

Congress passes stop-gap, human services extenders

By MARILINA SANZ
ASSOCIATE LEGISLATIVE DIRECTOR

Congress passed a continuing resolution to keep the federal government running through Dec. 3 and has recessed until after the elections. The measure (H.R. 3081) funds most programs at FY10 levels. It passed the House by a vote of 228-194 and the Senate by a vote of 69-30.

See STOPGAP page 5



Photo courtesy of Hillsborough County, Fla.

Hillsborough County, Fla. formally unveiled its solar photovoltaic system, shown here, on the Old Main Courthouse Building in downtown Tampa Oct. 15. The Courthouse Building solar project is the largest of its kind in an urban downtown area in the nation. The solar panels will supply approximately 40 percent of the building's energy load and are estimated to save the county more than \$60,500 annually in energy costs. The 196-kilowatt system of 1,350 specially made solar panels was funded through a federal Energy Efficiency and Conservation Block Grant (EECBG). The Old Main Courthouse solar photovoltaic project is one of the larger completed projects to date in the nation that is being funded by the federal grant.

Analysis

County governments face 2010 ADA regulations, accessibility guidelines

By JACQUELINE BYERS
DIRECTOR OF RESEARCH AND OUTREACH

In July 2008, the U.S. Department of Justice (DOJ) released proposed regulations for the amended Americans with Disabilities Act along with what is now known as the 2010 Americans with Disabilities Accessibility Guidelines.

The Americans with Disabilities Act, signed into law in 1990, under its Title II, provides the guidelines and requirements for accessibility of programs and services conducted by states and local governments, and at the same time it prohibits discrimination against any qualified person with a disability who wants to participate in these programs and activities.

Following the signing of the act, the DOJ issued its Americans with Disabilities Act Accessibility Guidelines (ADAAG). These guidelines apply to any new construction or alterations or renovations of existing structures, and also provide specific guidance for implementation of the ADA.

During the next decade, the American National Standards

Institute (ANSI) and Uniform Federal Accessibility Standards (UFAS) were added to ADAAG as acceptable codes for construction or modification for accessibility. Guidelines for playgrounds were issued in 2000 and additional ADAAG changes and recommendations were issued in 2004.

According to the ADA original regulations, county governments were required to comply with most accessibility requirements of the act by the mid-1990s or make alternative access easily available unless it created an undue burden for the county or a fundamental alteration in the service or program. Counties were encouraged to appoint

See ACCESSIBILITY page 5

New immigration bill introduced; place saver for next Congress

By MARILINA SANZ
ASSOCIATE LEGISLATIVE DIRECTOR

Sens. Robert Menendez (D-N.J.) and Patrick Leahy (D-Vt.) introduced the Comprehensive Immigration Reform Act of 2010 (S.3932) Sept. 29, right before Congress recessed until after the elections.

The bill is seen as a starting point for the next Congress. It is a mix of tough enforcement provisions, legal immigration reform and an earned path to legalization for the 11 million illegal immigrants currently in the United States.

The Menendez-Leahy act has many of the components that Sens. Charles Schumer (D-N.Y.) and Lindsey Graham (R-S.C.) had outlined at the beginning of the year. However, Schumer is not a cosponsor of S. 3932 and Graham walked off the negotiations months ago when it became apparent that

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QuickTakes

Counties with Halloween Towns

Blood, N.H. (Hillsborough County)
Candy Town, Ohio (Hocking County)
Chocolate Bayou, Texas (Brazoria County)
Frankenstein, Mo. (Osage County)
Pumpkin, Texas (San Jacinto County)
Scary, W.Va. (Putnam County)
Trickem, Ga. (Gwinnett County)
Treat, Ark. (Pope County)

Source: Halloween-related Places, www.accuracyproject.org

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Go no farther for your information on energy conservation projects than NACo's new Web portal » Page 3

Find out what major county is banning polystyrene foam from all its facilities » Page 3

Volunteers swarm on illegal signs in Chesterfield County, Va.

By CHARLIE BAN
STAFF WRITER

Illegal signs can spread like weeds across a county's landscape. Every foot of space is golden to opportunistic marketers who relish the room under the canopy of billboards. The price — free — isn't bad, either.

With yard sale signs, real estate signs miles from the house, advertisements for gutter cleaning and computer services popping up, Chesterfield County, Va. saw what one resident called "commercial graffiti" proliferate through the rural and suburban area.

In response, the county has clamped down with a volunteer cleanup and enforcement effort that has yielded more than 26,000 signs in the first three years.

The county Planning Department dedicates 10 percent of its

time to sign ordinance enforcement, so Code Enforcement Officer Ted Barclay hits the roads addressing illegal signs for half a day each week. The county was able to clean up right of ways after getting permission from the Virginia Department of Transportation.

Though he initially directed his efforts at neighborhood businesses, Barclay found it hard to make a case to their owners that they shouldn't display advertisements when paper fliers and cheap road signs could litter the roadways with impunity, so addressing those signs became crucial.

"People who advertised with fliers had a definite advantage, because they didn't often have a physical location as opposed to businesses that had an illegal sign out in front," he said. "Sometimes all the contact information avail-

able is a phone number or an e-mail address. We'd try to get in contact with them to tell them it was illegal, but we rarely got a response."

Barclay's problem was he was one man in a 437-square-mile county with four major road arteries. He could clean one stretch of road every few months, and the roadways would be littered as soon as he left the scene. His effort gained some traction, though, and resident Dick Page asked the county supervisors to create a volunteer corps, which

has grown to 50 people, to help clean the streets.

Neither county workers nor volunteers remove campaign signs, though. County staff members contact the campaign to tell their people to remove them.

"The program has been successful because the county has really run with it and given the volunteers the support we need," Page said. "There have been times that I've been out working on a stretch of road and a police officer will keep his eye out for me until I'm done."

"People don't understand the seriousness of stapling a sign to a utility or telephone pole. The utility workers have to climb the pole, and it's dangerous to have hundreds of sharp pieces of metal sticking out," he said.

In addition to training and a safety vest, volunteers get numbered identification cards in case they are harassed while working. County workers handle the signage on private property and banners, which are regulated by the county, but volunteers can report violations.

"We try to get rid of the signs as quickly as possible," Page said. "That maintains the road's aesthetics and means the lawbreaker who put the sign there is not benefitting."

The extent of volunteers' commitment varies, Barclay said.

"Some people patrol long stretches like hawks, others just check the roads when they walk their dogs," he said. "Every contribution of time helps."

The program will receive an award from Scenic Virginia at the end of October.

Wildland Fire Leadership Council establishes management strategy

NACo recently hosted a two-day meeting of the Wildland Fire Leadership Council (WFLC) which was engaged in finalizing a report to Congress establishing a Cohesive Wildfire Management Strategy.

The WFLC was established in April 2002 by the secretaries of agriculture and the interior to provide an intergovernmental committee to support the implementation and coordination of Federal Fire Management Policy.

Its members include federal, state, tribal, county and municipal government officials dedicated to consistent implementation of wildland fire policies, goals and management activities.

The council provides strategic oversight to ensure policy coordination, accountability and effective implementation of Federal Wildland Fire Management Policy and related long-term strategies to address wildfire preparedness and suppression, hazardous fuels reduction, landscape restoration and rehabilitation of the nation's wildlands, and assistance to communities.

Following the enactment of the Federal Land Assistance, Management and Enhancement

Act (FLAME), the Department of Agriculture and the Department of Interior were required to develop a Cohesive Wildfire Management Strategy, which would be accomplished under the direction of the WFLC.

Commissioner Dan Shoun (Lake County, Ore.) has served as the county representative on WFLC throughout the last two years.

"Developing the strategy has been an outstanding opportunity to address wildfire issues in the United States. It's been a collaborative effort among federal, state and county governments, all levels of the wildland firefighting organizations, tribal interests and non-governmental organizations," Shoun said.

During the WFLC meeting the members formally adopted the cohesive strategy. As the document contains formal policy recommendations, the White House Office of Management and Budget will need to review and approve the document before it can be submitted to Congress and the public.

For more information about WFLC or the cohesive strategy, please contact Ryan R. Yates, NACo associate legislative director, at 202.942.4207.

This Month in ... County News

County News celebrates NACo's 75th Anniversary with a look back at the issues and events that affected counties over the past several decades.

★ **October** ★

1981

- NACo President Richard Conder told President Ronald Reagan that without full funding of General Revenue Sharing, America's counties would not survive New Federalism.

According to Conder, Reagan said he would take another look at the program, for which he requested a 12 percent cut — about \$550 million — in the fiscal 1982 budget. A White House statement the prior week said that Reagan would not support the phase-out of revenue sharing until an alternative funding source had been identified and a mechanism had been developed to transfer funds back to local governments.

1984

- Congress passed a package of justice legislation that directly benefitted county governments. It included a new Justice Assistance Act, a new Missing Children Assistance Act, a new pilot program in corrections and the reauthorization of the Juvenile Justice and Delinquency Prevention Act, and the Runaway and Homeless Youth Act.

NACo was successful in modifying an earlier Senate version of the corrections program to authorize funds for planning purposes and to remove restrictions limiting construction grants only to jurisdictions that sought to expand their jail population.

1991

- Ed Pastor, former vice chair of the Employment Steering Committee, NACo board member and Maricopa County supervisor, was sworn in as the new representative for Arizona's 2nd Congressional District.

Pastor, a Democrat and the first Hispanic to represent Arizona in Congress, won a special election to replace Morris K. Udall, beating his Republican opponent, Yuma County Supervisor Pat Conner, by an 11 percent margin.

(This Month in County News is compiled by Charlie Ban, staff writer, and Christopher Johnson, editorial assistant.)

CORRECTIONS

- Scott Walker, Milwaukee County, Wis. executive, is the Republican candidate for governor of Wisconsin. His name was inadvertently omitted from the story, "County leaders run for higher office," in the Oct. 4 issue of *County News*, page 1.
- In the article "EPA launches Green Power Community Challenge," the total amount of green power used by the Partnership and the amount of green power used by the local governments in the Partnership were misstated. The Partnership uses 18 billion kilowatt-hours of green power. Of that amount, local governments use a little more than 10 percent, or 2.1 kWh of green electricity.

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LA County bans foam containers from facilities

By CHARLIE BAN
STAFF WRITER

Visitors to Los Angeles County, Calif. cafeterias will see a new kind of packaging when they pick up their lunches, starting in November.

The Board of Supervisors voted in September to restrict their use of expanded polystyrene foam products in county facilities and concessions operations, which may be the first of many steps the county government will take to reduce waste and pollution.

Rather than use foam containers and plates for food service, county facilities will use products made of a variety of returnable, biodegradable, recyclable and degradable materials.

The Department of Public Works and the county attorney's office will report next September about possibly banning foam containers in the public sector in the county's 2,649 square miles of unincorporated space. The Board of Supervisors is scheduled to vote on a plastic bag ban in November, also.

"We felt the county should be a leader and take the first step if we want to reduce the use of foam

products," said Coby Skye, a county environmental engineer. "We will do it ourselves before trying to ban those products in the private sector."

The existing contracts with polystyrene container producers will be honored, and though Skye said the alternative materials would be more expensive, the increase would be a "miniscule part of each department's budget."

"We are hoping that as such a large purchaser, the county's move to alternative materials will help drive the market and eventually make it cheaper," he said.

Los Angeles County employs more than 101,113 people, who use 60 associated food facilities.

More than 40 local governments in California have enacted full or partial bans on polystyrene food containers, including San Francisco, Marin and Santa Cruz counties. Sonoma, Ventura, Orange and San Mateo counties have banned their use by county departments or contractors.

Los Angeles-based community group Environmental Change Makers applauded the ban.

"We've been encouraging indi-

viduals and businesses to stop using Styrofoam and it's great to see our elected officials get the message," said the Rev. Peter Rood, one of the group's founders. "Even though

Los Angeles County is spread out, we're coastal, and anyone who has seen our bays and estuaries knows this stuff collects, doesn't break down and infests the area.

"It will be an ongoing problem for decades, but less so if other organizations and businesses follow the county's lead and start looking at alternatives," he said.

NACo unveils new energy conservation Web resource

By CINDY WASSER
COMMUNITY SERVICE ASSISTANT



NACo recently unveiled a new Web portal that provides assistance to counties undertaking energy conservation and alternative energy projects (www.naco.org/energy).

The portal serves as a hub for all county energy-related education, success stories, sample materials and funding opportunities. Links connect visitors to the latest news highlighting the use of the U.S. Department of Energy's Energy Ef-

iciency and Conservation Block Grant (EECBG) Program and other stimulus-funded programs to reach county energy goals. Visitors can access general news regarding county energy-efficiency and alternative-energy projects through links.

Counties can also review the latest training opportunities hosted by NACo, the Department of Energy (DOE), and the U.S. Environmental Protection Agency (EPA).

A continually expanding series of case studies provides a closer look at county energy-related innovation. In particular, the case studies feature project financials and measurable benefits accrued,

as well as "lessons learned" by county officials and staff.

A special "Get Help with EECBG" page connects visitors to the free technical resources offered by DOE and EPA. NACo staff are available to contact any time.

To ease the request for proposal process for energy projects, NACo has developed a Request for Proposals (RFP) Library at the new Web page. It will feature a variety of county RFPs used by counties, which visitors can download and adapt to their own projects.

The portal was made possible through NACo's partnership with the U.S. Department of Energy and National Association of State Energy Officers.

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NACo National Association of Counties
The Voice of America's Counties

300,000,000 ways the savings stack up...

To date, county residents nationwide, have saved more than \$300,000,000.
That's right! THREE HUNDRED MILLION.

Allan Angel, Levy Court Commissioner, Kent County, DE, shares his feedback on the program: "Out in public I am stopped by residents who want to share their experiences with using the prescription discount card. The stories shared are about the savings during these economic times when people are losing their jobs and benefits, the card is helping tremendously. The county is praised for introducing the program. The stories and feelings shared by residents, you just can't put a dollar amount to, it also makes you feel good because you are helping people."

Contact Andrew Goldschmidt, Director, Membership Marketing at 1-202-942-4221 or Ilene Manster, Membership Coordinator at 1-202-942-4291, or visit www.naco.org/drugcard for program information.

This is NOT insurance. Discounts are only available at participating pharmacies.
Operated by CVS Caremark.

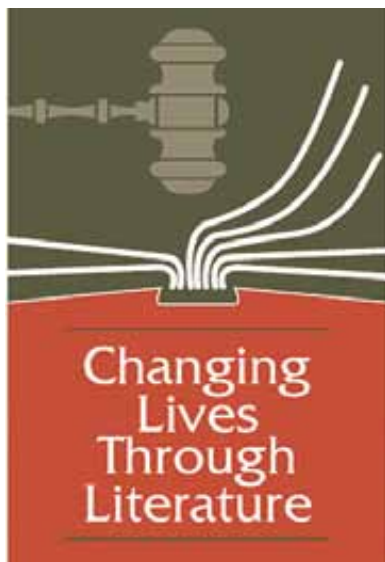
Reading programs offer alternative to jail

By CHARLES TAYLOR
SENIOR STAFF WRITER

For Johnson County, Kan. libraries, reading is more than fundamental. It's also an important part of the county's toolkit for addressing criminal justice issues.

The Johnson County Library's award-winning Literature in the Justice System program is helping to lower recidivism rates for inmates and probationers — and providing a lower-cost alternative to locking up offenders. It comprises three outreach efforts.

Changing Lives Through Literature (CLTL) provides an alternative to secure detention for teens and adults; Read to Succeed is a literature program for incarcerated teens; and Stories about Women — and Stories about Men — is an adaptation of Read to Succeed for adult jail inmates. The programs were recognized by the American



program are 17 percent compared to 58 percent for others in the corrections system, according to Kathy McClellan, Johnson County Library's (JCL) youth outreach librarian. Participants in an adult version of the program had a recidivism rate of 29 percent, she said. Fairfax County's program has "exceeded expectations," said Jamie McCarron, director of probation services for the county's juvenile court system. More than 70 percent of kids who go through the literature program "don't reoffend."

"It is about the healing power of narrative. It is about being able to tell your story," says Wendi Kauffman, an English professor who facilitates the program in Fairfax County. Pat Hassan, development projects coordinator for Johnson County Library, says the books allow offenders to see themselves in the characters they read about. "They begin to see that the choices people make lead to consequences."

Program advocates say another important aspect of CLTL is putting offenders on a level playing field with authority figures, like the judges who participate. "In the group, you're not wrong, you're



Photo courtesy of Johnson County, Kan.

Young offenders (faces blurred) in Johnson County, Kan.'s Changing Lives Through Literature Program pose with court, library and juvenile justice officials. They are (l-r): Judge Kathleen Sloan; Kate Pickett, Johnson County Library; and Donna Bounds and Marlys Shulda, probation officers.

SpeedRead » » »

- » Books show offenders that choices have consequences
- » Recidivism rates two-thirds lower for teens in Johnson County, Kan. program
- » Programs largely funded by grants and donations

Library Association for Excellence in Library Programming in 2008.

Across the country, county libraries are forging partnerships with courts and jails to provide money-saving alternatives to incarceration. Fairfax County, Va. and Brazoria County, Texas also have CLTL programs. The concept was co-founded by Robert Waxler, an English professor at University of Massachusetts, Dartmouth, in 1991. There are now programs in at least nine states and the United Kingdom.

CLTL programs can differ from state to state, but the common element is that participating offenders read books and discuss them in a facilitated group, some of which include a judge and probation officer. The Massachusetts program has been so successful that it's been adopted by courts statewide and funded by the State Legislature.

"I would love to see this program operating in every county, and I don't say that because of any particular ego, I say it because it seems to work," Waxler said. "It's cut recidivism rates significantly... with juvenile programs and adults."

Recidivism rates for youths involved in the Johnson County

not necessarily right either, but your opinion is just as valid as anyone else's," Mitchell Rouse, an ex-offender who participated in the Brazoria County program, told the U.K. newspaper *The Guardian*.

Johnson County began its CLTL program with a group of teenage girls in 2004. It was an outgrowth of budding juvenile justice reform efforts in the county. Fairfax County's program was part of the library's response to a community needs assessment that by the Board of Supervisors that showed an uptick in juvenile recidivism and gang activity, according to Katie Strotman, a programming coordinator for the Fairfax libraries. It started in 2007.

Johnson County's program is a seven-week series of weekly, two-hour literature workshops

for adults and juvenile offenders, separately, who are referred by the District Court. Discussion groups of eight to 12 offenders meet in a library branch or corrections office. Fairfax County's program for juveniles, also at a library, lasts 10 weeks and operates on a budget of about \$3,000 per session. Last year, the program received a \$37,000 grant from the International City/County Management Association (ICMA) to expand CLTL; it also was a 2008 NACo Achievement Award winner.

Both counties' program costs

are minimal, aside from staff time: Their CLTL programs are funded by grants or library foundations, and in-kind donations. For example, it cost \$12,270 to serve 70 participants in Johnson County's program in 2009, a per capita cost of about \$175. In contrast, it costs \$37,960 to incarcerate a person for one year in Johnson County's jail or \$25,127 in a state prison, according to county library officials.

Participants are screened for reading ability. JCL's and facilitators

See **LITERACY** page 12

Immigration reform bill needs bipartisan support

IMMIGRATION from page 1

no other Republicans were willing to participate.

The prospects for passage of comprehensive reform in the next Congress hinges on the ability to forge a bipartisan coalition. No major immigration reform legislation in recent memory has passed without strong bipartisan support. This has been the case under both Republican and Democratic leadership.

Additionally, the chances of comprehensive reform are better in the first session of the Congress. If passage gets delayed until the second session then presidential election-year politics will come into play.

NACo supports comprehensive immigration reform and many of the components of the bill, but has questions about some of the issues that are not mentioned in the summary. The summary does not mention any grant program for state and local governments to pay for health care and education. As the providers of last resort in health care, counties are particularly interested in these provisions.

The bill establishes a new status for individuals who are eligible to legalize, but doesn't state whether their eligibility for health care programs changes. Under current law, illegal immigrants may only receive Medicaid for emergency health care. Newly arrived legal immigrants have to wait five years.

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

► Telling the County Story — County Government Works

One of NACo President Glen Whitley's key initiatives is the County Government Works Campaign, a project to heighten public awareness and understanding of county government. County officials, state associations of counties and NACo each have an important role to play in educating various targeted audiences.

Visit www.naco.org/programs/countiesdo to learn more and to find useful tools to assist you in doing your part in reaching out to the various audiences.

If you have had success educating the public about county government, please share it with NACo so we can share with other county leaders. Contact Tom Goodman at 202.942.4222 or tgoodman@naco.org.

Profiles in Service



» Lee Kyle Allen

NACo Board of Directors
Commissioner
Craven County, N.C.

Number of years active in NACo: 16

Years in public service: 27 (16 Craven County commissioner and 11 Havelock, N.C. city commissioner)

Occupation: retired U.S. Navy, retired electrical contractor (N.C.)

Education: community college with honors

The hardest thing I've ever done: serving as a Navy combat corpsman with the U.S. Marine Corps

Three people (living or dead) I'd invite to dinner: Jesus, George Washington and Ronald Reagan

A dream I have is to: make a difference in public service.

You'd be surprised to learn that I: am a musician and play the trombone.

The most adventurous thing I've ever done is: sail through the Panama Canal on a Navy ship.

My favorite way to relax is: playing music with a concert band.

I'm most proud of: my work in my church and the Masonic Lodge.

Every morning I read: the obituaries and then the comics.

My favorite meal is: hot dogs and fried chicken.

My pet peeve is: disrespecting the American flag.

My motto is: "anticipate – improvise – overcome – adapt."

The last book I read was: *Robert's Rules of Order*, Newly Revised Current Edition.

My favorite movie is: *The Lion King*.

My favorite music is: swing and marches.

My favorite president is: Ronald Reagan.

SSI funding for refugees allowed to expire

STOPGAP from page 1

In addition to the stopgap funding, the continuing resolution includes short-term extensions of several human services programs that would have otherwise expired Sept. 30. These include the Temporary Assistance for Needy Family Block Grant (TANF), the TANF supplemental grants, the TANF contingency fund, the School Lunch and other child nutrition programs, and the Interagency Council on Homelessness.

The child support enforcement incentive match was not extended. This provision allows states and counties to use the federal incentive payments as a match to draw down additional federal dollars. The extension almost made it into the continuing resolution, but it required an

offset. There is an effort underway to pass an extension during the lame-duck session. The TANF emergency contingency fund was not extended either. Another provision that was allowed to expire was Supplemental Security Income for approximately 5,600 elderly and disabled refugees.

The child nutrition program short-term extension was included in the continuing resolution because the House did not take up the Senate four-year reauthorization bill (S.3307). The Senate bill is paid in part by a \$59 monthly payment increase enacted in the economic stimulus legislation. Under the Senate bill, the increase would cease Oct. 31, 2013. A similar provision with a sunset date of March 15, 2014 was used for the Medicaid match extension enacted in August.

Segway inclusion in mobility device provisions ignites controversy

ACCESSIBILITY from page 1

an ADA coordinator who would be responsible for developing and monitoring the county accessibility plan and who would also be available to the public to respond to inquiries about accessibility of county programs and services.

At the time of the original act, many governments were concerned about the unfunded costs to them to make everything accessible in their programs and buildings, many of which were more than 50 years old, without specifically taking the time to look at the options available to them. Estimates for compliance were often quoted at millions of dollars, without the counties actually convening an advisory committee to help make an assessment, as the guidelines suggested. Although many county governments came into compliance with the ADA, others did not.

As the years passed, numerous complaints were filed against county governments, most of which were settled through the DOJ mediation process. In nearly every case, counties were required to make the necessary modifications for accessibility. Throughout the decade that followed, additional accessibility guidelines were released, including those for playground areas. In the mid 2000s, several disability advocacy groups stepped up their monitoring of compliance by county governments causing many counties that had failed to comply during the 1990s, or discontinued their compliance or aspects of their compliance, to face complaints and investigations by DOJ.

On Sept. 15, the Final Rules for ADA were published in the Federal Register and will become effective six months from that date on March 15, 2011. All new construction and alterations to existing county government buildings will be required to comply with the new standards 18 months after publication (March 15, 2012). In the interim period, all covered county government entities may decide whether to follow the 1991 standards or the 2010 standards in new construction or alterations.

The rules also include lengthy commentary that responds to the comments received to the proposed regulations. Those that are of most importance to county governments include the following:

SpeedRead » » »

- » New ADA rules take effect March 15, 2011
- » Inclusion of Segways proves controversial
- » Service animals definition expanded

Safe Harbor

This provision would allow counties that have already complied with the 1991 standards to be in compliance with the new standards until they engage in new construction, alteration or renovation. Safe harbor status is also available for counties that provided an accessible path of travel, using the 1991 standards, to an alternative program site that is also accessible.

Counties, however, will not be granted blanket safe harbor status. Rather, safe harbor status will be



accommodate these vehicles, but with some caveats.

The first caveat is that governmental entities can require some proof (a valid state-issued placard, verbal assertion, etc.) that the person using the device in government programs, activities and facilities is disabled. The second is that "a public entity may impose legitimate safety requirements necessary for the safe operation of its services, programs, or activities." The third caveat is that "the burden of proof to demonstrate that such devices cannot be operated in accordance with legitimate safety requirements rests upon the public entity."

The final caveat is that when assessing whether a power-driven mobility device can be allowed in a particular government facility, counties should take the following into consideration:

- the type, size, weight, dimensions, and speed of the device,
- the facility's volume of pedestrian traffic (which may vary at different times,
- the facility's design and operational characteristics,
- whether legitimate safety requirements can be established to permit the safe operation of the device in the facility, and
- whether the use of the device creates a substantial risk of serious harm to the immediate environment or nature or cultural resources.

Definition of Service Animals

The definition has been expanded from service dogs to include service-trained miniature horses and other species that have been specifically trained to provide assistance to persons with disabilities.

Accessibility of Playgrounds and Play Areas

The new regulations now apply to all play areas including play areas of less than 1,000 square feet. The 1991 standards did not include requirements for design and construction of play areas. Those guidelines were released by the Access Board in October 2000. If governments complied only with the 1991 standards, in order to meet program accessibility requirements where structural changes are necessary for accessibility, they are now required to apply the new construction

awarded on a program-by-program basis, or on an "element-by-element" basis, as the regulations put it. Not eligible for safe harbor protections under any circumstances are play areas, swimming pools, wading pools, spas and golf facilities.

Definition of Mobility Device

This definition has been expanded to provide for wheelchairs and other power-driven mobility devices. Included in the second group are mobility devices that were not specifically designed for use by persons with mobility impairments but are being used for this purpose by some individuals. The most controversial of these is the Segway-PT. The new guidelines allow the use of these devices, thus requiring that government accessibility to programs and services

See **ACCESSIBILITY** page 12

Bright Ideas program honors county government innovation

By **CHRISTOPHER JOHNSON**
EDITORIAL ASSISTANT

Thirty-seven county programs and practices were recently selected as Bright Ideas by the Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government at Harvard University.

Bright Ideas seeks to complement the long-standing Innovations in American Government Awards Program by providing government agencies with a collection of new solutions that can be considered and adopted today. This new program serves to recognize promising government programs and partnerships that government officials, public servants and others might find useful when faced with their own challenges.

This year's Bright Ideas were chosen by a team of expert evaluators made up of academics, practitioners and former public servants. Selected from a pool of nearly 600 applicants, including smaller-scale pilots, the 2010 Bright Ideas address a range of pressing issues including poverty reduction, environmental conservation and emergency management.

"For over 20 years we have been honoring the country's most

creative public-sector initiatives through our 'Innovations in American Government Awards' Program," said Anthony Saich, director of the Ash Center. "The creation of Bright Ideas was a natural next step to shed light on an even greater number of noteworthy programs and practices across our nation and to encourage practitioners to make these ideas work in their own backyards."

This year's county honorees include Maricopa County, Ariz., which decided to drop the Dewey Decimal Classification system in libraries and push the envelope by using subject headings used by the Book Industry Study Group. Director Harry Courtright came up with the idea and assigned adult services coordinator Marshall Shore to implement it.

"Most library users come to browse," Courtright said. "The Dewey system doesn't facilitate browsing so the new system helps with subject headings."

Another honored program was the City and County of Honolulu, Hawaii's Youth Services Center. The center is a one-stop facility that specializes in providing services to at-risk, disadvantaged or offender youths and young adults. This helps the island of Oahu's

young people access programs that put them on the path to economic, educational and social well-being. The goals of the center are to minimize employment barriers while enabling participants to complete high school.

The 2010 Bright Ideas will be showcased on the Ash Center's Government Innovators Network,

an online marketplace of ideas and examples of government innovation for policymakers and practitioners. The inaugural group of Bright Ideas will serve as a cornerstone of a new online community where innovative ideas are proposed, shared and disseminated. The Ash Center also envisions that these Bright

Ideas have the potential to become future Innovations in American Government winners.

The Ash Center will be accepting applications and recognizing more Bright Ideas on a rolling basis throughout the year. To learn more about the Bright Ideas program, visit www.innovationsaward.harvard.edu/BrightIdeas.cfm.

NALBOH to conduct national survey of boards of health

The National Association of Local Boards of Health (NALBOH), a NACo affiliate, will conduct a profile survey of all local boards of health in the United States beginning in January 2011. This survey will provide information on board membership and composition, duties and responsibilities, training, needs and accreditation.

The data collected will be useful to local boards of health for making comparisons to other boards, to researchers and educators as they work to develop resources for boards, to NALBOH as it looks to improve public health governance, and to organizations interested in public health.

In the United States, there are more than 3,200 local boards of health in 41 states. These boards are responsible for governing, advising, or setting policies regarding public health in their communities. According to a survey of local boards of health, boards most frequently serve at the county level. In many states, county commissioners serve on their local board of health. In other states, county commissioners appoint members to their local boards of health.

Most local board of health members are appointed, although some serve by virtue of an office that they hold, while others are elected. Local boards of health also vary from state to state in terms of composition, structure and responsibilities.

The NALBOH survey will be conducted online and is intended for the board of health chairperson or president to complete. Due to the dynamic nature of local boards of health, it can be difficult to contact members. NALBOH is asking for help to make sure that all boards are represented. County officials can help by sending the following information to profile@nalboh.org or calling 419.353.7714 with the local board of health name, state, name of the chairperson or

president, and an e-mail to which the survey can be sent. A paper copy of the survey is available upon request.

The survey is part of a collaborative effort between NALBOH, the National Association of County and City Health Officials (NACCHO) and the Association of State and Territorial Health Officials (ASTHO). All three organizations are collecting similar data from

their respective audiences through separate surveys. Your local health department already should have received a survey from NACCHO.

Counties' full cooperation and participation will allow NALBOH to update the only collection of national data on local boards of health. Please visit NALBOH's website at www.nalboh.org for more information on local boards of health.

Word Search

Top 20 Oregon Counties for College Degrees (By Percentage)

C	X	L	B	N	N	Q	P	Q	N	Q	Y	I	A	M	R	D	W	Q	W
C	L	A	N	E	M	O	O	O	E	V	T	M	A	L	H	E	U	R	A
M	E	A	Y	Z	S	X	T	P	S	I	O	Q	B	P	P	S	U	D	L
G	L	L	C	T	J	G	M	U	L	T	N	O	M	A	H	C	L	H	L
J	N	I	A	K	N	L	E	L	O	V	G	X	E	J	U	H	C	K	O
U	T	L	N	I	A	O	A	T	X	B	Z	I	A	Q	M	U	X	H	W
X	C	R	H	C	U	M	S	Q	B	R	N	C	P	F	Q	T	Q	E	A
S	T	S	P	V	O	I	A	R	F	G	K	H	G	Y	Z	E	R	S	A
W	A	E	Y	O	Z	L	D	S	E	S	Y	V	U	A	T	S	J	B	P
W	Y	Z	K	R	L	P	N	C	O	F	G	U	L	L	B	A	W	I	F
N	R	N	D	P	R	K	G	N	D	W	F	A	F	L	R	Q	A	P	R
B	N	O	Z	A	U	U	L	H	E	I	A	E	I	I	B	D	Q	M	S
Z	W	I	T	Q	N	P	C	T	C	A	U	K	J	T	S	O	A	M	N
H	O	N	P	W	C	T	N	B	H	J	J	S	U	A	L	O	Z	L	I
T	L	U	O	W	U	O	T	Z	M	I	B	M	D	M	G	E	Y	M	G
E	C	Z	I	F	E	G	C	Q	Z	K	Q	O	K	U	Q	L	K	L	W
U	J	T	R	J	U	H	A	Z	O	P	I	S	M	K	D	L	X	D	W
S	N	W	L	V	V	D	E	O	L	V	T	V	I	E	E	A	H	R	X
Z	J	K	B	L	K	L	R	W	O	P	F	V	J	K	L	K	I	E	B
N	O	T	N	E	B	C	R	E	V	I	R	D	O	O	H	E	M	M	K

BENTON (42%)

MULTNOMAH (37%)

CLATSOP (36%)

CLACKAMAS (34%)

WASHINGTON (34%)

DESCHUTES (29%)

LANE (28%)

CURRY (27%)

TILLAMOOK (27%)

LINCOLN (26%)

MALHEUR (26%)

POLK (26%)

WALLOWA (26%)

UMATILLA (25%)

UNION (25%)

HOOD RIVER (24%)

JACKSON (24%)

CROOK (23%)

JEFFERSON (23%)

LAKE (23%)

Source: www.privateschoolreview.com / Created By: Christopher Johnson

2010 Bright Ideas Government Programs

Arizona

Maricopa County
Pima County

California

Alameda County
Los Angeles County
Monterey County
San Bernardino County

Colorado

City and County of Broomfield

Florida

Alachua County
Library District
Miami-Dade County
Orange County
Orange County Library District
Pinellas County
Polk County

Hawaii

City and County of Honolulu

Illinois

Cook County
Indiana
Boone County

Iowa

Black Hawk County
Buchanan County

Kansas

Johnson County

Kentucky

Louisville-Metro Government

Maryland

Howard County
Montgomery County

Montana

Missoula County

New Jersey

Burlington County

New Mexico

Santa Fe County

New York

Ontario County
Rockland County

Suffolk County
Ulster County

North Carolina

Chatham County
Orange County
Wake County

Oklahoma

Oklahoma County

Pennsylvania

Allegheny County
Erie County

Texas

Bexar County

Washington

King County

(Go to www.innovationsaward.harvard.edu/BrightIdeas.cfm for more information about the winning programs.)

Hot Topics

SPECIAL EDITION

October 18, 2010

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Counties key players in growing the economy

Creating jobs becomes a regional priority

By CHARLES TAYLOR
SENIOR STAFF WRITER

The economy will likely be on many voters minds when they go to the polls in about two weeks. How could it not be? Nationwide, unemployment sits at 9.6 percent.

Counties, trying to balance budgets in a down economy, have been cutting their workforces as revenues have declined. In the past 10 months, local governments — counties included — have lost 231,000 jobs, according to the U.S. Bureau of Labor Statistics.

to combating unemployment. Such efforts won't lower counties' jobless rates overnight. But, successful job-creation programs leave counties better positioned to rebound from the recession.

Experts say those localities that take a regional approach to skill building and job creation improve their chances of success. There's a growing body of evidence that places innovation at the heart of U.S. economic growth, and the best place to do that is at the regional level, according to the report *Building Regional Partnerships for Economic Growth and Opportunity*, issued by Jobs for the Future.

The regional level is "where firms, economic development organizations, investors, education and training providers, research institutions and government can collaborate most effectively..." the report said. Such collaboration can take many forms, including helping companies develop new products and processes, and training workers with needed skills.

Entities like the Peninsula Council for Workforce Development in Virginia and the CCAC-Allegheny County Workforce Alliance in Pennsylvania are doing just that. And county elected officials are an integral part of their workforce and economic development efforts, working hand in hand with the private sector and nonprofits.

The Peninsula Council (www.pcfwd.org) is a regional economic development organization serving seven localities in southeastern Virginia with a population of 600,000, including Gloucester, James City and York counties. Among its more than 140 members are county supervisors and administrative staff, and private sector and com-



Economic and Workforce Development FAQs

Q: How can workforce development support county economies?

A: The direct economic effect of increased, skilled local employment is obvious: more people working leads to increased revenue, greater local economic activity and decreased need for public services. While plenty of unemployed workers may be applying for local jobs, many companies are reporting a mismatch between the kind of skilled workers needed and the abilities of the unemployed.

This is one key issue workforce development services can address. Workforce development can develop the skills of the locally available workforce to match the needs of not only current, local businesses and industries, but also non-local businesses that may be considering locating in the area, further

supporting the local economy.

A locally available, skilled workforce is often cited as a strong reason businesses choose specific locations to either expand current operations or locate new operations. While tax breaks are often the most powerful incentive counties can offer to attract these types of investments in the local economy, the workforce resources available can be the distinguishing addition that secures the investment.

Q: Why support a regional approach to economic-workforce development?

A: Individual businesses, especially small and mid-sized businesses, are finding it increasingly difficult to conduct all of the research and development, planning, marketing and training needed to stay ahead of global competition. As a result, the ability of businesses to create local jobs is more and more dependent

upon whether assistance for these critical business activities is available, and how well that assistance is organized.

There is growing evidence that the best way to organize this assistance is at the regional level. Regional collaboration with key leaders from the public, private and nonprofit economic-workforce development sectors can make the best use of the competitive assets of the region as a whole. Specific localities may not be able to provide all of the assistance that is needed to support local businesses or attract new businesses to the area. However, resources available at the regional level may be sufficient to develop these businesses, bring new jobs to the area and support the economies of all involved localities.

See FAQs page 10

"The local governments are key in this recovery, and what they have to do is create jobs. It's everybody's job right now"

Despite this, counties are still playing a role in the economic recovery, working within their communities to help private employers to fill a slowly growing number of new jobs.

"The local governments are key in this recovery, and what they have to do is create jobs. It's everybody's job right now," said Jane Oates, assistant secretary, Employment and Training Administration, U.S. Department of Labor. "And local governments, even in these tough budget times are uniquely positioned to talk to businesses."

Those conversations have been ongoing in counties with strong workforce and economic development programs. In many cases, they have for years been engaged in talks — and actions — to help businesses to meet their staffing needs, a key

See JOBS page 11

Model county programs grow jobs economy

Detroit Region Aerotropolis Initiative

Wayne County, Mich.

(NACo 2010 Achievement Award Winner)

The Detroit Region Aerotropolis Initiative uses the region's airport system and transportation assets as an economic development and job creation engine.

The goal of the program is to create a preplanned aerotropolis (or airport city) between Detroit Metropolitan and Willow Run airports that will attract new businesses and jobs to the region. An aerotropolis is an emerging type of airport hub composed of aviation-intensive businesses and businesses that need to be readily connected to their customers.

Communities and stakeholders across the region have banded together to move this economic development concept from vision to reality.

Wayne County led the development of a regional economic development corporation with representation from nine partnering governments, the Detroit Region Aerotropolis Development Corporation (ADC).

Since 2007, almost 6,000 jobs and \$1 billion in capital investment have been created through private-sector projects that seek the advantages of being in the aerotropolis. This initiative has the potential to create more than 60,000 jobs, \$10 billion in annual economic impact for the state, and a diversified industrial base that will stabilize the value of personal and commercial investment assets.

Contact: Marsha Ennis; 313.224.6002; www.detroitregionaerotropolis.com.

Subsidized Training and Employment Program (STEP)

San Bernardino County, Calif.

(NACo 2010 Achievement Award Winner)

The increase in unemployment in San Bernardino County has led to more families needing assistance, significantly straining the California Work Opportunity and Responsibility to Kids (CalWORKs) system. During 2009, 30,000 families received financial assistance, amounting to \$19.83 million provided in assistance annually, an unsustainable burden in the long term.

The Subsidized Training and Employment Program (STEP) is a subsidized employment and training wage program that provides a



reimbursement of 130 percent of wages to businesses for a period of six months for hiring and training a CalWORKs participant. STEP also provides free applicant referral and screening services to supply the most qualified candidates to participating businesses.

STEP placed 148 participants in full-time employment between Aug. 1, 2009 and Jan. 31, 2010. These employments lead to a reduction in CalWORKs payments of \$1.2 million over a one-year period, and strengthened the county's economy by injecting \$2.4 million in new income.

Contact: County of San Bernardino Department of Workforce Development; 909.387.9859.

FIRST Initiative – Financial Incentives for Recruiting Strategic Targets

Lee County, Fla.

(NACo 2010 Achievement Award Winner)

The Lee County FIRST grant is a negotiated, performance-based incentive used to attract and grow high-value business projects that promote broad-based prosperity in the community.

Companies must submit an application before making a decision to locate or expand in Lee County; demonstrate that the incentive will make a material difference in the company's decision to locate or expand in the county; create at least 75 new, full-time equivalent jobs within a three-year period paying an average wage of at least 125 percent of the Lee County private-sector annual average wage; make a three-year cumulative capital investment in the project in an amount equal to or greater than the FIRST incentive award; and generate a 10-to-1 return on investment to county revenues over a 10-year period.

If their application is accepted, they may qualify for payments as high as \$6,000 per job created. A second round of negotiated incentives kicks in based on a company's capital investment and ROI. This payment can range from \$300,000 to \$10 million.



Pueblo County Economic Gardening Program

Pueblo County, Colo.

(NACo Publication: *Growing a Green Local Economy: County Strategies for Economic, Workforce and Environmental Innovation*)

The Pueblo County Geographic Information Systems Department offers consulting services for local businesses to help them find optimal locations and enhance their growth in the community. This program provides advanced, corporate-level tools, free of charge, for any business inside the Pueblo County limits. Services include market research, competitor intelligence, industry trends, marketing lists, strategy development, Web optimization and other customized research.

Christopher Markuson, GIS manager for Pueblo County, and his team help business owners analyze and map demographic data and find valuable sources of information to improve local business models.

When last studied in September 2009, Markuson said, "We've tracked 58 new jobs emerging from the businesses we've helped grow, bringing in over \$2.8 million of new revenue into the county." Markuson also noted that most of the new jobs paid livable wages (\$45,000 per year each on average), offered benefits, and had little potential to move out of the community.

Contact: Pueblo County Economic Gardening Program; www.pueblobusiness.org.

Eastern Maine Development Council (EMDC)

(NADO 2010 Innovation Awards)

In July 2009, the Eastern Maine Development Council (EMDC) became the first integrated economic and workforce development area in the state of Maine. Under this new model, EMDC retains its traditional economic and development responsibilities. However, EMDC now has

operational responsibility for the Tri-County Workforce Investment Board as well as the region's service delivery for all Workforce Investment Act programs and services.

Locating economic and workforce development functions together provides the region with a single portal for business and workforce services. This approach supports higher levels of services to the region's job seekers, including youth and dislocated workers in need of skills that are currently in demand from local employers.

The workforce services have improved in the number of workers served, higher job placement rates and increased wages. Furthermore, this integrated model has increased business participation in EMDC's economic development and community services. The integration process positioned the region to secure additional resources for new investment, particularly for skills development in new and growing industries such as green construction and healthcare.

Contact: Michael W. Aube; 207.942.6389; maube@emdc.org; www.emdc.org.

RLF Front End Financing for Emerging 'Green' Companies

Franklin, Granville, Person, Vance and Warren counties, N.C. (NADO Innovation Awards)

The Kerr-Tar Regional Council of Governments consists of the member-county governments of Franklin, Granville, Person, Vance and Warren counties; as well as the municipal governments within these counties.

Their program addresses a financing gap for small companies struggling to get off the ground. Companies often incur extensive front-end costs for prototype development and testing, evaluation, and governmental approval for the development of innovative, environmentally beneficial products. Standard venture capital funds are often not interested in these small companies with large front-end financing needs.

In response to these needs, the Kerr-Tar Regional Council of Governments developed special financing arrangements that allow front-end financing for emerging green companies. Interest-only payments are due regularly until government approval is obtained and production begins. At this point, full principal and interest payments must be completed.

Contact: Rick Seekins; 252.436.2049; rseekins@kerrtarco.org.

Community colleges offer job training programs

By CHARLIE BAN
STAFF WRITER

President Obama has called on Congress to extend and expand the American Opportunity Tax Credit program, which provides up to \$2,500 in annual tax credits for low-income college students.

The program, introduced in 2009 as part of the Recovery Act, gives tax credits to families with incomes of less than \$80,000 for post-secondary education expenses.

That credit applies to community college programs, many of which maintain dedicated job-training programs that are nimble enough to respond to changes in workforce demand.

Obama's request comes on the heels of the first-ever White House Summit on Community Colleges in early October, joining community college administrators, faculty and students, business and philanthropic leaders, as well as federal and state policy leaders to discuss community colleges' role in raising the aggregate education

level in the United States.

Many community colleges have already pumped up their educational capacity in response to the nation's need for job development.

Pennsylvania's Community College of Allegheny County was recently recognized by Harvard University's Kennedy School of Government for its Dislocated Worker Program, which waives tuition and fees for Allegheny County residents who have been laid off within a year.

The college pays for the difference in federal student aid and has served 325 students over the past 18 months, spokesman David Hoover said.

CCAC awards the second most nursing associates degrees nationally, according to *Community College Week* magazine, and is the only community college in Pennsylvania to offer an online Health Information Technology program to students statewide.

"The medical field is one of

See TRAINING page 10

NACo affiliates weigh in on key workforce and economic development issues

NACo asked its workforce and economic development affiliates, and partners to present their thoughts on the key issues in their members' workforce and economic development activities, and the opportunities for collaboration with county governments to help address the current economic environment.

National Association of Workforce Boards (NAWB)

Terri Bergman
bergman@nawb.org

In September, the national unemployment rate was 9.6 percent, the same as in August. Across the country, data from August (the latest available state-by-state) revealed states with much higher unemployment rates: California, 12.4 percent; Michigan, 13.1 percent; and Nevada, 14.4 percent. The nation's Workforce Investment Boards (WIBs) are in the business of helping residents secure employment, and with the Conference Board calculating 3.51 job seekers for every available job opening in August, this is a hard business to be in.

Our nation's WIBs are rethinking and redesigning their service models. They are fashioning quick fixes to help people find jobs that will "get them through" the recession, while linking them with government and charitable social services. They are looking at long-term economic development and employment trends, and providing training that will prepare individuals for the jobs of tomorrow.

They are providing training in entrepreneurship and fashioning a variety of subsidized employment programs that put people into public, private and nonprofit jobs by covering between 50 and 100 percent of the wages.

WIB members are appointed by local elected officials, and most WIB actions must be agreed to by both the board and the local elected official. In places where WIBs operate within a single county, the county government serves as the local elected official and, as such, can set policy direction and establish priorities. But even in areas where the WIB does not report to a county government, counties can play a role in WIB activities.

Counties should meet with WIBs and discuss their visions of the region's economic development. They should connect their economic development and planning staff with WIB staff so that WIB

workforce development activities align with the county's economic development initiatives.

As the nation confronts its worst economic recession since World War II, with its concomitant reduction in public funds, all government entities need to pull together to ensure that resources are being used most productively in the pursuit of economic development, workforce development and employment.



National League of Cities (NLC)

Katie Seeger
seeger@nlc.org

City officials, like their county counterparts, are grappling with how to help their citizens bounce back from the recession and, for many, unemployment. According to NLC's recent *State of America's Cities Survey* (84 percent) of city officials report that unemployment has worsened in their city in the past year. More than one in two says that local workforce development and training is either a moderate or major challenge for their communities.

Although many city governments do not have a policy-mandated role in workforce development, more than one in three report that their local government's involvement in workforce development has increased since the recession. The key ways local governments report supporting workforce development within the last year is communicating with local businesses, attending and participating in meetings of the local workforce investment board and connecting constituents to public workforce services.

Additionally, the most often cited partners for workforce development, according to city officials, are chambers of commerce, community colleges and local businesses.

For many NLC members, collaborating with county govern-

ments present opportunities for workforce development. First, cities and counties often share workforce investment boards and collaborating between the two can mean more productive services for citizens and regional businesses alike.

Second, economic development rarely stops at a city and county border. By collaborating for workforce development, cities and counties



are helping equip their citizens with skills needed for businesses within the region, versus just those that fall within a single political boundary.

National Association for County Community and Economic Development (NACCED)

John Murphy
jmurphy@smithbucklin.com

Members of NACo's affiliate, the National Association for County Community and Economic Development (NACCED), are very focused on the impact of the nation's economic crisis. The crisis began with the collapse of the housing market and the resulting escalation of abandoned and foreclosed properties creating neighborhoods of blight.

NACCED members, who principally administer core programs funded through the federal Department of Housing and Urban Development, have been the recipients of substantial amounts of new resources, first through the Housing and Economic Recovery Act of 2008 (HERA), the American Recovery and Reinvestment Act of 2009 (ARRA) and most recently the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.

HERA provided \$3.92 billion in Neighborhood Stabilization Program (NSP 1) formula grants to urban counties, metropolitan cities and states for the acquisition,

rehabilitation and disposition of abandoned and foreclosed properties across the nation. Grantees were given 18 months to obligate their funds, a deadline that expired at the end of September. HUD estimated that 95 percent of these fund would have been obligated by the deadline. ARRA provided another \$1.93 billion Neighborhood Stabilization Program funds (NSP 2) through a national competition



to states, localities and nonprofit entities to continue efforts to combat the escalating abandonment and foreclosure crisis.

The Wall Street Reform Act provided an additional \$1 billion in formula-based Neighborhood Stabilization Program funds (NSP 3) to continue the effort.

ARRA provided additional resources to counties, cities and states in the form of funding including \$1.5 billion for homeless prevention and rapid re-housing of those who are homeless, and an additional \$1 billion in formula funding under the Community Development Block Grant program. The purpose of all of this funding was to respond to pressing needs but also to create or retain jobs.

National Workforce Association (NWA)

John Twomey
jtwomey@nyatep.org

Many believe that this current recession is the worst since the Great Depression. At its worst, there were eight job seekers for every one job opening. Even today, as we slowly recover, that ratio is five to one.

The workforce system's response has been robust. Although traffic in the country's one-stop career centers has doubled and tripled, job placements, even in this labor market, have been impressive.

In a good economy in 2000, federal funding for the nation's largest workforce program, the Workforce

Investment Act (WIA) was cut 25 percent. While the economy was good at that time, this decision had inevitable consequences when the economic downturn hit. In my state of New York, in 2000 we had \$304 million in WIA funds. This year we have only \$163 million.

At a recent meeting in Washington D.C. I was told that in 1980 the United States ranked No. 1 in investing in job training among



the 28 OECD (Organization for Economic Cooperation and Development) developed countries; today we rank 22nd.

Unlike many components of the American Recovery and Reinvestment Act, the workforce system spent its emergency funds quickly. President Barack Obama signed ARRA into law Feb. 19, 2009 and by mid-July the workforce system had 340,000 economically disadvantaged young people at work in summer jobs.

Given the federal deficit, it is unlikely we will see increased investment in job training for a few years. This means that new opportunities for collaboration must be found in our counties. Linkages between workforce development and economic development will need to be strengthened.

Workforce Investment Boards and One Stop Career Centers will need to work in new ways with the adult education system and local community colleges to give workers the skills to compete in today's 21st century economy. Even when unemployment rate was at 10.2 percent in 2009, employers in the U.S. had 2 million jobs they couldn't fill.

There will continue to be a greater emphasis on a sectorized approach; targeting limited funding to a specific sector, like health care, with defined career ladders, labor shortages, and wages that will enable a person to lead a middle-class life.

Bank lending changes hurt small businesses

FAQs from page 7

Q: *What are workforce development opportunities outside the federal workforce investment system?*

A: A significant portion of human capital spending is done outside of the publicly funded, federal workforce employment and training system. Post-secondary education, employer-provided training, programs offered by community-based organizations, and for-profit education and training providers are all key providers of local workforce development services.

As recent as 2007, the top 250 foundations spent \$1.3 billion in employment-related grants. Numerous post-secondary education institutions including community colleges have received large amounts of federal funding for workforce training programs in

both the health care and “green” industries.

Q: *How have changes in bank lending and credit affected county economic development?*

A: Because small businesses are the nation’s primary job creators, encouraging local small business growth is a critical piece of economic development and recovery. However, small businesses cannot grow without credit. Figures from the Federal Deposit Insurance Corporation found that bank loans to small businesses are down nearly 4 percent from last year. New loans guaranteed by the Small Business Administration dropped 66 percent in June to the lowest level in at least two years. As the economy has slumped, many banks have greatly reduced lending, leaving small businesses unable to secure necessary loans.

Jobless steered to get GEDs

TRAINING from page 8

western Pennsylvania’s largest industries and given the increasing use of electronic medical records, this is primed to be a major growth area in need of qualified workers,” Hoovler said.

The college also has a new “mechatronics” laboratory to help train workers to operate, maintain and troubleshoot automated manufacturing systems.

Working with area social service organizations has helped CCAC identify unemployed or underemployed people between the ages of 17 and 24 to offer General Educational Development programs and directed them toward the college’s career certificate programs.

Erie Community College (ECC), in Buffalo, N.Y. recently started a free weatherization technician training program consisting of 24 hours of classroom training and 40 hours of hands-on field study. Participants receive the OSHA 10-Hour Construction and EPA Lead Certification, and ECC assists with job placement for those who successfully complete the program. It is sponsored by the American Recovery and Reinvestment Act Grant for Green Job Training. A new associate’s degree in Green Building Technology prepares people to work on LEED-certified buildings.

Carrie Kahn, executive dean of workforce development for the college, said Erie Community College

was the only one of 20 New York community colleges that has a One-Stop Center. The center is a career and job skills counseling operation that has partnerships with organizations including the New York State Department of Labor, Supportive Services Corp., and Buffalo and Erie County Workforce Development.

“We know, through the Department of Labor, the number of [workers] who have been dislocated,” she said. “We know immediately when they apply for services and receive individual training accounts, and we can react in terms of course offerings.”

Kahn said in addition to the green building and medical records programs, pharmacy technician programs have been popular.

Bob Moffatt, department chair of career technical education at Cowley County Community College in Kansas, said that his program’s offerings were based on consultation with the state and in observance of a rule that prohibits duplication of programs at schools within a geographic area.

“The job market was bad for a long time; losing manufacturing overseas is terrible because it’s our most important industry,” he said. “But, when one industry takes a hit, another one picks up. Automotive has been strong, and welding. Machining has slipped a bit.”

He continues to see strong job markets in Dallas, Texas and Tulsa and Oklahoma City, Okla. attracting his graduates.

Economic and Workforce Development Resource List

U.S. Department of Labor, Employment and Training Administration

ETA administers federal government job training and worker dislocation programs, federal grants to states for public employment service programs, and unemployment insurance benefits. Visit the ETA site for current workforce data, research, ETA programs and news, and current grant opportunities.

www.doleta.gov

U.S. Department of Commerce, Economic Development Administration

EDA partners with distressed communities throughout the United States to foster job creation, collaboration and innovation. Visit the EDA site for program and funding opportunities, current news, and an array of research and tools for economic development.

www.eda.gov

U.S. Small Business Administration

SBA helps Americans start, build and grow businesses through an extensive network of field offices and partnerships with public and private organizations. The SBA’s programs include financial and federal contract procurement assistance, management assistance, and specialized outreach to women, minorities and armed forces veterans.

www.sba.gov

Bureau of Labor Statistics, Career Guide to Industries

This site supplies detailed information about dozens of different kinds of industries including educational services, health care, motor vehicle and parts manufacturing, and many others. For each industry, the Career Guide describes the occupations in the industry, training and advancement, earnings, expected job prospects and working conditions.

www.bls.gov/oco/cg

Jobs for the Future

Jobs for the Future (JFF) identifies, develops, and promotes new education and workforce strategies that help communities, states and the nation compete in a global economy. JFF has numerous research reports, case studies,

newsletters and policy briefs that offer insight on local, state, and national practice and policy in education and youth development, workforce development, and economic opportunity.

www.jff.org/publications

The National Fund for Workforce Solutions

Involving nearly 200 foundations and 500 employers, the National Fund for Workforce Solutions (NFWS) is working to evaluate and bring to national scale new ways to prepare workers, without the needed skills, for careers that will support them and their families. NFWS has resources available for policymakers, funders, and groups working with employers and employees.

www.nfwsolutions.org

Publications

County Economic Development and Green Jobs: The Role of Elected County Officials

National Association of Counties

The issue brief highlights strategies for counties to assess local resources and existing green economic development efforts and outlines potential action steps to promote green employment opportunities through workforce training initiatives and green business development.

www.naco.org/greenjobs

Growing a Green Local Economy: County Strategies for Economic, Workforce and Environmental Innovation

National Association of Counties

With new policy attention and investment flowing into “green” economic activity, opportunities are arising for counties to position their communities to take part in the green economy. This guidebook serves as a resource for counties interested in understanding their role in the green economy and tapping into its tremendous potential.

www.naco.org/growinggreen

Building Regional Partnerships for Economic Growth and Opportunity Jobs for the Future

The most effective way to grow

the U.S. economy is to promote innovation, and the best place to promote innovation is at the regional level. Within regions, economic development efforts need to put greater emphasis on identifying a region’s competitive assets, and on investing public and private resources in ways that fully exploit those assets. This report summarizes the key lessons the authors have learned about what regions are doing to put these partnership structures in place.

www.jff.org/publications/workforce/building-regional-partnerships-economic-/1041

Intergovernmental Organizational Cooperative

NACo and the following intergovernmental organizations currently have funding from the Department of Labor, Employment and Training Administration to help provide workforce development information and assistance to their respective memberships:

National Association of Workforce Boards (NAWB)

www.nawb.org

National Governors Association

www.nga.org

National League of Cities

www.nlc.org

United States Conference of Mayors (USCM)

www.usmayors.org

National Association of State Workforce Agencies

www.naswa.org

National Conference of State Legislatures

www.ncsl.org

National Economic and Workforce Development Affiliates

National Association of Development Organizations (NADO) – www.nado.org

National Association for County Community and Economic Development (NACCED) – www.nacced.org

National Workforce Association (NWA) – www.nwaonline.org

Community colleges have seat at workforce issues table

JOBS from page 7

munity college representatives. Its 17-member executive committee includes seven local elected officials, one from each member jurisdiction. The council also serves as staff for the area's Workforce Investment Board.

Unlike many economic development organizations, the council doesn't do business attraction but rather focuses on business expansion and workforce development.

"We actually have sort of a unique animal here," said James Icenhour Jr., the James City County supervisor who represents his county on the council. "We actually are quite often held up as the example in the Commonwealth of Virginia on how to go about doing this."

Matthew James is the council's president and CEO. "I think the role of the elected officials is very critical," he told the audience for a recent NACo webinar entitled Partnerships to Support Your Local Workforce Investment.

"What we had in our system — and I think this was the glue that brought us about — is even though the elected officials had the fiscal responsibility for the federal fund-

ing, they were able to carve out a partnership with the private sector in which we basically put all of our organizational egos on the sidelines and joined in to say that ... we really have regional problems, therefore we should have regional solutions, and I think that was the key."

As with the Peninsula Council, other regional workforce coalitions reserve a seat at the table for community colleges, which in some states are run by or receive major funding from counties. According to Oates, the question counties need to ask themselves is how to make these learning institutions "more vibrant, more attractive to businesses."

One strategy being used by the Community College of Allegheny County (CCAC) is to tailor its curriculum to meet the needs of an emerging industry in the region — extracting natural gas from the Marcellus Shale. CCAC through the Workforce Alliance is developing a number of degree and certificate programs to prepare workers for the industry.

The alliance has been working with Allegheny County Economic Development and the Three Rivers Workforce Investment Board to as-



Photo by Charles Taylor

sess workforce needs and training opportunities in this new (for this region) energy sector.

CCAC has developed or updated several courses and certificate programs to better prepare potential gas industry workers.

For example, a welding associate's degree program has been

adapted to teach the pipe-welding techniques used to connect natural gas long-distance pipelines. Another program is being developed to equip technicians with the skills needed to treat the wastewater that's a byproduct of the drilling method known as hydrofracking.

"This whole business of job

creation and restarting the economy is extremely complex," said Charles Blocksidge, executive director of the alliance. "But what we've tried to do from a training perspective is to be as close as we possibly can to that economic development component and workforce component — to be in tune with what the workforce demands are going to be so that we're able to train and supply appropriate individuals to meet those needs."

This strategy may pay off over time, but more pertinent to the recession at hand, CCAC has created The Career Transition Center for Dislocated Workers that waives tuition and fees for laid-off workers (see story on page 8). The program has enrolled more than 325 individuals since its launch in the spring of 2009.

Programs like these enable counties to be responsive to the needs of industry and of workers, and Oates says they require a shift in thinking for local governments. "If they started to think, how do we do business, starting today, to be more attractive — keeping our businesses that are here, helping them grow and attracting new businesses — I think that would pull us out of the recession in lighting speed," she said.

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ADA revisions affect many county programs and services

ACCESSIBILITY from page 5

and alteration standards to the maximum extent possible. These include access to parking, routes to the playground, playground equipment and amenities (picnic tables and restrooms.)

Accessible Swimming Pools

The 2004 ADAAG requires that swimming pools have two accessible means of entry, except that swimming pools with less than 300 linear feet of swimming pool wall are only required to provide one accessible means of entry, provided that it is either a swimming pool lift or a sloped entry that is in compliance with the guidelines.

Accessibility of Jails, Detention and Correctional Facilities

Although the final rule does clarify the requirements by saying that 3 percent of newly constructed or altered cells must be accessible, the regulations also state the following:

Public entities shall implement reasonable policies, including physical modifications to additional cells in accordance with the 2010 standards so as to ensure that each inmate with a disability is housed in a cell with the accessible elements necessary to afford the inmate access to safe appropriate housing.

Tipping Point for Compliance

The final guidelines provide no

regulatory requirement because DOJ decided that it is too difficult to determine a financial “tipping point” in the cost of compliance because of the varying sizes of governmental entities.

Summary

As the new ADA regulations and accessibility guidelines take effect, county governments will be

held to a much higher standard in providing access to their programs and services for people with disabilities.

Although the new regulations do provide a safe harbor in many instances for those counties that have complied with past regulations, it does require that all counties provide accessibility to people with disabilities. In order for counties to

avoid potential liability, a review of the new regulations and a full assessment of the accessibility of all of their programs and services in their entirety should be undertaken immediately.

For the complete regulations as published in the Federal Register on Sept. 15, 2010 go to www.gpo.gov/fdsys/pkg/FR-2010-09-15/pdf/2010-21821.pdf.

Literacy programs help reduce recidivism

LITERACY from page 4

also choose books that are available as audio books for offenders with poor reading skills.

A wealth of resources on starting a program are available on the CLTL website (www.cltl.umassd.edu).

edu), including bibliographies and a sample syllabus. The works suggested by the Massachusetts program include novels, short stories, plays and poetry, such as *Affliction* by Russell Banks, which deals with alcoholism and family violence, and *House on Mango Street*, a “poetic novel” by Sandra Cisneros, about Mexican-American women growing up in Chicago. However, local programs are free to choose works that better fit their target audiences.

In addition to lowering recidivism rates, the programs have been reaping results that are harder to measure. Kaufmann, the Fairfax County facilitator, recalled a young girl’s experience with the program.

“One mom was used to getting a phone call almost weekly from her daughter’s school, and she hadn’t heard from the principal in a couple of weeks,” Kaufmann said. “And when the principal finally called, he called not to tell her that her daughter was doing something wrong, but to say, ‘What have you done that’s changed? We cannot believe the change in your daughter.’”

The mother credited the CLTL program.

Waxler’s belief in the program includes a willingness to help other localities start programs. “I would be happy to at least talk with them and give them whatever encouragement I could, even come out to the county or the community they’re in if they think that might be helpful,” he said. He can be reached via cltl@umassd.edu.

Model Programs FROM THE NATION’S COUNTIES

Palm Beach County, Fla

Volunteers Make New Homes for Oysters

By CHARLIE BAN
STAFF WRITER

As Palm Beach County becomes a better place for Floridians to live, the waters off the coast become less so for oysters.

Commercial and residential development, storm water discharges and dredging have degraded the living conditions in Lake Worth Lagoon, the county’s largest estuary. It was once lined with mangrove forests but now is surrounded more than 80 percent by a seawall, thanks to commercial and residential development.

Stormwater entering the lagoon has lowered the salinity that oysters need to thrive. Dredging has destroyed reefs, reducing the usable habitat to four acres.

Young oysters attach themselves to hard surfaces, where they grow.

“Oysters eventually form a reef, which attracts fish and invertebrates and stabilize the shoreline and help filter the water,” said Alyssa Dodd of the county’s Department of Environmental Resources Management.

Scientists have found 185 acres of the lagoon are suitable for oysters, so the county has sought to reintroduce them by creating artificial reefs. In December 2009, more than 150 volunteers put 24 tons of fossilized shell into 1,400 netted bags, which were then placed along the shoreline to give oysters new places to grow.

“The project gave people a chance to see how they could



Photo courtesy of Palm Beach County, Fla.

Volunteers move bags of fossilized shells into Lake Worth Lagoon in Palm Beach County to create an artificial reef for oysters.

affect the way oysters lived, in both good ways and bad,” Dodd said. “The shells themselves gave oysters plenty of surface area to attach to, with lots of nooks and crannies to protect themselves.”

The materials cost \$2,360, and county staff spent time coordinating the event, applying for permits, recruiting volunteers and promoting the event.

Oysters have been growing on the new reefs since the spring, but no solid totals of new oysters are available yet.

“Environmental degradation like this is pretty common for what

other communities are facing in the area,” Dodd said. “Other places can replicate this program to restore habitat for coastal life, not just oysters. They’re just the beginning, and when you have a diverse environment, you have a healthy environment.”

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

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News From the Nation's Counties

► CALIFORNIA

TULARE COUNTY made sure **sexual predators** won't trick any children on Halloween. The Board of Supervisors voted to ban them from decorating their homes and handing out candy to children in unincorporated areas.

The urgent ordinance was enacted under California's Jessica's Law, which gives local governments the ability to enact local ordinances to further restrict the residency of sex offenders subject to lifetime registration requirements, the *Portersville Recorder* reported.

It mandates that sex offenders on Halloween turn off all exterior lighting between 5 p.m. and 11:59 p.m., not decorate their residences and not answer their doors to children who are trick or treating.

► COLORADO

PUEBLO COUNTY received an arbitration ruling that the county is entitled to **recover \$5.4 million** in excess billing from a company that cleaned up a vacant lot.

The three-member arbitration panel endorsed the county's argument that it had been overbilled by Qualiclean. The county paid Qualiclean \$6.6 million in 2008 for cleaning up the site of a burned down cold storage building. By September of that year, County Attorney Dan Kogovsek determined the company was charging at least twice what the county expected and further payments were stopped, the *Pueblo Chieftan* reported.

Announcing the favorable decision, Commission Chairman Jeff Chostner said the binding ruling permits the county to recover \$5.4 million from Qualiclean and if necessary, the county will sue officers of the company to obtain full payment.

► GEORGIA

The **CHEROKEE COUNTY** Board of Commissioners loosened its ordinance on **chickens** to allow as many as eight per home in residential areas.

Residents have been allowed one chicken on two residential acres, and an additional chicken per acre beyond two acres, but non-rural homeowners couldn't keep chickens.

Under the new rules, the chickens will be allowed on lots that are at least 20,000 square feet, with the hens kept in the backyard and at least 25 feet from any property line, according to the *Cherokee Tribune*.

► ILLINOIS

A new vocational program at the **COOK COUNTY** jail will put incarcerated veterans to work.



► IDAHO

BLAINE COUNTY commissioners set a general policy direction for applying county codes to **yurts**, which are currently not specifically addressed in zoning or building ordinances.

Yurts are portable, felt-covered, wood lattice-framed structures — like a reinforced tent — traditionally used by nomads in the steppes of Central Asia. The proposed policy, which will require revision of county code, would exempt yurts under a 20-foot diameter from snow load and energy code requirements.

Other accessory buildings, such as teepees, sheep wagons, tree houses and canvas carports would not be addressed in a code revision, according to the *Idaho Mountain Express*.

Twenty veterans awaiting trial on nonviolent charges are working in the Clean Start in-house laundry program, WGN news reported. In addition to saving on the \$1.5 million laundry contract with an outside vendor, the program, a partnership with ARAMARK, gives the veterans an opportunity to land jobs in the private sector when they are released.

► INDIANA

Every office and meeting room in the **BARTHOLOMEW COUNTY** Governmental Office Building will soon have a **panic button**, connecting directly to the police department.

The county will spend \$8,271 to install buttons in 15 rooms, including offices and meeting halls, the *Republic* reported.

Commissioner Larry Kleinhenz said the buttons will give workers an instant link with police in case employees' daily encounters with residents turn dangerous.

"You just never know," he said.

► KANSAS

New solid waste management codes **expand curbside recycling** to all of **JOHNSON COUNTY**.

Starting in 2012, all trash haulers in the county will be required to provide curbside recycling, compost yard waste, and charge people extra for disposing of more than 96 gallons of trash, in contrast to the cur-

rent fixed fees many residents pay. Pollution Control Division Director Betsy told KCUR-FM the new measures are increasingly necessary because the county's only landfill is getting full and it is expected to reach capacity in the next 10 to 15 years.

► NEW YORK

The Federal Aviation Administration has awarded a **\$1.6 million grant** to **ORANGE COUNTY** Airport that will pay 95 percent of the cost to realign one of the airport's two runways. The county and state will pay the balance, about \$42,105 apiece.

County officials said the money will pay for land acquisition to provide a 1,000-foot buffer zone at each end of the runway. The work will bring the runway into compliance with FAA safety rules.

► OHIO

A community effort is working to improve **access to medical care** for thousands of uninsured **STARK COUNTY** residents.

When it fully launches early next year, the Access Health Stark County program will match eligible residents without health insurance with a network of 150 volunteer primary-care doctors and specialists who agree to provide free medical care.

An estimated 47,000 Stark County residents lack health insur-

ance, though the number is likely higher as people have lost their jobs, said Merele Kinsey, a former Access Health official.

The program will be available to uninsured residents ages 18–64 who have income at or below twice the federal poverty level.

► UTAH

• **SALT LAKE COUNTY's** Cooperative County Plan was recognized with an Envision Utah Governor's Quality Growth Award for two **long-term planning projects**: the Crosswalk Collaboration Portal-Active Map Series, and Bike-Pedestrian-Transit Interactive Map.

The County Cooperative Plan is a multi-year program designed to involve all 16 municipalities in Salt Lake County, and the county's townships and unincorporated areas.

Through the Governor's Quality Growth Awards, Envision Utah and the Quality Growth Commission honor communities, developers and individuals whose actions promote quality growth, innovative development and strategic land preservation. Honorees serve as models to neighboring communities.

• **UINTAH COUNTY** contends the U.S. Department of the Interior (DOI) illegally **closed 385,000 acres** of public land to mining. The county is the state's largest producer of natural gas.

The county alleges that Interior's Bureau of Land Management closed the area without seeking public comment or proper environmental analysis, according to Courthouse News Service.

"Uintah County relies on the revenues received from commercial uses of the public lands ... because so little of the land within the county is privately owned," according to the county's complaint. "These revenues are necessary to fund the county government functions, because property taxes apply only to land not owned by a government entity."

State, federal or tribal governments own about 85 percent of the land in Uintah County. Nearly half of the government-owned lands are public lands managed by BLM.

► VIRGINIA

The Washington, D.C.-area Metropolitan Council of Governments has honored **FAIRFAX**

COUNTY Animal Shelter's **trap, neuter and return (TNR)** program for the county's feral cats. Under the program, feral cats are humanely trapped, spayed or neutered, vaccinated and placed back into managed colonies with citizen caretakers.

The shelter conducts a Helping Community Cats workshop up to three times a month to teach citizens how to participate in the TNR program. More than 200 citizens have attended the class and more than 800 feral cats have been "TNR'd" in Fairfax County since October 2008, when the program began.

"Through spaying or neutering these cats, we can reduce the number of felines that enter our shelter each year," said Karen Diviney, shelter director.

► WYOMING

• The Cheyenne-**LARAMIE COUNTY** Board of Health won't pursue a countywide **ban on smoking** in public places, the *Wyoming Tribune-Eagle* reported. Members of the appointed board said only elected leaders — the State Legislature — could pass such a law. In **TETON COUNTY**, a lawsuit that challenges a similar ban awaits a judge's ruling.

"We felt the (local) board couldn't go forward until we knew the outcome of litigation in Teton County," said Chris Bartholomew, president of the city-county health board.

• The U.S. Bureau of Land Management (BLM) and **NATRONA COUNTY** are contemplating a **land swap** after a previous proposal to do so made little headway.

The BLM owns 40 acres near a reservoir that the county leases for boat trailer storage. The county owns 160 acres near a lake. Most of the land around the lake is already under federal control, part of the Pathfinder National Wildlife Refuge, the *Casper Tribune* reported.

County residents would gain more access to land near the reservoir, and Natrona County would no longer need a lease with the BLM, said Mike Haigler, county road and bridge department supervisor.

(News From the Nation's Counties is compiled by Charles Taylor and Charlie Ban, staff writers. If you have an item for News From, please e-mail ctaylor@naco.org or cban@naco.org.)

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The H.R. Doctor Is In

Gravity and Balance: Both the Universe and Governments Need Them

What goes up may not necessarily come down. That is the general consensus in the world of science as well as in public administration. To understand the statement, a brief if only marginally accurate journey into modern astrophysics is required.

The acknowledged greatest scientist of the modern era was Albert Einstein. His hugely important work was the "Theory of General Relativity," which highlighted the role of gravity in keeping our universe together. However, to make things fit together, he had to toss into the equation a mathematical add-on to make it all seem neat and tidy. This factor was called the "cosmological constant."

During Einstein's lifetime, the astronomer Edwin Hubble, for whom the space telescope was named, reached the profound conclusion that the universe was continually expanding and would keep doing so infinitely. Out of the inability to explain some phenomenon that seemed contrary to the ever-expanding concept, the notion of dark matter was born.

Confirming the existence of dark matter is one of the greatest scientific challenges we have faced. The idea is this stuff makes up most

of the mass of the universe and maintains a delicate relationship with gravity to keep things in balance. In effect, the search for dark matter is also a search to confirm Einstein's concept of the cosmological constant.

The tougher the times are in the general economy in any country, the more likely there is to be a search for a convenient scapegoat.

In the more familiar day-to-day management of the public's business, we also see an equivalent to the "big bang" explanation for the creation of the universe and its continuing expansion. In government, the recognized big bang occurs more incrementally. It results in an apparent continuing, if not infinite, expansion in services, staff members and budgets.

Of course it is true that there are periodic retrenchments or at least slowing of the rate of growth. Some would argue that these are

brought about by balancing forces such as anti-tax movements, like the one generated around California's Proposition 13, or the current excitement of the "tea party" idea with its "take back the government" demagoguery.

The central force of these movements is the rather appealing idea — sometimes even to career bureaucrats — that government is too big, bloated, inefficient, intrusive and expensive. The tougher the times are in the general economy in any country, the more likely there is to be a search for a convenient scapegoat. In this case, the public service will do nicely. The take-back proponents are nostalgic for the victory of the force of gravity to shrink or compress government growth. The forces of growth and gravity are struggling to balance one another in most parts of the U.S. as well as in the European Union currently.

The zeal of the tea party-ites is understandable when we open a friendly note from the county tax collector with the latest property tax bill, or shake our heads at the complexity of doing business with government to get a building permit, a driver's license or a civil service job. However, the more complex, crowded and dangerous our society becomes, the greater will be the need for responsive and highly efficient government services. Only a certain level of those services can be obtained robotically through electronic means. There will still and always be a need for human engagement by that amazing teacher, the compassionate health care worker, and the responsive police officer or paramedic.

The great danger in public service, to borrow again from astronomical terms, is that when the competing forces get seriously out of balance, catastrophic results such as a supernova explosion can occur. As a county chief administrative officer in the wake of Proposition 13, I saw the decay in California's ability to sustain its extraordinary visions of leadership and success in the long term. I saw the decline of the world's greatest university system and huge opportunities lost because of attitudes rooted in the past and fear of the future.

One of the most amazing,

not to mention gigantic scientific endeavors ever, the Large Hadron Collider in Switzerland, could have been in California's Central Valley. It could have been the catalyst for tens of thousands of jobs, and infused communities with the civic engagement, cultural and educational growth which comes when scientists, educators and artists move into the area. Instead, the malaise in public support led, in substantial part, to the choice of Switzerland over California.

Lost opportunities occur when the value of reasonable innovation and expansion is run over by a giant truck full of bumper

stickers calling for mindless budget and service cuts for the sake of some perceived political gain. That danger is amplified when civil discourse gives way to uncivil shouting, demagoguery and irrational behavior. This is the behavior which represents perhaps the greatest threat to our democracy. In astronomy and in public administration the incredible forces of the universe work best when they work in balance.

Phil Rosenberg

Phil Rosenberg
The HR Doctor • www.hrdr.net

What's in a Seal?

» **Greenlee County, Ariz.**
www.co.greenlee.az.us



Greenlee County was created in 1909 and named for Mason Greenlee, an early settler in the Clifton area. It was Arizona's 14th county and formed from part of Graham County.

The seal depicts a picture of the Spanish explorer Coronado. The selection of the head of the Spanish Conquistadors was most fitting due to the early history of this area. Francisco Vasquez de Coronado was chosen to command the expedition to search for the Seven Cities of Cibola, which reportedly existed somewhere in what today is Arizona and New Mexico. They were so rich that gold there was used like mud. These rumors tantalized all of New Spain.

On Feb. 23, 1540, Coronado set out from Culican, deep in Mexico, with 100 Spanish soldiers, four priests and a small Indian force. Weary, hungry and weak, they finally reached Cibola in July. Instead of golden cities and streets lined with gold, they found small pueblos filled with Indians who were ready to fight. His troops beat the warriors and took over the villages along with their well-stocked food supply. After they had proven themselves both unconquerable in war and insufferable in victory, Coronado and his men pursued the fantasy of gold all the way into the wide plains of Kansas.

In 1541, disillusioned at last, he executed his chief guide for confessing to having misled him. Coronado was bitterly disappointed when he returned to Mexico City, his dreams of fame and fortune shattered.

The Spanish included Greenlee County in their lands, and claimed it in the name of their king and called it New Spain. New Spain lasted for 281 years until 1821 when a revolt to the south led to an independent Mexico.

On Aug. 3, 1964, the Great Seal of Greenlee County was officially authorized and approved.

(If you would like your county's seal featured, please contact Christopher Johnson at 202.942.4256 or cjohnson@naco.org.)

NACo on the Move

» NACo Staff



Larry Naake

• **Larry Naake**, NACo executive director, moderated a panel of three county administrators on major challenges facing counties in the next five years during the NACo Premier Corporate Member Forum in San Diego County, Calif. Oct. 1.

• **Erik Johnston**, associate legislative director, spoke about NACo's Rural Action Caucus and NACo's role in leading the Campaign for a Renewed Rural Development, during the Partners for Rural America online board meeting Oct. 5.

• **Paul Beddoe**, associate legislative director, spoke at a general session on national health reform at the Montana Association of Counties annual conference in Yellowstone County (Billings) Sept. 27. He was also on a workshop panel discussing health reform at the North Dakota Association of Counties annual conference in Burleigh County (Bismarck) Oct. 12.

» Coming Up

• **Ilene Manster**, membership coordinator, will be exhibiting on behalf of NACo membership recruitment and retention at the Tennessee County Services Association Annual Conference in Sevier County, Tenn. Oct. 25–28.



Ilene Manster

On the Move is compiled by Christopher Johnson.

Research News

Spooky Fun Facts of Halloween

Costumes, carved pumpkins and candy apples can only mean one thing: the sometimes scary, but always fun Halloween is near.

Potentially 36 million trick-or-treaters ages 5 to 13 are preparing their costumes to fright and delight the neighborhood. The Census Bureau estimates this is an increase of 190,000 children over last year. This hint at needing extra candy this year doesn't even include the youngest adventurers under 4 and the young-at-heart children who still go trick-or-treating over the age of 13.

All these potential trick-or-treaters average 111 potential stops at occupied housing units across the nation. Most residents also consider their area safe for trick-or-treaters. Ninety-two percent of households reported their neighborhood safe in a recent survey of living conditions

in the United States by the Census Bureau. Seventy-eight percent even said there was no place within a mile of their homes where they would be afraid to walk alone at night.

Everyone sitting down to enjoy a little chocolate treat knows that it did not appear out of thin air. There are more than 1,317 manufacturing locations that produce chocolate and cocoa products in the United States. California tops the list of chocolate manufacturers with 146 followed by Pennsylvania with 115. All of these manufacturing locations employ 38,369 people according to the Census Bureau.

For a sweet treat without the chocolate, there are also 422 businesses that produce non-chocolate confectionery products. These products include popular favorites such as candy corn, hard candies, taffy and nuts. California again leads



the nation with 47 manufacturing establishments.

All this candy production leads to Americans consuming 24.3 pounds of candy per person in 2009.

And no Halloween is complete without pumpkins. Over 931 million pounds of pumpkins were produced by major pumpkin-producing states in 2009. Illinois led the country in pumpkin production

with more than 429 million pounds produced.

Central Illinois is one of the largest pumpkin producing areas with 80 percent of the canned pumpkin in the U.S. being produced in Tazewell County. The Annual Morton Pumpkin Festival attracts 70,000 people for carnival rides, craft shows, and, of course, pumpkin foods. Popular items include pumpkin baked beans,

pumpkin chili, pumpkin ice cream and pumpkin fudge.

Although some locations benefit from an abundance of pumpkins, some locations put residents in a Halloween mood solely from their name. Some of the spots in North Carolina include Transylvania County, Pumpkin Center and double the trouble in Cape Fear, located in both New Hanover and Chatham counties. Other frightening locations include Tombstone, Ariz. and Skull Creek, Neb.

Scary name or no, counties across the country are preparing for some spooky fun this Halloween. One thing is for sure, this month Americans across the country will put a dent in those 24.3 pounds of candy eaten every year.

(Research News was written by Kathryn Murphy, research associate.)

Job Market / Classifieds

► EXECUTIVE DIRECTOR – NATIONAL ASSOCIATION OF COUNTY ENGINEERS (NACE) WASHINGTON, D.C.

Salary: DOQ.

The National Association of County Engineers (NACE) is seeking an Executive Director (ED) in the April – June 2011 timeframe and is accepting applications from individuals to replace the current ED who will be retiring in 2011. Specific information about the recruitment can be found on the NACE website at www.countyengineers.org.

► DIRECTOR OF PUBLIC UTILITIES – CAROLINE COUNTY, VA.

Salary: DOQ.

Caroline County is seeking a Director of Public Utilities. This is a professional, administrative position responsible for managing underground utilities including treatment and distribution, solid waste collection and disposal and capital improvement projects. Oversees approximately 30 full-time employees with direct supervision over one managerial position. Reports to the County Administrator.

The successful candidate must possess excellent leadership ability, management skills, communication skills and contract negotiation skills. Candidates with four year college degree in public administration, business, management or engineering will be equally considered. Requires at least seven to 10 years of progressive related experience, including three (3) years of supervisory experience, or any equivalent combination of training and experience which provides the required knowledge, skills and abilities. A valid Virginia driver's license and good driving record are

also required. Starting salary DOQ. Excellent benefit package including state retirement benefits.

Interested candidates should submit a completed county application, resume and cover letter to County Administrator Percy Ashcraft at P.O. Box 447, Bowling Green, VA 22427. Call 804.633.5380. Position open until filled. Applications may be obtained from the County Administrator's Office or online at www.visitcaroline.com. Caroline County is an Equal Opportunity Employer.

► COUNTY ADMINISTRATOR – PATRICK COUNTY, VA.

Salary: DOQ.

The Board of Supervisors of Patrick County seeks a professional individual with strong leadership skills for the position of County Administrator.

Please submit a current resume, county application, and professional references to the Patrick County Board of Supervisors Chairman, P.O. Box 466; Stuart, VA 24171 or e-mail information to trose@co.patrick.us. Applications will be accepted through Oct. 29 at 5 p.m. or until position is filled. EOE/ADA.

For more information and county application, please visit our website at www.co.patrick.va.us.

► INFORMATION TECHNOLOGY DIRECTOR – MINNEHAHA COUNTY, S.D.

Salary: \$2,675 – \$4,070 biweekly; DOQ.

Minnehaha County, located in southeastern S.D., invites applications for an IT Director. The Director administers IT activities including equipment selection, systems analysis, programming and operations. Oversee research

Qualified Professionals Needed ...

Burke County, N.C. invites qualified professionals to submit proposals to perform an analysis of the Burke County organizational structure, span of control, lines of authority, fiscal accountability, efficiency, and staffing levels. Please contact Ron Lewis, Burke County Manager, for a copy of the RFP or additional information. The deadline for submitting is Monday, Nov. 1. Call 828.439.4340; Fax 828.438.2782; e-mail rlewis@co.burke.nc.us.

and implementation of network, server and telecommunications hardware, and software. Evaluate developments in the IT field and implement procedural changes. Research and negotiate contracts. Develop annual budget. Direct daily operations; supervise staff; and evaluate performance and utilization of personnel and equipment. Oversee research and construction of enterprise architecture and designing, coding, and testing of new systems modifications. Requires bachelor's degree in computer science plus 5 years IT work experience. Master's degree in computer science; supervisory and budget mgmt experience preferred. Appointment at a higher salary DOQ.

Minnehaha County offers a competitive benefits package including health insurance, life insurance, vacation time, sick leave, and retirement. For full list of qualifications and application process visit: <http://jobs.minnehahacounty.org>. Deadlines Oct. 28 at 5 p.m. EO/AA Employer. Contact HR with questions at 605.367.4337.

► ASSISTANT COUNTY ADMINISTRATOR – SONOMA COUNTY, CALIF.

Salary: \$162,294 – \$197,275; DOQ.

The County of Sonoma seeks a collaborative and progressive leader to

become the next Assistant County Administrator. The ACAO plays a critical role on the County management team, serving as the Chief Operating Officer for the organization. The ACAO serves as the point person in addressing the major issues that are complex, highly visible, and politically sensitive and/or those that require cross-organizational collaboration. The wide breadth of county functions combined with the legal and operational complexities within the various departments, make this role especially appealing to proven executives who enjoy an active, fast paced and energizing environment.

The successful candidate will have a strong inclination for results, yet relies on a positive and diplomatic interpersonal style with a keen awareness and sensitivity to the various community, organizational and political considerations that must be incorporated into

various solutions and/or courses of action. Candidates should have extensive knowledge of public administration and management, county government organization and functions and their relationship to federal, state and municipal governments, as well as excellent skill in facilitating group dynamics, a strong and positive presence, and precise and insightful communication skills, both in person and in writing. The most qualified and desirable candidates will possess an executive management background that includes at least five years in the capacity of CAO, Assistant/Deputy CAO, City Manager, Assistant/Deputy City Manager, or a related position, within a complex and challenging public sector environment. A MS or MA in a pertinent area is highly preferred. Less than an hour north of San Francisco, Sonoma County offers an abundance of recreational opportunities, beautiful land and sea, and is one of the more affordable areas in the Bay Area. The County offers a highly competitive salary and benefit package. The salary range would be commensurate with experience.

To apply, and for detailed information, visit www.yourpath2sonomacounty.org — Job Opportunities. Application materials are due no later than Oct. 24.

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Financial Services News

Boost Local Operating Results through Public-Private Partnerships

Government at every level today is being challenged to meet the expanding needs of a growing population. Often government agencies cannot meet these demands alone. "Great Governments" have explored and embraced public-private partnerships as another tool to help satisfy their responsibilities to residents and taxpayers, especially during the current economic downturn.

The Great Government Series focuses on the concept of improved operating results (IOR) and the role that it plays in the path to achieving greatness. IOR refers to new knowledge, ideas, methods or innovations that have been used by one or more government agencies to increase productivity, reduce costs and improve the efficiency and effectiveness of operations, services and programs. Public-private partnerships have a proven track record resulting in IOR for Great Governments which, in turn,

benefits residents and taxpayers.

Public-private partnerships have been successfully employed to continue the operation and management of certain government services. In 2007, a severe budget crisis forced the closing of the Jackson County, Ore. library system. The county subsequently entered into a public-private partnership with a private library management company which reopened the libraries and is saving Jackson County taxpayers approximately \$27 million over a five-year period.

Great Governments have employed public-private partnerships to assist with the enormous operational and financial demands associated with maintaining water and wastewater facilities. In 2002, the city of Indianapolis entered into the country's largest public-private water partnership with Veolia Water North America.

The waterworks system serves

Indianapolis, Marion County and portions of eight other counties in central Indiana. Veolia Water is responsible for 12 water treatment plants, 18 pumping stations and 15 water storage tanks. The 20-year contract valued at approximately \$1.5 billion contains pay-for-performance incentives in areas such as customer service, water quality, capital improvements, operations and maintenance practices, and community involvement.

The city's partnership with Veolia has, among other benefits, resulted in taste and odor complaints at an all-time low and a five-year rate freeze being delivered to water customers.

A quickly expanding student population and aging classroom facilities have required that school districts around the country open new schools, however, traditional bond financing is not always feasible. Great Governments have

taken advantage of public-private partnerships to get new school facilities constructed efficiently and economically.

In 2005, Fairfax County, Va. Public Schools (FCPS) entered into a public-private partnership with Clark Education to construct a much-needed new secondary school in the southern part of the county. Clark was able to monetize parcels of unused Fairfax County land to save the county \$25 million, and it was able to deliver the project three years ahead of the budgeted schedule.

In 1999, Hillsborough County, Fla. Public Schools (HCPS) entered into a public-private partnership with the Tampa Downtown Partnership. HCPS entered into a lease with an existing downtown church to house a new elementary school and the Tampa Downtown Partnership contributed towards the necessary capital renovations.

This novel arrangement helped alleviate overcrowding in neighborhood schools, encouraged increased involvement from students' parents working in the downtown area and saved HCPS millions by eliminating the need to construct a new school.

During these difficult economic times, many governments are faced with the unfortunate need to cut spending and accomplish more with fewer resources. Inspired government leaders are using public-private partnerships as a valuable tool to achieve IOR and continue to deliver necessary services and facilities to their residents and taxpayers.

If you have thoughts on great government or would like to share examples of great government in your community, please contact greatgovernment@uscommunities.org.

(Financial Services News was written by Steve Hamill, manager, U.S. Communities Government Purchasing Alliance.)

ECM + BPM =

Vendor management
Permitting
HR onboarding
Enterprise risk management
Case management
AP/AR processing

= Laserfiche

One System + Multiple Business Processes =
The Value of a Standardized System

Laserfiche enterprise content management creates a rapidly deployable, easily configurable foundation that lowers support costs across your enterprise. Visit laserfiche.com/standardize to find out how Collin County CIO Caren Skipworth, 2009 Texas CIO of the Year, standardized on Laserfiche as part of her successful ECM strategy.