outstanding leader within her office and our association," said Suzanne Henderson Tarrant County, Texas clerk.

NACRC noted that DeBeauvoir has devoted herself to "bringing high ethical standards, effective and cost-efficient management practices, the benefits of new technology and high-quality customer service to her office since elected in 1986."

Travis County is nationally recognized for its groundbreaking early voting program that is centered on customer-friendly polling locations

in high-traffic retail locations. In 2005, DeBeauvoir received the Election Center's Best Practice Award for her work using risk analysis to implement security measures for electronic voting systems.

NACRC also presented its Linda S. Carter Award for Excellence in Government to Martin County, Minn. Recorder Kay Wrucke.

Mark Monacelli, NACRC past president and St. Louis County, Minn. recorder, called Wrucke "visionary and willing to take on the challenge of creating new business models and ventures that have a positive impact for all county recorders and taxpayers. She understands the bigger picture and articulates so that others understand."

The award was established in 2000 in memory of Carter, NACRC's second vice president at the time of her death on August 2000.

Both awards were presented at NACRC's annual conference in Nashville in July.



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