

# County News

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

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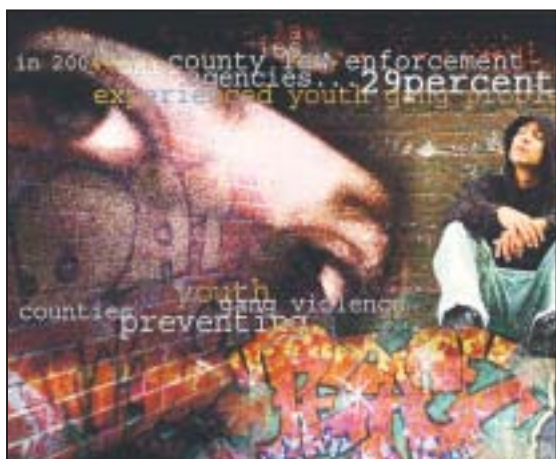
## Inside this issue ...



Find out who leads NACo's policy steering committees and how you can become involved. See pages 8-9.



More than a place to connect to the Web, Orange County and Carrboro, N.C.'s 'Cybrary' proves to be a model meeting place as well. See Model Programs, page 11.



Twenty-nine percent of county law enforcement agencies experienced youth gang problems in 2004, according to the National Youth Gang Center. In response to teen gang involvement and youth violence, counties have established productive alternative activities and informative programs to keep young people on the right track. See a list of these programs on page two.

## Voters choose to restrict eminent domain powers, nix TABOR laws

By DAN MILLER  
STAFF WRITER

While the country's eyes were fixed on the change of power at the federal level, with Democrats gaining a majority in the House of Representatives and Senate, voters also cast their ballots on a variety of initiatives, referendums and constitutional amendments.

In general, the public voted in favor of restricting eminent domain for private economic development purposes, and against Taxpayer Bill of Rights-style (TABOR) laws that would limit state government spending.

### Eminent domain laws pass in nine states

Eleven states, including Arizona,

California, Florida, Georgia, Idaho, Michigan, Nevada, New Hampshire, North Dakota, Oregon and South Carolina, posed questions concerning the use of eminent domain for private economic development purposes, an issue thrust into the spotlight by the recent *Kelo v. New London* U.S. Supreme Court case.

Of these measures, all but California's and Idaho's passed, many of them by large margins, according to unofficial returns. For instance, in Georgia the margin was

83-17 and in Michigan the margin was 80-20.

According to Kathy Williams, assistant director of administration for the South Carolina Association of Counties, the passage of her state's measure was not a surprise.

"It's a national trend after the court case. I think there are folks that have made people nervous about the government taking their property," she said. "We've got some very vocal

■ See **VOTERS** on page 7

## Congress approves FY07 Department of Homeland Security appropriations

By DALEN A. HARRIS  
ASSOCIATE LEGISLATIVE DIRECTOR

Prior to adjourning for the Election Day recess, both the House and Senate approved the Department of Homeland Security (DHS) appropriation bill. The approval of DHS appropriations brings the total of approved FY07 appropriations bills to two. Eleven FY07 budgets remain outstanding.

The legislation provides \$34.8 billion for the department in FY07, an increase of \$2.3 billion compared to the FY06 enacted level. However, the bill continues Congress' gradual trend of reducing key state and local assistance programs. Overall, key state and local first responder assistance programs important to counties have decreased from a total of \$3.7 billion

in FY05 to about \$2.7 billion in FY07. Counties nationwide use these funds to purchase specialized equipment and to prepare, prevent and respond to future "all-hazard events" and terrorist threats. Additionally, these programs provide funding to counties for technical assistance and disaster-related training and exercises.

Specifically, the legislation provides the following amounts for several key programs in FY07, including:

- \$525 million for DHS' State Homeland Security Grant Program (a \$50 million decrease compared to FY06 enacted levels, and a \$560 million decrease compared to FY05)
- \$770 million for DHS' Urban Area Security Initiative (a \$5 million increase compared to FY06 enacted

levels, but a \$115 million decrease compared to FY05)

- \$375 million for DHS' Law Enforcement Terrorism Prevention Grant Program (a \$65 million decrease compared to FY06 enacted levels, and a \$11 million decrease compared to FY05)

• \$547 million for DHS' FIRE Grants (a \$108 million decrease compared to FY06 enacted levels, and a \$168 million decrease compared to FY05), and

- Approximately \$300 million for various state and local training initiatives (a \$30 million increase compared to FY06 enacted levels, and a \$142 million decrease compared to FY05).

■ See **FY07 DHS** on page 5

### Election 2006: The County Connection

Among the winners in the Nov. 7 mid-term election for the U.S. House are several currently serving or former county officials.

**Katherine Anne Castor** (D) has been a Hillsborough County, Fla. commissioner since 2003. (Fla.-11th)

**Hank Johnson** (D) has been a DeKalb County, Ga. commissioner since 2001. He won former Rep. Cynthia McKinney's seat. - (Ga.-4th)

**John Bradley Ellsworth** (D) defeated incumbent Rep. John Hostettler. Ellsworth has been the Vanderburgh County, Ind. sheriff since 1999 and before that was a deputy in the sheriff's department. (Ind.-8th)

**John Hall** (D) served in the Ulster County, N.Y. Legislature in the late 1980s, and was a member of the '70s band, Orleans. (N.Y.-19th)

**Nick Lampson** (D) won a fifth term. He previously served as Jefferson County, Texas tax assessor-collector from 1977-1995. (Texas-22nd)

## Quik Takes

Top Five Counties in 4 States  
with the highest number  
OF NEW REGISTERED VOTERS

Arizona	New Jersey	Pennsylvania	Florida
Pima	Camden	Philadelphia	Miami-Dade
Yuma	Essex	Berks	Orange
Santa Cruz	Burlington	Lehigh	Osceola
Maricopa	Atlantic	Lancaster	Broward
Gloucester	Cochise	Northampton	Palm Beach



**NACo Moving Date Changed ...**

**New Offices to Open Wednesday, Jan. 31, 2007**

# County programs aim to curb youth/gang violence

By DAN MILLER  
STAFF WRITER

Keeping youth engaged and involved in constructive activities is and has been a continual focus for the nation's counties. According to the National Youth Gang Center, 29 percent of county law enforcement agencies experienced youth gang problems in 2004. Of that number, 82 percent of the agencies serve large cities, 42 percent serve suburban counties, 27 percent serve small cities and 14 percent serve rural counties.

In an effort to reduce youth violence and prevent gang involvement, counties have employed a variety of programs. *County News* has gathered a sampling of these programs.

## Westchester County, N.Y. The Power of Peace

Born out of the county's Summit on Gang Prevention and Youth Violence, held last April by County Executive Andy Spano and District Attorney Janet DiFiore, The Power of Peace program aims to train kids in non-violent ways to settle disputes as well as training them to facilitate sessions with other kids.

Adapted from a program at the Green Haven Correctional Facility, the program trains youths to settle problems regarding impulse control, conflict resolution and resistance to peer pressure.

The program consists of three levels, each with its own objective. At the beginning, young people gain insight about themselves over the course of a two-day workshop. They participate in activities that give them the ability to evaluate their decision-making processes.

At the advanced level, participants work on teamwork skills and strive to achieve group consensus. They work together to come up with slogans and posters against violence.

The final level allows participants to train to become facilitators to run workshops on their own.

Michael Arteberry, youth development director for the guidance center that sponsors the program, says that the program is successful because it is experiential, not involving passive lectures.

"I've seen that many of the teens don't formulate trusting relationships. Many feel that they have high self-esteem, but when they look at their behaviors, they see they're not showing respect for themselves," he said.

He adds that the key to a successful program "is to allow the students to really dictate what they need" rather than have adults set the tone.

## San Diego County, Calif. Outdoor Adventure Program

The Outdoor Adventure Program aims to prevent gang involvement by providing positive recreational activities in a safe environment. Targeted to high-risk youth between the ages of 10 and 17, the program encompasses a variety of free outdoor activities such as camping, backpacking, rock climbing, kayaking, surfing and mountain biking.

The program provides first-time outdoor experiences for underserved urban youth, giving them an introduction to a life-long appreciation of the outdoors. The county aims to

have 250 youths participate annually and to educate them about the principles of "minimum impact" and "leave no trace" on nature, as well as other environmental education techniques.

The program is funded through a grant from the state as well as matching county funds. Over the course of four years, the program's cost amounts to approximately \$131,000.

The program measures its own success by testing its subjects knowledge of environmental techniques. Ninety-four percent of youth participants demonstrated an understanding of "minimum impact," "leave no trace" and other environmental education techniques.

## Suffolk County, Mass. Project Strength and Spirit

In 2002, Suffolk County District Attorney Daniel Conley declared witness intimidation as one of public safety's leading problems. Among other tactics, gang members would pack courtrooms to influence witness testimony.

To address the problem, he incorporated representatives from law enforcement, local government, faith partners and the surrounding Boston community to launch Project Strength and Spirit.

The program combats witness intimidation by having teams of prosecutors, victim-witness advocates, and police and clergy reach out to victims and witnesses fearful of testifying. The teams would meet at safe locations and offer a network of support, including safe places to relocate.

In addition, the program's strategy involved bringing clergy and other citizens into court to counterbalance the presence of the gang members.

Since the program began in 2004, approximately 35 ministers have been trained to participate, and teams have met with witnesses in more than 30 cases.

This year, Conley has sought to expand the project by including more widespread and consistent participation by the faith community and targeted outreach to citizens, including the heads of local neighborhood watches.

## DuPage County, Ill. Parental Gang Education

Parents of gang members are often in the dark, according to officials in DuPage County, Ill. They don't know that their child is in a gang, how to pull their child away

from the gang or the consequences of gang association.

A product of the DuPage County State's Attorney's Task Force on Gangs, the Parental Gang Education Class conducts classes for both English- and Spanish-speaking households. Unlike ordinary gang awareness programs, which educate about symbols, colors and gang activities, the class seeks to motivate and inform parents. Classes are run by a gang intervention expert, a prevention specialist and a translator.

The classes are set up as follows: After an introduction, the parents are given a pre-test of myths and facts about gangs. This is followed by a classroom and small group discussion of what a gang member actually is. The parents are then shown a film about why kids join gangs and are provided with resources to turn to.

After the implementation of the class, the instructors faced obstacles such as intoxicated parents and the unexpected arrival of juveniles at the class. However, the classroom instructors have dealt with these problems by helping provide alcohol counseling for the intoxicated parent and using the arrival of the juveniles to spark the idea of a simultaneous class for the children themselves.

As a result of the class, a variety of positive outcomes have come about. Instructors followed up with workshop participants and managed to make 38 referrals to services such as drug and alcohol help, vocational referrals, family therapy and program referrals. Other positive outcomes include a new nine-member support group, a father and son who were referred to a soccer program and a teen's referral to a safe house.

## Loudoun County, Va. After-school Apartment Program

Facing the prospect of a doubling population within this decade, Loudoun County, Va. has established an After School Apartment Program for high-risk youths. The activities are centered in disproportionately minority-populated apartment complexes.

Forged through a public-private partnership with local apartment complexes, the program aims to curtail gang involvement, improve scholastic performance and lower risk for substance abuse. Sponsored by the Loudoun County Community Services Board, the program includes academic tutoring, social skills group, English as a second language classes, parenting classes, field trips and intensive case management.

The program runs four days a

week, Monday through Thursday, from 2:30 to 6 p.m. Tutoring is provided by county staff and volunteer tutors from Loudoun County Public Schools.

The After School Apartment Program has partnered with many public and private entities, including the police department, which conducts safety classes with elementary-aged students and the interfaith food bank, which provides after-school snacks to help get homework completed. The Girl Scout Council of the Nation's Capital has begun including female participants in field trips and activities; and the Substance Abuse and Addiction Recovery Alliance has donated funding for five staff members to be trained to teach the parenting curriculum entitled Guiding Good Choices.

## Multnomah County, Ore. Reclaiming Futures

One of 10 pilot communities across the country, Reclaiming Futures Multnomah County helps teenagers caught in the cycle of drugs, alcohol and crime. Of the 66,400 youth between the ages of 10 and 17 within the county, approximately 2,727 were in trouble with the law in 2004. Eighty-two percent of the 1,153 teens screened by juvenile justice in 2004 were using drugs or alcohol at a level deemed beyond experimental use.

The Reclaiming Futures Multnomah County program, funded by the Robert Wood Johnson Foundation, seeks to improve alcohol and drug treatment services for approximately 500 teens in the juvenile justice system every year by conducting needs assessments; sharing information among probation officers; and treatment counselors, tapping strong community partnerships to connect kids to positive activities.

Teens in the Felony Drug Diversion Program, which was designed by Reclaiming Futures to expedite youths with felony drug charges to treatment faster, appear to be more successful than the standard procedure. Sixty-two percent of the program's participants over the course of 18 months complete the program successfully, whereas the standard success rate for similar programs average below 40 percent.

*(If your county has a program that successfully addresses youth gang involvement, please let us know. We can add it as a resource to this story in County News Online. Or if you would like more information about the programs in this story, contact Dan Miller, 202/942-4210 or dmiller@naco.org.)*

## In Case You Missed It ... News to Use from past County News

### Dec. 12 deadline for BJA grants (Oct. 30, 2006)

The Bureau of Justice Assistance (BJA) is seeking applications for FY07 grants under the Justice and Mental Health Collaboration Program. The grant program supports efforts to plan, implement or expand adult or juvenile collaboration programs. States, counties and tribal governments are eligible to apply.

Applications must demonstrate that proposed projects will be jointly managed by a mental health agency and a unit of government with criminal justice responsibilities. All applications are due Dec. 12 by 8 p.m. EST.

More information about the grants and application instructions can be found on NACO's Web site in the Grants Clearinghouse, [www.naco.org/grantsclearinghouse](http://www.naco.org/grantsclearinghouse) or at [www.ojp.usdoj.gov/BJA/grant/07MIOsol.pdf](http://www.ojp.usdoj.gov/BJA/grant/07MIOsol.pdf).

For more information, contact Lesley Buchan at [lbuchan@naco.org](mailto:lbuchan@naco.org).

# States track down alcohol providers to underage drinkers

## Illinois pilot program targets four counties, shows promising results

By CHARLES TAYLOR  
SENIOR STAFF WRITER

McHenry County, Ill. is just a few weeks into a new program to combat underage drinking, and already officials have had some success.

Under the Tracking Alcohol in IL — or TrAIL — program, a special investigation is conducted when underage alcohol consumption is suspected in a car crash, underage drinking party, alcohol poisoning, sexual assault or other events that resulted in injury or death. The goal is to track the alcohol back to the source, a seller or adult provider.

“To have this program come to our county is a big aid to us,” said McHenry’s State’s Attorney Louis Bianchi, adding his county has “an immense problem” with alcohol-related incidents. “It’s only been three or four weeks and we’ve already arrested someone as a result of this program for providing alcohol to minors.”

TrAIL began in August as a pilot in two Illinois counties, Jackson and Sangamon; last month Gov. Rod Blagojevich expanded it to McHenry and Kane counties. The program, run by the Illinois Liquor Control Commission, is just one of several across the country — including California’s TRACE (Targeting Responsibility for Alcohol Connected Emergencies) and Florida’s ICARE (Identifying Contributors to Alcohol Related Events) programs. Illinois’ and Florida’s programs, along with similar ones in Arizona and Hawaii, were based on TRACE, and California agents have trained program staff in those states.

Florida’s ICARE program, begun last July, is also in its infancy. But it’s already having an impact, according to Steven Houglund, director of the state’s Division of Alcoholic Beverages and Tobacco — closing two cases that resulted in two fatalities. “We’ve made seven arrests out of



Photo courtesy of Illinois Liquor Control Commission

Students at the University of Illinois at Springfield check out a drunk-driving simulator at a Don't Be Sorry program event.

those two cases and served one administrative action against a licensed premise in Jacksonville,” he said.

The programs are designed “to keep alcohol out of teens’ hands and to hold accountable those adults who

provide that alcohol,” said Ted Penesis, industry education manager for the Illinois Liquor Control Commission, which administers TrAIL using a \$100,000 grant from the state’s Department of Transportation, along

with some of its own funding for education and promotion.

A common feature of the Illinois and California programs is that when

■ See TRAIL on page 4

## In Service to Counties

Aurigo Software Technologies, Inc.  
NACo Premier Technology Member

aurigo

**Location/HQ:** 1000 Union Avenue SE, Suite 200, Olympia, WA 98501

**Primary Business:** Aurigo is an enterprise technology company focused on providing capital improvement and mobile inspection solutions. Go to [www.aurigo.com](http://www.aurigo.com) for more information.

**CEO:** Balaji Sreenivasan

**Name of NACo Representative:** Tom Clemons, [tom.clemons@aurigo.com](mailto:tom.clemons@aurigo.com).

**Why we joined NACo:** The NACo Premier Technology Program provides Aurigo with the ideal platform to interact with county officials and establish a mutually collaborative relationship where it gets the opportunity to better understand county infrastructure challenges and share their vision with like-minded partners.

**What we can do for counties:** Founded in 2000, Aurigo is a small, high-growth and aggressive company that has established a niche in providing pioneering product solutions to solve the problems of county public works managers, construction management professionals, infrastructure owners and contractors. Its products revolutionize the job site, enhancing efficiencies and enabling counties to do their projects better, faster and cheaper to better serve county constituents.

Aurigo’s award-winning software system, Aurigo Mobile & Project Portfolio Platform (AMP3) is improving the way public agencies, infrastructure owners, and construction management firms estimate, manage and inspect capital improvement projects and assets. The AMP3 suite of products is specifically targeted at infrastructure owners, owner-operators, facilities and large construction firms/contractors.

## NACo awards mental health diversion grants to assist non-violent offenders

By JUSTIN CARMODY  
COMMUNITY SERVICES ASSISTANT

NACo announced the selection of five recipients for its Mental Health Diversion Grants Program to develop or expand local jail diversion programs. The grants will be used to help counties assist people suffering from mental illness who commit non-violent offenses as a result of their untreated mental illness.

Four counties and one state association of counties have been competitively awarded a \$5,000 seed grant to develop or expand a program to divert non-violent offenders with mental health needs from jails to treatment services. Funding for this grant program is provided by Eli Lilly and Company.

### Elk County, Pa.

Elk County is a rural county located in the northwestern portion of Pennsylvania. The county plans on developing a Cross-Systems Collaborative Treatment Team that will enhance collaboration between the mental health and criminal justice systems, and will set out to identify and address gaps in services for individuals with mental illness who are involved in the criminal justice system. This team will include representatives

from mental health, drug and alcohol, probation, the courts, the jail and the victim’s advocate.

### Yellowstone County, Mont.

Yellowstone County has struggled with the accessibility of appropriate mental health crisis response and services because of the massive size and rural nature of the Eastern Service Area that serves 73,000 square miles of the state. Yellowstone County will improve the regional system for mental health crisis response in its region, provide regional crisis intervention team (CIT) training for law enforcement personnel and build infrastructure and services for the Community Crisis Center in Billings, Mont.

### Penobscot County, Maine

Penobscot County is initiating a creative approach in its Project Peer Support in which the Penobscot County Jail will work in collaboration with National Alliance for the Mentally Ill (NAMI) Maine and 15 members of the county’s Jail Diversion Collaborative to create peer supports within the county’s jail. These in-jail peer supports will serve as a mechanism to begin to address gaps in the re-entry of individuals with

mental illness or co-occurring disorders back into the community.

### Campbell County, Ky.

Campbell County will begin planning for a mental health court that will serve three counties in Northern Kentucky: Campbell, Boone and Kenton. The mental health court will be based on the structure of the Jefferson County Mental Health Court and will be organized by the Campbell County Criminal Justice Advisory Commission, a group of professionals from local mental health and law enforcement agencies.

### New Hampshire Association of Counties

The New Hampshire Association of Counties will use the grant funds to conduct diversion-needs assessments in all 10 of the state’s counties. The needs-assessment process will be used to form stakeholder groups and inventory community mental health resources available in each county.

Earlier this year, NACo called on the U.S. attorney general to create a national commission to study and make recommendations to all levels of government on the jailing of non-violent offenders with mental illness in county jails.

# PROFILES

## In Service...



### Welton G. Cadwell

County Commissioner  
Lake County Fla.

NACo Board of Directors

Vice Chair  
Community and Economic  
Development Steering Committee

Number of years active in NACo: 14

Years in public service: 20

Occupation: Funeral director/county commissioner

Education: Associate degree

The hardest thing I've ever done: bury my godson and my sister in the same week

Three people (living or dead) I'd invite to dinner: my father, Theodore Roosevelt and Waylon Jennings

A dream I have is to: finance a non-profit for local needs.

You'd be surprised to learn that I: had four children by the time I was 28.

The most adventurous thing I've ever done is: whitewater rafting.

My favorite way to relax is: surf fishing.

I'm most proud of: my family.

Every morning I read: obits/sports/local news.

My favorite meal is: Delmonico steak.

My pet peeve is: negative people.

My motto is: We'll figure something out.

The last book I read was: *Independent Nation* by John Avalon.

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

My favorite music is: country.

My favorite president is: Theodore Roosevelt.



## 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).

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## Program targets source of teen drinking

■ TRAIL from page 3

teens are involved in alcohol-related incidents, first responders to the scene can call a 24-hour state hotline and request an alcohol control agency investigator's help in collecting evidence to determine where the alcohol was obtained. California's program began in early 2004, said Judy Matty, district administrator with California Alcoholic Beverage Control.

The theory is that involving liquor control agents at the beginning of an incident increases the chances identifying the source — witnesses can be identified, statements taken and evidence seized within minutes or hours, rather than days or weeks. Investigators collect evidence such as fake IDs, receipts and witness statements.

Earlier this year, in Desert Hot Springs, Calif., two ABC investigators were called to the scene of a head-on crash involving an intoxicated 19-year-old. The ABC agents were able to trace the source of the alcohol by reviewing video surveillance tapes of several local liquor vendors. This resulted in the store clerk being charged with selling alcohol to a minor and a 90-day suspension of the store's liquor license.

"ABC had always gone back and looked at situations like that and taken disciplinary action against our licensees," Matty said. "The only problem was we had to know about it before we did it, and we didn't have a mechanism to hear about those directly from law enforcement when it happened.

"What we put together was a program that made for instant communication with us," she added. "If we find out about it at the onset, there's so much that we can do. The longer you wait, the less likely you are to find all the things you need to figure it out."

Now, when law enforcement is called to a drunk driving incident involving a minor in California or in the Illinois pilot counties, they immediately contact state liquor agents, and a TRACE or TrAIL investigation can be underway within minutes in some cases.

California's program was honored in 2004 by the National Liquor Law Enforcement Association (NLLEA) as Innovative Liquor Law Enforcement Program of the Year. And while it may be among the biggest and best-known of its kind, such efforts are not new, said Shawn Walker, NLLEA's president.

"A smaller state with less resources may be doing it very ad hoc, on a case-by-case basis,"

Walker said. He added that while enforcement is important, "without education and prevention programs on the front end, you have limited effectiveness."

California, Florida and Illinois share that view. Education is a big part of all three states' programs. In Illinois, Penesis said, "We don't just want to go into a community and say, 'We're going to be busting you.' Yes, we're holding accountable adults who provide alcohol to minors, but without education, what good does that do?"

Concurrent with TrAIL, Illinois has a "Don't Be Sorry" program ([www.dontbesorry.org](http://www.dontbesorry.org)) — an educational campaign designed to make kids aware of the consequences of underage drinking. In addition to the Web site, Don't Be Sorry visits schools and college campuses. This month, it hosted a major event at Southern Illinois University in Jackson County, featuring live music and free non-alcoholic "mocktails," Penesis said.

Along with all the fun, the students got to experience a drunk-driving simulator and "fatal vision" goggles, which distort the wearer's vision making it difficult to pass tests such as walking a straight line or touching their nose with a finger. Events such as this attract media attention, which Penesis and Matty agree helps spread a message of deterrence: Kids are shown the consequences of underage drinking, and adults who supply alcohol to them learn that a program exists that will track them down.

In California, public service announcements were produced and are being aired by local media, in English and Spanish, to let liquor licensees know "that if you sell

alcohol to minors, we're going to take you to task," Matty said. Her department has also produced a training video for alcohol vendors about the consequences of selling to kids.

While drinking and driving is a focus of public education, Matty said another target is "social hosting" — "adults and parents who give their kids alcohol, thinking it's a really harmless thing if they give it to them at home." It's not uncommon for teens to suffer alcohol poisoning or an overdose at home, she added, and her agency is currently producing a video targeting such situations.

Back in Illinois, Penesis is looking forward to expanding TrAIL into additional counties. He said next fiscal year state transportation department funding will be used to train local law enforcement officers to conduct their own TrAIL investigations. The state would continue to provide "back up" investigative support to the locals, but he sees a unique role for local police and sheriffs because "they're a part of that community; they know that community."

For anyone considering programs of this type, California's Judy Matty says, "When you boil it down to what the idea is, it's really quite simple. It's just how you get from zero to here. If someone wants to try to start one up, we try to give them the benefit of what's worked for us."

For more information about California's TRACE program, contact Judy Matty at 562/467-8400 or [judy.matty@abc.ca.gov](mailto:judy.matty@abc.ca.gov). You can view a re-enactment of a TRACE investigation online at [www.abc.ca.gov/programs/Trace.html](http://www.abc.ca.gov/programs/Trace.html).

## County News

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

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# County officials wet feet to protect water quality

By **ERIK JOHNSTON**  
COMMUNITY SERVICES ASSISTANT

More than 26 local government officials recently attended the Center for Watershed Protection's Watershed Institute in Fayette County, Ohio, including 11 county officials and staff who received NACo scholarships, with support from the EPA.

The diverse group of county participants represented 10 states and various county positions, from an elected official to a variety of county staff. The attendees spent four days learning about watershed protection through a mix of in-class learning and hands-on field work, where they got their feet wet by examining a local stream.

"The Watershed Institute's innovative teaching style of interactive small group work and practical field work taught me how

to better examine water resources in my county," said Chad Scroggins, environmental supervisor, Shelby County, Ala. and member of NACo's Environment, Energy and Land Use Steering Committee. "You don't get a complete picture of your water problems and opportunities until you slip on some waders and take an inventory of your water resources."

Communities across the country are turning to the management of their local creeks, brooks, wetlands and other important water resources through managing land use in areas called watersheds. A watershed is all of the land area that drains into a river system or other body of water, and all of us live in one.

Local governments make management plans for subwatersheds which are manageable units



Courtesy of Scott S. Finney

Scott S. Finney, Jefferson Parish Department of Environmental Affairs, and other Watershed Institute attendees survey the Republican Run watershed in Grove City, Ohio.

within their jurisdiction. These subwatersheds when managed properly supply counties with drinking water, lower the risk of flooding, provide recreation areas and offer critical habitat.

The Center is one of the pioneering forces in this newly emerging practice and has helped numerous communities create and implement innovative plans to protect their water resources.

The major culprit of water quality problems is development that does not minimize impervious cover, such as roads, parking lots and other hard surfaces that drain high velocity stormwater laced with pollutants into water bodies. The center helps communities minimize this and other water quality threats through watershed planning, watershed restoration,

stormwater management, watershed research, better site design, education and outreach, and watershed training.

Attendees broke off into small groups to practice designing and implementing protection goals with a mix of stakeholder groups in order to simulate real-world conditions that require partnerships between local government, nonprofit organizations, the business community, and state and federal agencies.

The county participants brought their unique perspective as local government officials, and both taught and learned from the other 50 attendees who came from watershed protection groups, engineering firms, and state and federal agencies.

Participants especially enjoyed learning from the diverse group

of attendees. "The opportunity to network with people from across the country representing various stakeholder groups has given me resources to draw upon in the future," said Scroggins.

Other participants came away with renewed energy to continue to work hard to strengthen local partnerships that protect water quality. "It is easy to get bogged down by setbacks, but this event renewed my energy to go back home and implement new ideas and techniques that I learned from the instructors and colleagues I met at the institute," said Dale Threatt-Taylor of Wake County, N.C.

The high participation rate among local government officials was one key to the success of the institute. Local governments are a critical stakeholder in all watershed protection efforts because of their land use authority.

"This was one of our most successful watershed institutes to date," said Rebecca Winer-Skonovd, director of capacity building for the center. "One major reason for this success is that the level of local government participation was the highest to date. NACo's promotion of the institute and the awarding of scholarships to county officials helped boost the attendance of this key constituency."

(For more information about the Center for Watershed Protection, visit [www.cwp.org](http://www.cwp.org). For more information about NACo's water quality technical assistance visit NACo's Web site at [www.naco.org/techassistance](http://www.naco.org/techassistance) and click on "Water Quality" or contact Erik Johnston, community services assistant, at [ejohnston@naco.org](mailto:ejohnston@naco.org) or 202/942-4246).

## Legislation strengthens FEMA, a NACo priority

■ **FY07 DHS** from page 1

Additional programs funded in the legislation important to counties include DHS' Emergency Management Performance Grant Program (\$200 million), FEMA's Flood Map Modernization Program (\$199 million), FEMA's Predisaster Mitigation Grant Program (\$100 million), the Urban Search and Rescue Response System (\$25 million), the Metropolitan Medical Response System (\$35 million), Citizen Corp (\$15 million), the Emergency Food and Shelter Program

(\$151 million), and numerous other federal, state and local government disaster preparedness, prevention, response and recovery initiatives. Furthermore, the legislation also included comprehensive language to strengthen the Federal Emergency Management Agency (FEMA), a provision that NACo strongly supported in the aftermath of Hurricane Katrina.

To view the full report and the status of other appropriation bills, go to the Library of Congress Web site at: <http://thomas.loc.gov/home/approp/app07.html>.

## Department of Homeland Security Budget: FY03 – FY07

Preparedness Directorate (Office of Grants and Training and Fire Administration Grants)								
Key State and Local Programs	FY03 Enacted	FY04 Enacted	FY05 Enacted	FY06 Enacted	FY07 Bush Budget	FY07 House Approved	FY07 Senate Approved	FY07 Enacted
	in millions	in millions	in millions	in millions	in millions	in millions	in millions	in millions
State Homeland Security Grant Program	\$1,866	\$1,675	\$1,085	\$550	\$633	\$545	\$500	\$525
Urban Area Security Initiative	\$736	\$720	\$885	\$765	\$838	\$770	\$745	\$770
Law Enforcement Terrorism Prevention Grant	\$0	\$497	\$386	\$440	\$0	\$400	\$350	\$375
FIRE Grants	\$694	\$725	\$715	\$655	\$293	\$543	\$553	\$547
Emergency Management Performance Grant	\$165	\$174	\$174	\$185	\$170	\$180	\$220	\$200
State and Local Training Programs	\$345	\$266	\$446	\$346	\$211	\$339	\$277	\$304
Citizen Corp	\$31	\$35	\$15	\$20	\$35	\$20	\$20	\$15
Metropolitan Medical Response System	\$50	\$50	\$30	\$30	\$30	\$33	\$35	\$33
<b>Subtotal</b>	<b>\$3,887</b>	<b>\$4,142</b>	<b>\$3,736</b>	<b>\$2,991</b>	<b>\$2,210</b>	<b>\$2,830</b>	<b>\$2,700</b>	<b>\$2,769</b>
FEMA Programs								
Key State and Local Programs	FY03 Enacted	FY04 Enacted	FY05 Enacted	FY06 Enacted	FY07 Bush Budget	FY07 House Approved	FY07 Senate Approved	FY07 Enacted
	in millions	in millions	in millions	in millions	in millions	in millions	in millions	in millions
Disaster Relief Fund	\$776	\$1,740	\$2,042	\$1,700	\$1,941	\$1,662	\$1,582	\$1,500
Flood Map Modernization Fund	\$150	\$193	\$200	\$200	\$199	\$198	\$199	\$199
National Predisaster Mitigation Fund	\$150	\$145	\$100	\$50	\$150	\$100	\$150	\$100
Emergency Food and Shelter	\$153	\$148	\$153	\$151	\$151	\$151	\$151	\$151
<b>Subtotal</b>	<b>\$1,229</b>	<b>\$2,226</b>	<b>\$2,495</b>	<b>\$2,101</b>	<b>\$2,441</b>	<b>\$2,111</b>	<b>\$2,082</b>	<b>\$1,950</b>
<b>Total</b>	<b>\$5,116</b>	<b>\$6,368</b>	<b>\$6,231</b>	<b>\$5,092</b>	<b>\$4,651</b>	<b>\$4,941</b>	<b>\$4,782</b>	<b>\$4,719</b>

# 2007 Acts of Caring Awards



In 2007, the National Association of Counties (NACo) will recognize and promote volunteer programs through the Acts of Caring Awards, a national program honoring community-based, county government initiatives that provide a legacy for the future of our country.

The Acts of Caring Awards program is part of Counties Serve America, a long-term project of NACo in partnership with Freddie Mac. Counties Serve America is designed to raise public understanding and awareness about county government and the services counties provide to the nation.

## What is an Act of Caring?

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

## Who is Eligible to Participate?

Any county government that is a member of NACo with an active program that meets the following criteria is eligible to participate in the Acts of Caring Awards. A county program that won an Acts of Caring Award in the past three years is not eligible for an award in 2007.

## Eligible programs must:

- Exist at least one calendar year prior to the application date
- Enlist community participation on a volunteer basis
- Include the participation of the county (officials and/or staff) in a significant and ongoing role
- Serve as a model program and be replicable
- Demonstrate measurable outcomes that benefit the community

## Acts of Caring Awards

Up to 18 programs will be recognized and deemed examples of outstanding Acts of Caring. Based on county size,

as many as three programs will be recognized in each of six categories, including: Community Improvement; Criminal Justice/Emergency Management; Elderly Services; Health/Social Services; Libraries; and Programs for Children and Youth.

The types of programs that can be included in Community Improvement are arts and culture, historic preservation, environmental programs, services to help animals, civic education, and recreation and parks.

## The Youth Service Award

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

## The Legacy Award for Excellence and Innovation

The top award, the Legacy Award for Excellence and Innovation, will be presented to the program that most fully embodies the spirit of volunteerism by addressing a unique need. This program sets itself apart by providing unparalleled service in its community. The Legacy Award winner is selected from all the entries submitted in the contest.

## Cash Awards

Cash awards will be presented to the volunteer programs that receive the Youth Service Award and the Legacy Award for Excellence and Innovation. The Youth Service Award winner will receive \$1,000; the Legacy Award winner will receive \$1,500.

## Population Categories

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

Category	Population
1	500,000 and above
2	100,000 - 499,999
3	99,999 and below

## Application Deadline

The deadline for the 2007 program is Jan. 19, 2007. No applications will be accepted or considered after this date.

## Program Judging

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

## Announcement of Awards

All Acts of Caring honorees will be recognized at a national ceremony that will be held on Capitol Hill in Washington, D.C. during National County Government Week in April 2007. Additionally, they will be recognized in *County News*, on the NACo Web site and in all national media releases and promotions.

## How to Apply

Applicants should e-mail their completed application, available at [www.naco.org/actsofcaring](http://www.naco.org/actsofcaring), with an attached word document to [tgoodman@naco.org](mailto:tgoodman@naco.org). In the word document, you will describe your program and the results it has achieved by answering the seven questions on the application form. All seven questions on the application form should be answered. But you should not exceed 1,000 words or six typewritten pages (excluding the application form) to answer the seven questions. Please note that no application materials will be returned. Supplementary materials will not be considered in judging.

In addition, the completed one-page application form should be faxed to 202/393-2630 with the signature of the Chief Elected County Official, or e-mailed if you have it in a scanned electronic version.

Contact Tom Goodman, public affairs director, at [tgoodman@naco.org](mailto:tgoodman@naco.org) or 202/942-4222, or Allison Mall, public affairs editorial associate, at [amall@naco.org](mailto:amall@naco.org) or 202/942-4256.

For online information about the Acts of Caring and other NACo awards programs, visit [www.naco.org](http://www.naco.org) and click on "County Resource Center."

**Plan to submit your county's entry!**



# Economics 101: what travel and tourism mean for your county

By **CHRISTINA CRAYTON**  
RESEARCH ASSOCIATE

The 2006 summer tourist season may have ended, but many smart local governments have already begun planning for the 2007 season. And it's no wonder: the American Hotel and Lodging Association reports that tourism is currently the nation's third largest retail industry, behind automotive and food stores, and one of America's largest employers. It's in the top three largest employer industries in 30 of the 50 states.

The tourism industry includes more than 15 interrelated businesses, from lodging establishments, airlines and restaurants to cruise lines, car rental firms, travel agents and tour operators. Travel is also a leading industry and source of jobs in regions and local communities, and is increasing in economic importance.

## Economic impact, broad

The total economic impact of tourism is more than just the dollars a visitor spends in a community. Tourism contributes to sales, income, jobs and tax revenues. In some areas, a \$100 tourist expenditure can add \$30 to \$50 to local tax revenue.

Especially lucrative are taxes charged on overnight lodging accommodations, commonly known as a

bed or occupancy tax or hotel/motel tax. In 2004, Nebraska's 93 counties generated more than \$10 million from these funds: money used to fund the Nebraska Division of Travel and Tourism, county tourism marketing and attraction development efforts. Allegheny County, Pa. reported revenues in calendar year 2005 of more than \$17 million from this tax.

Overall, local and state tax revenues generated by travel spending were \$536 million in 2004. Without these travel-generated tax revenues, each household in West Virginia would have had to pay an additional \$730 in state and local taxes to maintain current service levels. During 2004, visitor spending in West Virginia directly supported more than 40,000 jobs with earnings of \$766 million. Travel spending generated the greatest number of jobs in accommodations and food services, arts, entertainment and recreation, such as performing arts, gaming, outdoor recreation and sightseeing.

According to a study conducted by the University of Arizona, tourists visiting Tucson nonprofit arts organizations generated \$96.8 million in economic activity for Pima County. The county arts industry employs more than 3,500. For every public dollar received by arts organizations, \$1.79 is returned to the

county coffers in tax revenue, largely generated through tourism. The tax revenue impact was:

- \$2.9 million, state of Arizona
- \$1.8 million, city of Tucson
- \$1.1 million, Pima County

In 2004, Tippecanoe County, Ind., a county of about 150,000 people, saw an estimated \$279 million increase in revenues from travel and tourism. More than \$183 million was in direct expenditures from visitors. The tax revenue to the government was more than \$66 million: \$13 million going directly to the county government. The economic impact from local tourism also increased employment, accounting for 4,183 jobs for county workers.

In 2003, Orange County, Fla. tourism generated \$87.2 million in surplus revenues for the county and the city of Orlando. In addition, tourism generated a net fiscal surplus for the Orange County School Board of \$4 million. A fiscal surplus represents the degree to which the tourism industry not only pays for its fair share of government expense, but also subsidizes the community, which helps keep overall local tax rates lower. The total net fiscal impact of tourism in 2003 was \$91.2 million, equal to a tax savings of \$352 to \$515 for every household in Orange County.

The importance of tourism to local economies can also be seen when this important activity is disrupted.

The aftermath of Hurricane Katrina devastated every aspect of life for residents of the Gulf Coast. The travel and tourism industry was a primary economic engine that drove the prosperity of the region.

In Gulfport and Biloxi, Miss., the gaming industry alone generated about \$911.5 million in annual revenues, which roughly produces \$500,000 in tax revenue on a daily basis. Post-Katrina stats reveal the following:

- Approximately 18 percent of total employment for Louisiana, Mississippi and Alabama, or approximately one out of every five jobs, are travel and tourism specific and have been affected by Hurricane Katrina.
- In the 15 affected counties in Mississippi, \$2.8 billion is spent annually in travel-related businesses, which encompasses 38,000 jobs. This ongoing loss totals approximately \$7.7 million per day.
- In the three affected counties in Alabama, \$2 billion is spent in travel-related businesses per year, involving 30,000 jobs, with ongoing losses of \$5.5 million per day.

Last spring, communities and counties across the country celebrated See America Week, May 13-21, 2006. This event is sponsored each year by the Travel Industry Association of America. During this week, hundreds of cities and counties across the nation promote greater public awareness

of the economic, social and cultural impacts of travel and tourism. The purpose of See America Week is to promote a wider understanding of travel and tourism as a major American industry that is vital to the economic stability and growth of communities nationwide.

Travel and tourism can be a significant, and even essential, part of the local economy. Tourism accounts for thousands of jobs and millions of dollars in contributions to local revenues. Local elected officials are key stakeholders in tourism development. Advocates for local development, commonly referred to as a tourism support group, include tourism councils, Chambers of Commerce, clubs, historical societies and resort associations. Travel by U.S. residents to destinations within the country has grown by an average of 7 percent in the last three years. Newer destinations that offer adventure travel, and cultural and heritage offerings, are becoming the places of choice for families.

Marketing your county and strengthening the capacity of your community or region to attract travelers and tourists is one key to growing and sustaining economic vitality.

For more information on this subject, visit your local Chamber of Commerce. National and global information on travel and tourism can be found at [www.tia.org](http://www.tia.org).

## web watch

### ■ Indiana County Web Site Keeps Tabs on Election Returns

Vanderburgh County, Ind. has created a new Web site that allows users to track election returns using a map of the county. The site, [www.evansvillelegis.com/election](http://www.evansvillelegis.com/election), contains 2004 election returns and was used live on election night. According to the *Evansville Courier and Press*, the Web site is the only one of its kind in the country.

### ■ Neighboroo Displays Qualitative Data Based on Geography

*Neighboroo.com* is a tool that allows users to compare different locations across the country based on criteria as diverse as politics, cost of living, ethnicity and air quality. Just select the category you're interested in and the map changes accordingly. Users can zoom in and out to get more detailed views.



### ■ Yuma County Main Street Now on Display to World

The Yuma County Web site now allows visitors to take a look at its downtown area via a robotic webcam. While 15-20 visitors can look at the webcam at a time, one user can operate the camera, take pictures and save them on his or her hard drive. Visit the county's Web site at [www.co.yuma.az.us](http://www.co.yuma.az.us).

*(Web Watch is compiled by Dan Miller, staff writer. If you have an item you would like featured, please e-mail it to him at [dmiller@naco.org](mailto:dmiller@naco.org).)*

## TABOR-style laws lose big in three states

### ■ VOTERS from page 1

taxpayer groups who frankly don't want to pay property taxes and don't want the government taking the property."

She added that there appeared to be an anti-government feeling in her state, as a property tax cap passed with 69 percent of the vote.

Matt Hicks, associate legislative director for the Association County Commissioners of Georgia (ACCG), also anticipated the eminent domain measure would pass by a wide margin.

"Even though Georgia was one of the few states that had almost no cases of abuse of eminent domain as highlighted in the *Kelo* Supreme Court case, the legislature passed comprehensive reforms to Georgia condemnation laws this year and put the constitutional amendment on the ballot," he said.

Although Georgia's governor, Sonny Perdue, made it a cornerstone of his legislative agenda this year, ACCG supported additional protections for Georgia property owners but

opposed the constitutional amendment that passed.

"By passing this amendment, the Georgia legislature has tied its own hands," Hicks said. "Legislators will not be able to amend Georgia law if circumstances change and there is a need to use eminent domain differently than currently envisioned."

Hicks said that ACCG has no plans to lobby for changes to the law, but he expects that in the next few years the new law will create new problems, and the legislature will need to do something about it.

In California and Idaho, where measures were defeated, both laws included regulatory takings components, which would require local governments to compensate landowners if a zoning change was deemed a "taking" of their property. An initiative solely focused on regulatory takings in Washington also failed.

According to The Initiative and Referendum Institute at the University of Southern California School of Law, Arizona's law was the only passing measure to include a significant regulatory takings provision.

### TABOR laws fall flat

Meanwhile, voters rejected TABOR-style laws in Maine, Nebraska and Oregon by wide margins. Nebraska and Oregon voted against the ballot items by margins of approximately 40 percentage points.

"We did not expect it to pass. I was surprised at the wide margin at which we were able to defeat it, but I did not expect it to pass," said Larry Dix, executive director of the Nebraska Association of County Officials.

He attributed the loss to multiple factors. For one, he said that voters were put off by the out-of-state money being put into pro-TABOR legislation. In addition, he felt that the law wasn't something the public wanted in the state's constitution.

"Coming from a very conservative state, Nebraska folks are pretty resistant to changing things and said we're going to leave it as is," Dix said.

A fourth TABOR measure in Montana was dropped from the ballot after a judge found that the signature-collection process used to get it on the ballot was fraudulent.

# NACo Policy Steering Committees: 101

Eleven steering committees lie at the heart of NACo's legislative policy process. Their policy recommendations (in the form of resolutions), when adopted by NACo members, set the course for NACo's lobbying efforts.

The policy "jurisdictions" of the committees include agriculture and rural affairs; community and economic development; environment, energy and land use; finance and intergovernmental affairs; health; human services and education; justice and public safety; labor and employment; public lands; telecommunications and technology; and transportation.

Steering committees can range in size from 35 members to 150 members. Membership on NACo's steering committees is open to any elected or appointed county official, with the caveat that on any one steering committee only two committee members can be from the same county and only eight from the same state.

Steering committees meet at NACo's Legislative and Annual conferences. Some steering committees may meet at other times of the year depending on need or tradition.

NACo's president appoints the chairs and vice chairs of the committees. Applications for those seeking a leadership position are generally available in April on NACo's Web site and in *County News*. Appointments are announced at the Annual Business Meeting.

To become a member of a steering committee, county officials should contact their state association of counties, since it is the state president and state executive's responsibility to nominate members for the steering committees. NACo makes a call for new members late in April every year, but members can be added throughout the year.

NACo is especially interested in hearing from members who would like to serve on the Telecommunications & Technology Steering Committee. Please contact Jeff Arnold, NACo deputy legislative director, at 202/942-4286 or [jarnold@naco.org](mailto:jarnold@naco.org).

To learn more about NACo's policy process, visit the Members-Only section of [www.naco.org](http://www.naco.org).

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# Model Programs ... from the Nation's Counties

## County 'Cybrary' branch brings books, computers downtown

By CHARLES TAYLOR  
SENIOR STAFF WRITER

Karin Griffiths' home computer is broken. So, two to three times a week, she heads to downtown Carrboro, N.C. to get online.

"I take my bike down to the Cybrary," said the 65-year-old retired teacher, referring to an innovative mini-branch of the Orange County

Public Library in this town of 16,425. She reads her e-mail — keeping in touch with a brother in Germany and a sister in the United Kingdom. She's also done some comparison shopping for hybrid cars online, something she never could have done before taking a free computer class at the Cybrary.

"I'm able now to do all this stuff," she said proudly, retaining just a trace

of a German accent. "It's a really neat place; I love it."

A joint effort of Orange County and the town, the Cybrary fills a need in this hyper-literate county of 118,400 in North Carolina's Research Triangle area, where more than 51 percent of residents have a bachelor's degree or higher — more than twice the national average.

The 1,000-square-foot facility, opened in August 2004, has five public computer work stations and stocks a few hundred bestsellers, along with newspapers, magazines and audio books. Patrons with their

own computers, and that's why they're here. Some have dial-up at home, or they just want a quiet place to work."

Before the Cybrary opened, there was only one public PC available in downtown Carrboro. The closest county branch library was about two miles away, located in a middle school and has limited hours. Further, for non-drivers, it was only accessible by a transit bus that stopped running at 3:30 p.m., Malachowski added — not very convenient for working adults.

chairs, and an ADA-compliant work station.

Orange County contributed \$14,500 toward items such as shelving for books and periodicals, office and library materials, a book drop return station and work tables. The county pays the facility's annual operating costs of about \$75,700.

In its first year, the Cybrary served more than 18,000 patrons — more than 16,000 of whom used the public computers, according to library officials. Additionally, the facility averaged two to three public programs a month, drawing more than 700 participants.

"We've partnered with the recreation and parks department ... to do book-related events," Malachowski said. These include author visits, a Hispanic literary festival, film screenings and poetry readings. "We've tried to touch on topics that are important to the community through a book."

So, they tackled race relations with a discussion of author Tim Tyler's *Blood Done Sign My Name*, and talked about immigration and the pursuit of education using Esmeralda Santiago's *When I Was Puerto Rican*. Hispanics constitute 12.3 percent of Carrboro's population — an increase of 936 percent from 1990 to 2000.

"We have a lot of Spanish-speaking patrons who come in to use the computers," Malachowski said. The Cybrary is in the process of building a collection of CDs for Spanish speakers who want to learn English, and vice versa.

"I've been impressed with the amount of diversity of people that have come in and out, as far as ages and races," she said — and even the varying levels of computer literacy. Some are "really computer comfortable, and then other people ... really need help. It's just a little microcosm."

Griffiths, the regular Cybrary patron, will continue to be part of that microcosm — even when she and her husband buy a new computer next year, after he retires.

"But I'll still go to the Cybrary," she said. "I like it there. I don't want to become one of these people who sit in front of the computer all the time. So this is just right for me."

*(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](http://www.naco.org), and click on "Model County Programs" in the Resource Library.)*

## What's In a Seal? Lincoln County, Tenn.



Lincoln County was formed in 1809 by act of the General Assembly of Tennessee and officially opened its doors Jan. 1, 1810. The county was named in honor of Revolutionary War hero Gen. Benjamin Lincoln, who was known for being appointed by President George Washington to receive Cornwallis' sword.

The face of the county's seal depicts events in the history of Lincoln County. In the outer circle, the three stars represent the fact that Lincoln County is a "Three Star County." An outline of Lincoln County is shown in the center. The circle with three stars is from the state flag, representing the three grand divisions of the state: east, middle and west. Lincoln County is located in the middle division.

The Stone Bridge, which was built in 1861 and furnished a connecting route to Huntsville, Ala., was used during the Civil War and became one of Lincoln County's top tourist attractions, as it was built with dry masonry and without a keystone. The Indians called the River "Chewalee," which means "elk." The Elk River runs through the center of the county and has been important to area growth throughout the years.

Long before Lincoln County was formally named, there was an Indian village on the Elk River, as artifacts dating back more than 200 years proved. It is believed Spanish explorer Hernando de Soto camped near this village during the winter of 1540.

The Tennessee Militia encamped along the Elk River in 1813 before fighting the Creek Indians at the Battle of Horseshoe Bend in 1814. Among the troops under command of Maj. Gen. Andrew Jackson were Tennessee leaders Sam Houston and Davy Crockett. Local physician Charles McKinney, a member to the militia, recounted these events.

The Elk River continues to be important to Lincoln County as it presently provides abundant recreational activities (i.e., fishing, swimming, canoeing, etc.) as well as being an important source of potable water for the citizenry.

Lincoln County became known as the Banner County during the War of 1812 because of its large number of volunteers. Davy Crockett lived in Lincoln County in 1809–1810 and represents the pioneers who established the county. The cross represents the people's faith in God that the county was built upon.

This seal was designed by Lincoln County High School Advanced American History students and was adopted in 2001 by request from County Executive Jerry Mansfield.

*(If you would like your county's seal featured, please contact Allison Mall at [amall@naco.org](mailto:amall@naco.org) or 202/942-4256.)*



Photo courtesy of Orange County, N.C.

Patrons of the Carrboro Cybrary get 30 minutes on the mini-branch library's public computers. If no one is waiting, they can use them longer.

own WiFi-equipped laptops can log on wirelessly. The Cybrary also hosts community programming such as book discussion groups and the computer classes.

"It's a one-room library that really is speaking to the needs of people today," said Margot Malachowski, an Orange County librarian who staffs the Cybrary. "I think it's a fabulous concept."

So does Griffiths, who combines her visits to the Cybrary with running errands and meeting friends at a café in town. "It's almost like a little community center," she enthused.

The branch meets the need for a library that's convenient for adult patrons of the town, Malachowski said. "There was a clamoring for more library services in Carrboro

### An idea is born

Local focus groups had identified a desire for a branch library. At about the same time, the county's Library Services Task Force was reviewing countywide needs. The group recommended a free-standing library in Carrboro, but that would require a major capital outlay, a county bond issue and time to build. The Cybrary is meeting both residents' needs and the county's goals at a fraction of the cost of a new library.

Carrboro donated free space in its Century Center, a downtown public building that also houses Recreation and Parks, the local Police Department and meeting space. The town's initial investment of \$17,000 paid for the computers, software, printers, scanners, computer stations and

# NEWS FROM THE NATION'S COUNTIES



## ARIZONA

**COCONINO COUNTY'S** Community Services Department has announced the launch of a new small loan and home-based **business training program** for low-income community members.

The department is working with other local and state organizations to develop programs that will economically empower potential entrepreneurs out of poverty. Clients must have a viable business concept and be ready to participate in both financial literacy and basic business training.

"We see business ownership as a solution for individuals struggling to overcome poverty, find jobs and reach financial stability," said Amy McKenna Luz, CEO of the Association for Enterprise Opportunity. "These small investments can make a big difference in people's lives, helping them become self-reliant and productive members of their communities."

Clients for the new program must be currently employed, but their wage income may not exceed 200 percent of the federal poverty level.

## ARKANSAS

Several **WASHINGTON COUNTY** officials have united to send a message to county budget-makers: County employees deserve more money.

According to *The Morning News*, the county's circuit clerk, county clerk, assessor and collector voiced concerns at a Personnel Committee meeting about **employee raises**. The Quorum Court's Budget Committee of the Whole approved pay raises for many elected officials to the state maximum, but had yet been unable to settle on other employee's salaries.

"We just need to be concerned about our employees because our employees run the county," Circuit Clerk Bette Stamps said to the committee. "If we don't have good employees, then the county won't be any good."

Stamps mentioned three employees who have worked for two to three years, yet still make entry-level wages.

## CALIFORNIA

The **FRESNO COUNTY** Agriculture Crime Unit — made up of officers from several agencies — made a big bust: 44,000 pounds of **stolen almonds**.

The agency found the almonds in a San Leandro warehouse after the

suspected thieves tried to sell the processed nuts on the black market, according to the Associated Press. The nuts had an estimated value of \$135,000.

An almond broker alerted authorities last week when he suspected someone was trying to sell him illegal nuts.

## FLORIDA

• **PINELLAS COUNTY'S** environmental stewardship has received statewide attention from the Florida Green Building Coalition. The organization named Pinellas the first jurisdiction in the state to receive the coveted **Green Local Government designation** as a silver award winner.

In order to obtain the designation, the coalition considered a comprehensive list of criteria, organized in terms of local government department functions. Standout areas for Pinellas include a focus on water conservation; progressive solid waste collection; LED traffic signals; wildlife habitat preservation; the use of EnergyStar appliances in affordable housing units; biodiesel use in the county's fleet; and green land management policies.

• **BROWARD COUNTY** officials are trying to sell a \$450-million bond to **renovate the court complex**, citing mold, broken elevators and crowded halls.

"It's not discretionary. We are statutorily obligated to have courtrooms," Pete Corwin, assistant to the county administrator, told the *South Florida Sun-Sentinel*.

Corwin said that the general obligation bond is the cheapest solution, noting that a new courthouse will eventually be necessary.

The referendum asks voters to approve a 30-year loan that will increase property taxes about \$33 each year for homes assessed at \$193,000.

## HAWAII

In the wake of severe earthquakes that caused nearly \$100 million in damage, the **HAWAII COUNTY** Council voted to waive standard construction permit requirements for **emergency repairs**.

The emergency ordinance allows homeowners and businesses directly affected by the quakes to begin work now and apply for a permit in 60 days. The ordinance also waives tipping fees for debris resulting from the earthquake.

Public works staff deemed 61 buildings as unsafe and restricted use of another 151. The Red Cross has offered assistance to every family at a home deemed unsafe.

## NEW YORK

• Time for a remake of *The Birds*? **RENSELAER COUNTY** might make a good filming location.

**Crows by the thousands** are flocking to Troy, the county seat — soiling sidewalks, cars and unsuspecting pedestrians with their droppings.

"The crows have got to go," County Legislature Chairman Neil Kelleher told *The Record*. "They are disruptive to the downtown area and create environmental problems."

To combat the avian menace, the county — along with federal and state assistance — will begin a crow dispersion program on Dec. 5. The program will use several non-lethal harassment methods, including "pyrotechnics, electronic guards, non-harmful lasers and amplified, recorded crow distress calls," the county said.

*The Record* reported that two years ago it cost approximately \$6,500 to scare off and estimated 16,000 crows.

• Response of **SUFFOLK COUNTY, Inc.** is reaching out to teens where they increasingly are likely to be found — online. Response has operated a Hear2Help telephone **crisis hotline** for years; now kids who would rather "chat" than talk can "converse" with counselors using online text messaging.

Hear2Help counselors aren't therapists, but are professionally trained and supervised. They can discuss concerns such as peer pressure, relationship difficulties, bullying, thoughts of suicide, feelings of isolation, physical or sexual abuse and substance-related problems.

Response receives funding from Suffolk County, city and state agencies, and corporate and private donations.

For more information, visit [www.responsehotline.org](http://www.responsehotline.org).

• **WESTCHESTER COUNTY** Executive Andrew Spano is proposing a new way to reduce air pollution — mandating that new **leaf blowers** meet tighter emissions standards, *The Journal News* reported. The County Board of Legislators is considering Spano's proposal, which would be phased in through 2009.

Spano says a typical gas-powered leaf blower, running for just 30 minutes, spews more pollution than a car that drives 2,000 miles. He adds the proposal will eliminate more than 10 tons of pollution annually.

But Joe Tinelli, president of the New York State Turf and Landscape Association, told the newspaper, "Pretty soon we're going to have to go with goats and have them chew the grass, and they'll (complain) about the deposits the goats make. We can't

win. I'm laughing about it, but I'm delirious after a while — all we do is fight regulation."

## NORTH CAROLINA

Property owners in two of **MECKLENBURG COUNTY'S** urban watersheds can get reimbursed for conserving natural areas and **preventing water pollution**. Under the county's Urban Cost Share Program, land owners can receive 75 percent of the cost — up to \$3,000 — for using various techniques. These include composting, critical area planting, invasive plant removal, using rain barrels and cisterns, and nutrient management and pet waste receptacles.

The two watersheds, Briar Creek and Irwin Creek, are highly polluted due to non-point source pollution and cover thousands of acres in the Charlotte-Mecklenburg area. The program is offered through the Mecklenburg County Soil and Water Conservation District.

## NORTH DAKOTA

**MOUNTRAIL COUNTY** Commissioner **Stan Wright** was recently honored with the North Dakota Association of Counties' Excellence in County Government Award for his public and community service.

The award recognizes "those people who have shown excellence through dedication, leadership and involvement for the good of all counties."

Wright, a county commissioner since 1994, was first elected to public office in 1958 and has never lost an election. He has served on the Stanley City Council, as Stanley's mayor and in the North Dakota Senate.

## PENNSYLVANIA

**ALLEHGENY COUNTY** and the city of Pittsburgh have formed a **Citizens Advisory Committee** on the Efficiency and Effectiveness of City-County Government.

Its goal is to foster cooperation that results in more effective, efficient operations. The committee, chaired by University of Pittsburgh Chancellor Mark A. Nordenberg is an independent, nonpartisan entity supported by private funding.

"We have proven that it's possible to increase operational efficiency and reduce government costs through cooperation and consolidation," said County Chief Executive Dan Onorato. "We collapsed the city of Pittsburgh's fingerprinting operation into the county's, and we merged the

■ See **NEWS FROM** on page 14

## Word Search Georgia Counties

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## RESEARCH NEWS

# Housing Costs Affect All Aspects of Life, Government

Last month, the Census Bureau released data from the American Community Survey (ACS) regarding the cost of housing across the country. According to the survey, from 2000–2005, real median home values increased 32 percent nationally. In some areas, such as San Diego and Los Angeles, the increase was well over 100 percent. Additionally over that same time period, ownership costs have increased 5 percent and rent has increased 6.7 percent.

More data from the ACS further illuminates the problems with the availability of affordable housing. The Census Bureau and national experts deem housing to be affordable when the household spends less than 30 percent of its income on housing. The ACS data reports that nationally, 45.7 percent of renter-occupied units spend at least 30 percent, while 34.5 percent of owners spend at least the threshold.

Because of the high cost of housing, counties are struggling to not only keep workers working in the county, but also keep them living in the county. In the 2004 *Paycheck to Paycheck* survey, NACo and the Center for Housing Policy collaborated on a report that showed working families who hold important traditional occupations such as school teacher, firefighter and police officer, are finding it more and more difficult to live where they work.

The report said “many counties appear to lack affordable housing for the public servants and private sector employees vital to their economic growth.” Counties are having difficulty filling open governmental positions, with many out-of-town candidates refusing to relocate because of high housing costs.

In this regard, the plight of teachers has been well-documented. Counties in West Virginia continue to lose



teachers to neighboring Maryland and Virginia, whose salaries are much higher. Jefferson County, W.Va. had 85 teaching vacancies before the school year started, while Berkeley County, W.Va. had 223. By working across state lines, a teacher could see an increase of possibly \$10,000 in sal-

ary. Counties are trying to combat this problem by not only raising salaries, but offering teachers a chance to live within the county.

In Lee County, Fla., school officials met with local business leaders to see if a partnership could emerge that would help teachers with rent

or down payment assistance. In rural North Carolina, Hertford County, where teacher turnover averaged nearly 20 percent per year from 2000–2005, has received permission from the state legislature to build affordable housing for teachers on school district land. The district deeded the land over to a nonprofit organization that will then build the houses using a no-interest loan from a local credit union. New York City is now offering a housing subsidy for teachers to teach certain subjects within the city’s challenging schools. Teachers, in turn, must give a multi-year commitment.

## Housing costs drive migration

The lack of affordable housing has also been linked to national migration. A recent census report on net-migration within the country showed that many counties surrounding major metropolitan areas had gained population. According to the report, many areas exhibited this characteristic. In the Dallas-Ft. Worth area, “a solid band of high net-immigration counties entirely surround its two central counties.” Other areas with this trait include counties surrounding Atlanta, Minneapolis-St. Paul and Washington, D.C. In California, residents are moving inward, to counties such as San Bernardino, to escape the high costs of housing in places such as San Diego and Los Angeles.

## Housing costs drive commute time

Of course, many of these residents who have moved for more affordable housing still work in the central city, affecting transportation.

A recent study by the National Housing Conference shows the issues of affordable housing and transportation to be inextricably linked. As more people move out of the central city or county, they face an increase in travel times and commuting costs.

According to the report, “calculations show that working families spend 77 cents on transportation for every dollar decrease in housing costs.” In fact, migration is occurring so far out of the central city that transportation costs actually can exceed housing costs. The recommendation from the study is that housing and transportation policy should be linked and planning on either issue should involve the other.

(Research News was written by Joseph Hansen, research associate.)

## FINANCIAL SERVICES NEWS

## Are Defibrillators in County Buildings in Your Future?

Sudden cardiac arrest — a heart attack — can happen to anyone, anywhere and at anytime. It can strike even healthy young people with no symptoms. When SCA occurs, time is a critical factor. For every one minute of delay in treatment, there is a 10 percent decrease of survival.

Recent technological advances have made the portable life-saving device, called an automated external defibrillator or “AED” an important medical tool. Trained non-medical people can use these extremely simple machines to treat a person in cardiac arrest. The AED guides the user through the process by audible or visual prompts without requiring any discretion or judgment.

The NACo-sponsored U.S. Communities Government Purchasing Alliance provides AEDs at discounted prices via its Homeland Security contract with Hagemeyer.

When public agencies are equipping new buildings with AEDs or are replacing older technology, they will find not only excellent discounts via this contract, but also trade-in credits.

Because sudden cardiac arrest is the number one killer of Americans, there has been a widespread effort over the last 20 years to move AEDs into communities where they can be

accessed and used by trained citizens who might be present at the onset or first on the scene of heart attack. This is often referred to as the “Public Access Defibrillation (or early defibrillation) Initiative.” To date, AEDs can be found in airports, airplanes, golf courses, health clubs, recreation centers, schools, EMS, police cars, fire stations, local, state and federal government buildings, communities and businesses. AED use in workplaces and businesses is strongly encouraged by OSHA (Occupational Safety and Health Administration) and the American Heart Association.

A number of major legal changes have mandated or strongly recommended the installation of AEDs in public places, including:

- The Federal Cardiac Arrest Survival Act (CASA) was enacted in 2000 with provisions to encourage AED use in federal buildings and create civil immunity for trained responders who use AEDs.

- The FAA requires AEDs on all commercial airliners.

- Congress passed the Rural AED Act in 2000 to equip rural areas with AEDs.

- The Community Access to Emergency Devices Act in 2002 authorizes grant money for AEDs and encourages private companies to

purchase and train their employees in AED/CPR use.

- Many states have passed or have pending laws requiring AEDs in health clubs.

- Several states have laws or pending legislation requiring dentists to have AEDs on hand.

- States mandating AEDs in schools include Maryland, New York, New Jersey and Pennsylvania. Other states with pending legislation are Nevada, California, Delaware, Florida, Georgia, Illinois, Massachusetts, Rhode Island and Virginia.

- In September 2004, the FDA cleared over-the-counter sale of AEDs, which could change the public perception of viewing AEDs as high-tech medical equipment to being viewed as standard safety products like fire extinguishers, smoke alarms and first-aid kits.

- AEDs are mandated in public buildings in several states, including Arizona, California, Nevada, New Jersey and New York, with specific mandates in large-occupancy buildings and sporting arenas in Nevada.

- Many legal professionals now agree that an organization is more liable for not having AEDs than ever before. Several factors combine to create a legal duty including recent legislation, public access, public expectation and the

evolving professional standard of care that has been established across the country.

- A recent study in the *Journal of the American Medical Association* indicates that CPR is often performed inadequately by even trained professionals. Studies like this will continue to mount pressure to make AEDs more readily available in public and governmental operations.

These federal and state policies reflect increased recognition regarding the public health benefits of AEDs by legislators.

As technological improvements occur in AEDs, the American Heart Association is altering its training standards and methods. Its guidelines can be found at [www.americanheart.org/cpr](http://www.americanheart.org/cpr). As standards of care are reviewed in individual communities across the United States, most government buildings are being equipped with AEDs.

Additional information about U.S. Communities’ contract with Hagemeyer can be found at [www.uscommunities.org](http://www.uscommunities.org) or at [www.hagemeyerna.com](http://www.hagemeyerna.com).

This contract also contains other health, first-responder and disaster relief commodities, and includes a grant-tracking program when agencies are using federal funds.

## THE H.R. DOCTOR IS IN

# Repeat after Me: 'Batho Pele'

This is one of several HR Doctor articles stemming from an amazing trip to the Republic of South Africa to speak at the annual conference of the Institute of Municipal Personnel Practitioners of Southern Africa (IMPSA).

There is a great excitement in the air about this country. From the moment we landed at Cape Town airport and entered a large, bright, clean arrival terminal with signs proclaiming "Welcome to the Republic of South Africa," we could sense a great pride and a great realism.

South Africa has begun its second decade of democracy and freedom from the segregation and discrimination of the apartheid era.

The core government policy in this second decade of independence from apartheid is a very simple but very compelling concept — "Batho

*Pele*." It means "people first" in the Sesotho language. This is the single most important concept in public sector service transformation and improvement.

The role of the government service, indeed, the role of every employee of government is to think, work and act with a commitment to serve the people, not themselves.

The *Batho Pele* motto is driven by the tremendous need for great human resources.

It is true that great HR is the catalyst in any work or service environment. Whether it is police, fire, public works, health, recreation, the managers will not succeed and the services will not be well delivered unless personnel decisions are made ethically and efficiently.

That was the real theme of the conference, which united HR leaders

in municipalities throughout South African government at this four-day gathering. That was the theme which transcended people from different regions, different tribal backgrounds, different languages and different customs.

*Batho Pele* centers on eight major principles or guidelines:

- consultation and collaboration
- setting and communicating service standards
- courtesy
- access to services and to government employees
- information access and sharing
- openness and "transparency" about how decisions are made
- dealing effectively with complaints, and
- giving "best value."

Provinces are free to add to the list. In the province where much of our visit took place, KwaZulu-Natal, two additional principles have been added to *Batho Pele*:

- innovation and rewarding excellence, and
- customer impact.

*Batho Pele* was reflected in a quote from the 2006 State of the Nation address by South African President Thabo Mbeki: "We cannot allow that government departments become an obstacle to the achievement of the goal of a better life for all because of inefficient, insufficient attention to the central issues of effective

and speedy delivery services. Government cannot become an obstacle..." — What a great thought! *Batho Pele* cannot work and becomes merely a slogan in an environment where government employees, in South Africa, or in the USA, think of themselves instead of their clients.

It was hard to hear in any of the themes presented at the conference or, more importantly, the private conversations between people at the conference, the use of the words "I" or "mine." Rather, the dominant phrases were "ours," "our nation" and "we." There was an excitement here that reminded the HR Doctor — a student of history — of what it must have been like to be in America at the time of expansion of the country over the horizon into new territory.

A vision of the country spanning the part of the continent from one ocean to the other, growing, developing and strengthening is the same vision present in South Africa today. However, it is mixed with a clear dose of reality for the many and huge obstacles standing in the way of this vision. These barricades include a public sector workforce where 90 percent of the employees have few or no skills. Many are illiterate. Many speak one or two languages but they are living in a world where 11 languages are recognized as "official."

Imagine communication and management challenges in a world of 11 official languages and a workforce with only 2 percent management and

8 percent skilled employees. The training and development need for effective and personal communication is extraordinary.

It's not a matter of writing a memo or sending an e-mail. For a manager, it may be a matter of physically going to the scene of an HR need, perhaps accompanied by a translator, and conveying a message from one human being to another looking one another directly in the face. The sense of realism mixed well with the sense of vision and passion echoed throughout this visit.

For all of America's greatness, we are also in need of a "vision transplant." It is nowhere near enough to have a vision that is tactical or short-term, such as avoiding embarrassment until the next election or making it through to retirement vesting. Rather, there is a need for *Batho Pele*, a dominant rallying cry that can unite a government agency, millions of people, or be a focal point of continuous innovation and improvement.

Do we have something to learn from the ambitious, positive future being dreamt about and acted on in South Africa? Think about it! Then repeat after me: "*Batho Pele!*"

All the best,



Phil Rosenberg  
The HR Doctor • [www.hrd.net](http://www.hrd.net)

## AFFILIATE SPOTLIGHT

# National Association of County Planners (NACP)

BY ANGELA HARPER

The number one challenge for a county planner is to understand the political process and to effectively involve the county officials, community stakeholders and technical staff in the use of the planning process. Unfortunately, the leading planning practitioners do not think that "political savvy" can be taught. The planner needs to learn the politics of planning on-the-job to be effective.

The county planner's client is the public. County planners focus on shaping the future of counties. The issues that they may confront include the proper use of land, neighborhood revitalization, aging infrastructure, inadequate transportation systems, downtown economic viability, sprawl, shortage of affordable housing, air and water quality, and inadequate public facilities.

Why is planning so political? Planning issues are often highly visible and controversial, and citizens care deeply about them. Why? The character and economic viability of their community are at stake. Citizen comments will focus on sustainability issues and especially on traffic, drainage, land values, housing costs, property taxes and other financial impacts. Most planning decisions have consequences that affect people differentially, plus

communities vary in their tolerance for change.

Why is planning necessary? Counties need to know where they are headed. County officials need planners to listen to the community's needs and desires; prepare the demographic and land use studies; explore alternative scenarios; involve the public in meaningful ways; design plans; prepare the tools to implement the plans; and use the approved plans and tools to make the plan come to life. The planner's role is to advise, not to make the policy decisions.

So why is understanding the political process the number one challenge? Being a county planner can be perilous. Learning political savvy on-the-job can be like crossing a mine field. Each year, some new and experienced planners lose their jobs when there is political controversy.

NACP strives to help county planners through the publication of its quarterly newsletter, its Web site ([www.countyplanning.org](http://www.countyplanning.org)), its listserv and presenting conference sessions. Please urge your county planners to join NACP by contacting Mike Harper at [mharper@mail.co.washoe.nv.us](mailto:mharper@mail.co.washoe.nv.us).

Angela Harper is president of NACP and a Fellow of the American Institute of Certified Planners (AICP).

## ■ NEWS FROM from page 12

Pittsburgh municipal court with the county court system. And in a two-year period, we reduced the number of 9-1-1 call centers from five to one by consolidating them into the Allegheny County 9-1-1 Center."

### VIRGINIA

Park your car and put on your skates before proceeding to Level 8 of a municipal parking deck in ARLINGTON COUNTY. That's where the National Hockey League's Washington Capitals just opened its new practice rink, which doubles as community ice skating facility.

Kettler Capitals Iceplex is owned by the county and leased to Capitals. The 137,000-square-foot facility was built on a new eighth level of an existing seven-story county parking garage. According to USA Hockey

and STAR (Serving the American Rinks), it's the only rink in the United States built eight stories or more above street level.

In a nod to "smart growth," the rink is accessible by the region's Metro subway system. "We are very pleased to welcome the Washington Capitals to their new home in Arlington," said Christopher Zimmerman, chairman of the Arlington County Board. "Hockey teams, figure skating, free Caps practices — this is an incredible asset for our community ... and right on Metro's Orange Line!"

### WASHINGTON

In 2009, YAKIMA COUNTY commissioners' salaries will rise from \$67,692 to \$79,248, placing them closer in pay to what neighboring county commissioners earn.

The three-member commission recently approved a 17 percent pay

hike, saying that as long as the county remains without an administrator (whose salary was \$93,660), commissioners with strong management skills are needed. And the higher pay will attract that caliber of leader, the *Yakima Herald-Republic* reported. It will be the first raise for commissioners since 2002, when a previous board froze their salaries.

The county's current commissioners can't receive the increase unless they are re-elected. Commissioners in seven other Washington counties make an average of more than \$84,500 per year, the paper reported.

(News From the Nation's Counties is compiled by Charles Taylor and Dan Miller. If you have an item for News From, please e-mail [ctaylor@naco.org](mailto:ctaylor@naco.org) or [dmiller@naco.org](mailto:dmiller@naco.org).)

## County officials approve pay raise for successors

## JOB MARKET / CLASSIFIEDS

### ■ COMMUNITY DEVELOPMENT DIRECTOR — MARTIN COUNTY, FLA.

Salary: \$61,512 – \$124,206, DOQ.

Martin County (population 140,000), is ideally located in Florida halfway between Miami and Orlando. The county contains 556 square miles bordered by the Atlantic Ocean to the East, Palm Beach County to the South, Lake Okeechobee to the West and St. Lucie County to the North. This "Treasure Coast" jurisdiction values and protects its pristine natural resources which include America's most diverse estuary system and 81 miles of protected inland waterways. Martin also offers excellent residential communities and a full complement of quality of life amenities. Growth management is the primary issue facing the county.

Martin County operates under a commission-manager form of government.

Accordingly, policy is set by a 5-member Board of County Commissioners (BOCC) which appoints a County Administrator to implement policy to manage the functions of the government for which the BOCC is responsible. The county employs approximately 1,650 and operates on a FY06 total budget of \$202.1 M.

The Community Development Department is a new department responsible for the Community Redevelopment Agency, Affordable Housing and the Hurricane Housing Recovery. A primary focus is the proper execution of the county's seven established CRA plans. Also critical is the development of affordable housing both through neighborhood revitalization and the development of new housing. The departmental budget for FY07 is \$2.87 M and it is staffed with 11.25 FTE's.

The community development director

reports to an assistant county administrator. Requirements include a four-year degree (master's preferred) from an accredited college or university in planning, architecture, public or business administration or a related field and 6 years of progressive experience in a field closely related to this work such as land use planning, urban development or redevelopment. Must be skilled in research, written and verbal communications, leadership and management and be adept with modern planning and office technology applications.

To apply, please submit your resume and current salary by Dec. 1 to: Robert E. Slavin; Slavin Management Consultants, 3040 Holcomb Bridge Road, Suite B-1; Norcross, GA 30071; 770/449-4656, [slavin@bellsouth.net](mailto:slavin@bellsouth.net), 770/416-0848 (fax). Note: under Florida law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you. An equal opportunity recruiter/employer.

of legal research. Considerable skill in planning, organizing and supervising the work of a legal staff; in analyzing, appraising and organizing facts, evidence, and precedents in difficult and complex cases and in presenting such material in clear and logical form for oral and written presentations or in briefs, opinions, orders or decisions. Minimum qualifications include graduation from an accredited law school and six years of experience in the practice of law, including administrative and supervisory experience; or an equivalent combination of acceptable training and experience. Must be licensed to practice law in the Commonwealth of Virginia. Trial experience and excellent academic credentials are preferred. Salary negotiable, DOQ. Please submit resume to Human Resources, P.O. Box 80, Isle of Wight, VA 23397 before 5:00 p.m. on Dec. 14. Visit our Web site at [www.iwvus.net](http://www.iwvus.net). Isle of Wight County is an AA EEO M/F/H/V employer.

to the MTA Board of Directors and runs the day-to-day operations. The Executive Director has a variety of duties and responsibilities including critical project management of a number of MTA initiatives, such as: activities related to new Public, Educational and Governmental Access start-up operations; coordination and development of an institutional network (I-Net); coordination of a potential broadband policy initiative; implementation and oversight of a variety of franchise provisions; monitoring and coordination of legislative and regulatory advocacy efforts; and overall monitoring of telecommunications, cable and related industry activities and trends. The Executive Director also administers the MTA office, provides information and education about the MTA and its functions, issues and initiatives and oversees the activities of other contractors. The MTA Board has established a Request for Proposals (RFP) that more fully describes the structure, duties, responsibilities and necessary qualifications of the Executive Director. The position is currently a part-time position, encompassing approximately 1/2 FTE. Compensation is competitive and negotiable. Persons or firms may obtain a copy of the RFP at [www.mta.marin.org](http://www.mta.marin.org). They may also contact the MTA's Executive Search Consultant, Tom Robinson of CBG Communications, at 610/889-7471, or by e-mail at [robinson@cbgcommunications.com](mailto:robinson@cbgcommunications.com) to obtain a copy of the RFP for more information. All proposals are due by 5:00 p.m., Pacific time on Nov. 30.

### ■ COUNTY ATTORNEY — ISLE OF WIGHT COUNTY, VA.

Salary: DOQ.

Isle of Wight County is seeking an individual to perform advanced professional and managerial work in planning, organizing, directing and implementing the activities of the county's legal department. Requires comprehensive knowledge of municipal law, ordinances, state and federal law, constitutional law affecting local government, and judicial procedures, rules of evidence and methods

### ■ EXECUTIVE DIRECTOR — MARIN TELECOMMUNICATIONS AGENCY

Salary: DOQ.

The Marin Telecommunications Agency (MTA) is seeking proposals from an individual or firm to provide contract Executive Director services. The MTA is a regional joint powers agency serving Marin County, Calif. and its incorporated cities and towns concerning all matters related to telecommunications, cable television, broadband and other related services. The Executive Director reports

### ■ EXECUTIVE DIRECTOR — NEW MEXICO ASSOCIATION OF COUNTIES

Salary: DOQ.

The New Mexico Association of Counties, a nonprofit, nonpartisan organization representing the 33 counties of the state of New Mexico and located in Santa Fe, is seeking an executive director. The executive director serves as chief executive officer and is responsible for the overall administration and operation of the association. The executive director represents the association on a local, state and national level, and has extensive contact with the general membership, local, state and national legislators and public officials, the general public and the news media. An advanced degree in a governmental or business field and a minimum of six years' related experience is preferred. Applicant should be computer-literate and must have excellent interpersonal and written communication skills.

A letter of interest, resume and list of references should be mailed, e-mailed or faxed to Renee G. Archuleta, Executive Liaison, New Mexico Association of Counties, 613 Old Santa Fe Trail, Santa Fe, NM 87505; [rarchuleta@nmcounties.org](mailto:rarchuleta@nmcounties.org); or 505/983-4396. Please respond by Dec. 1.

(If you would like information about advertising your job openings in County News and County News Online, please contact Allison Mall at 202/942-4256 or [amall@naco.org](mailto:amall@naco.org).)

## NACo ON THE MOVE

### ■ In the News

• NACo's announcement that the Prescription Drug Program would be available in the District of Columbia was the subject of articles in the Oct. 19 edition of *The Washington Times* and the Nov. 2 edition of *The Washington Post*. Andrew Goldschmidt, membership/marketing director, was quoted in the *Post* article.

• The October issue of American City & County Magazine quoted Jeff Arnold, deputy legislative director, in an article titled "You can hear me now," about telecommunications reform.

### ■ NACo Officers and Elected County Officials

• Immediate Past President **Bill Hansell** spoke at the Association of Oregon Counties annual conference in Lane County (Eugene), Nov. 13-17. Also attending the conference was Paul Beddoe, associate legislative director.

### ■ NACo Staff

• **Lesley Buchan**, program director, and **Christina Rowland**, senior associate, administered the first NACo Regional Health Care Leadership Institute in Maricopa County (Chandler), Ariz.

Nov. 13-14. **Jennifer Wilson**, associate legislative director, along with Health Steering Committee Chair, Commissioner Bob Janes, and others in the committee leadership, also participated. More than 40 county officials and their community partners from 14 states and 22 counties participated in the institute.

• **Ed Ferguson**, CSD director, and **Kaye Braaten**, county services representative, traveled to Bath County (Hot Springs), Va. Nov. 12-14 to participate in the Virginia Association of Counties 72nd annual conference.

### ■ Up and Coming

• **Andrew Goldschmidt**, membership/marketing director, will attend the Missouri Association of Counties Annual Conference in Camden County (Osage Beach) Nov. 19-21 and the California State Association of Counties Annual Meeting in Orange County Nov. 28-Dec. 1 to promote NACo membership recruitment and retention.

• **Emily Landsman**, membership coordinator, will attend the Iowa State Association of Counties fall conference in Polk County (Des Moines) Nov. 29-Dec. 1 to promote NACo membership.

(On the Move is compiled by Dan Miller, staff writer, and Allison Mall, editorial associate.)



Christina Rowland



Jennifer Wilson

## NOTICES

### Conferences

• The National Alliance for Drug Endangered Children's annual conference will take place Nov. 27-29 in Davidson County (Nashville), Tenn. This year's conference will focus on building a framework necessary to provide sustainability for the Drug Endangered Children initiatives at the national, state and local level. Go to [www.nationaldec.org](http://www.nationaldec.org) for more information.

• The Advanced Learning Institute will hold a conference, Strategic Recruiting for Government: How to Implement Innovative Recruitment Strategies to Make Government an Employer of Choice, Retain Top Talent and Maximize Results, Jan. 23-26, 2007 in Washington, D.C.

This conference will teach attendees the newest tools, tips and techniques on how to strategically recruit for government agencies. Industry experts at leading government agencies and organizations will give advice on how to measure, benchmark and implement best-practice recruiting strategies. Go to [www.aliconferences.com/conferences/strategic\\_recruit\\_gov010707.html](http://www.aliconferences.com/conferences/strategic_recruit_gov010707.html) for more information.

### Publication

• EPA has a new publication, *Putting Surplus Food to Good Use: A How-to Guide for Food Service Providers*, which discusses the nearly 100 billion tons of food scraps that Americans waste each year.

From reducing the amount of food purchased to composting organics, the guide helps food service providers find safe and productive uses for all of this wasted food. For more information on food scraps, please visit [www.epa.gov/organicmaterials](http://www.epa.gov/organicmaterials).

For free copies of the *Putting Surplus Food to Good Use* guide, please contact the National Service Center for Environmental Publications at [www.epa.gov/epaoswer/osw/pub-p](http://www.epa.gov/epaoswer/osw/pub-p), e-mail [ncepimal@one.net](mailto:ncepimal@one.net) or call 800/490-9198 or 513/489-8190.

(If you have an event or publication or conference that you would like to be featured in Notices, please e-mail it to [amall@naco.org](mailto:amall@naco.org).)



**NACo Moving Date Changed ...**

**New Offices to Open Wednesday, Jan. 31, 2007**

**WE'RE MOVING!**

As of January 31, 2007,  
the National Association  
of Counties will be open  
for business at ...

25 Massachusetts Avenue NW  
Washington, DC 20001

More details will  
be available soon.

**NACO** *National Association of Counties*  
  
*The Voice of America's Counties*