NACo National Association of Counties

CountyNews

The Voice of America's Counties

NATIONAL ASSOCIATION OF COUNTIES ■ WASHINGTON, D.C. VOL. 43, NO. 14 ■ July 18, 2011

Mt. Hood, Portland, Ore.'s signature landmark, hovers on the skyline above NACo's Annual Conference site.

Annual Conference participants tackle tough governing issues

County officials from across the country are meeting at NACo's 76th Annual Conference and Exposition in Multnomah County (Portland), Ore., which kicked off July 17, to set national policies affecting counties and share ideas on leading in tough times.

Topping the conference's agenda are Opening General Session speakers Bob Woodruff, ABC News correspondent; and Francisco Sanchez, undersecretary of commerce for international trade at the U.S. Department of Commerce. Also appearing at Monday's general session is Aron Ralston, mountain climber and inspiration for the film, "127 Hours."

NACo members will also elect a new leadership team and adopt new policy positions at the association's Annual Business Meeting, July19.

NACo's Board of Directors is likely to recommend the adoption of dozens of policy resolutions developed by NACo's 11 steering committees. The resolutions address issues such as budgets and revenues; rural and urban development, "green" government; transportation; public safety; emergency preparedness and response; housing and more. Resolutions adopted by conference delegates will serve as official NACo national policy positions.

Conference participants will attend a variety of educational workshop sessions to gain greater understanding of issues affecting county government. For example, growing green economies and innovative energy efficiency efforts

See ANNUAL page 11

CountyNews Features

QuickTakes

Highest 2010 Census Mail Participation

State	Participation
1 · Wisconsin	82%
2 · Minnesota	81%
3 · Indiana	79%
4 · Iowa	79%
5 · Michigan	78%

Source: U.S. Census Bureau, 2011

U.S. on 'wrong track,' say majority of county electeds

By Charles Taylor
SENIOR STAFF WRITER

The gap is widening between county elected officials who think the country is headed in the right direction and those who don't — and taking a negative turn, according to NACo's eighth annual National Survey of County Elected Officials.

The survey was officially released at the association's Annual Conference this week in Multnomah County (Portland), Ore.

Sixty-two percent of respondents to the 2011 survey said the nation is on the "wrong track," up slightly from 59 percent in 2010. However, the percentage of those saying the country is headed in the "right direction" declined by five percentage points. The telephone survey, conducted May 11–16, queried a random sample of 508 elected county leaders nationwide.

"The 2011 National Survey of County Elected officials shows plainly that the economy is the chief concern among those elected to run America's county governments," said Rich Clark of the Survey Research and Evaluation Unit at the Carl Vinson Institute, University of Georgia, which developed and analyzed the survey. "Additionally, county elected officials are very concerned with the federal deficit

See SURVEY page 10

Glen Whitley reviews his NACo presidency

Each year, *County News* asks the outgoing NACo president to reflect on the highlights of his or her term. Following are the thoughts of outgoing NACo President and Tarrant County, Texas Judge Glen Whitley.

Q: How would you describe your year as NACo president?

The year has flown by! It has been an exciting and gratifying

See WHITLEY page 11

Photo by David Hathcox

Glen Whitley

INSIDE »

NEXT PAGE

House Interior Approps Subcommittee approves FY12 spending bill

By Julie Ufner and Ryan Yates
ASSOCIATE LEGISLATIVE DIRECTORS

The Interior, Environment, and Related Agencies Subcommittee under the House Appropriations Committee moved its appropriation bill July 7 via a party-line vote of 8–5. This bill significantly cuts funding for the Interior Department (DOI), the U.S. Environmental Protection Agency (EPA), USDA Forest Service and other federal agencies. Additionally, the bill contains a number of significant environmental policy riders.

The legislation reflects the House's commitment to cutting spending and reducing the deficit by including cuts of $2.1 billion below FY10 levels and $3.8 billion below the president's budget request.

Interior/Forest Service

The committee directed the use of $189 million in emergency fire-suppression carry-over dollars to fully fund the 10-year wildland fire cost average (Department of the Interior) at $763 million, with an additional $92 million — $31 million above last year — for the FLAME fire-suppression fund. Two-hundred million dollars in emergency suppression carry-over funds were used to fully fund Forest Service Wildland Fire Management at $1.8 billion, and includes an additional $290 million for the FLAME fire-suppression fund (in addition to the DOI fire management funding).

One of the largest cuts by the Interior Subcommittee was to the Land and Water Conservation fund —used primarily to fund additional federal land acquisitions — which was cut by nearly 80 percent.

The bill included a number of policy riders—including a provision which would restrict Endangered Species Act funding related to implementation of certain listing and critical habitat designation activities. This would establish a moratorium on use of FY12 funds for most listing and critical habitat determinations under Section 4 of the act. Additionally, language has been included that would remove from judicial review delisting decisions regarding gray wolves.

Also included in the bill was language that would overturn Interior Secretary Ken Salazar's recent decision to extend a ban on uranium mining near the Grand Canyon and withdraw 1 million acres from mining activities.

NACo is largely supportive of providing appropriate levels of funding to USDA and DOI land management agencies. These agencies have experienced increased costs in delivering programs that are important to local communities adjacent to these public lands. As a result, there are backlogs in critical management and maintenance programs.

EPA

The EPA also loses the budget battle, receiving $7.1 billion, for an 18 percent cut below current funding levels. The Clean Water and Drinking Water State Revolving Fund programs were cut by approximately $1 billion compared to previous funding.

The bill contained a number of policy riders. One of the most controversial riders prohibits funds from being spent for one year on Clean Air Act (CAA) rules dealing with carbon dioxide. Another rider prevents common-law lawsuits based on climate change to move forward. Common law is based on precedent of previous court case decisions.

Additionally, the bill prevents the EPA from using any money "to carry out, implement, administer, or enforce" any effort to change Clean Water Act jurisdiction. This is in reference to the draft "waters of the U.S." guidance released by the EPA in May. Another rider blocks the EPA's upcoming stormwater rules expected to be released this fall.

The bill did not contain riders on EPA's Boiler MACT (Maximum Achievable Control Technology) rule. Committee members stated that other committees will be dealing with legislation to delay this rule.

Surface transportation reauthorization heats up

By Robert Fogel
SENIOR LEGISLATIVE DIRECTOR

Both Chairman Barbara Boxer (D-Calif.) of the Senate Environment and Public Works Committee and Chairman John Mica (R-Fla.) of the House Transportation and Infrastructure Committee provided updates earlier this month on where they are heading on the reauthorization of the surface transportation program.

Boxer confirmed that she is working on a two-year reauthorization that would total about $109 billion for both highway and transit. Under this scenario, an additional $12 billion in new revenue would need to be found to supplement what the Highway Trust Fund can support.

It is unclear whether Boxer has the full support of the Republican committee leadership. It is also unclear whether the Senate Finance Committee will agree with Boxer and find the necessary $12 billion to fully fund her proposal. Originally, Boxer and the bipartisan leadership of her committee had proposed a six-year $339 billion reauthorization that would have required about $75 billion in new revenue, a figure that appeared to be politically unattainable in the current budget climate.

Meanwhile, Mica announced, at a two-hour briefing July 7, the outline of his $230 billion six-year reauthorization bill. In explaining the size of his proposal, which would mean a 30 percent cut from current spending for highways and transit, Mica cited House rules limiting new Highway Trust Fund spending to the projected amount of revenue coming into the Trust Fund. His proposal would begin at about $35 billion annually for highways and transit combined.

While no bill language was presented, he explained the need to stabilize the trust fund, which would ensure that the nation is not spending money it does not have. He stated his desire to include provisions that would leverage federal spending, such as TIFIA (the Transportation Infrastructure Finance and Innovation Act) and state infrastructure banks. TIFIA would be increased from $110 million to $1 billion annually or $6 billion over the life of the bill, and Mica claims that would leverage $60 billion in low-interest loans over the life of the program.

States that have their own infrastructure banks would be allowed to increase from 10 percent to 15 percent the amount of federal funds they can direct to these banks. Mica outlined his interest in streamlining project delivery and the permitting process, which he believes would allow projects to get done more quickly and at a lower cost. Among reforms suggested are concurrent federal agency reviews and classifying projects in existing rights of way as categorical exclusions under NEPA (National Environmental Policy Act). The proposal would eliminate or consolidate more than 70 existing programs.

Few of these programs were identified in the Mica proposal, but though it was clear that the Enhancement Program would be eliminated, the states could continue to have the option of spending funds on enhancement-type projects. It appears as if the Surface Transportation Program and the Congestion Management and Air Quality Program would survive, but there was no mention of the Bridge Program.

There would be a focus on the National Highway System, which would get more than half of the highway funding and would be increased to 160,000 miles. Highway Safety would also be a priority and the Highway Safety Improvement

See **TRANSPORTATION** *page 3*

Opportunity to Comment on Administration's Rural Development Priorities

Action Needed!

USDA Rural Development is accepting written comments about rural development priorities for President Obama's 2013 budget and 2012 Farm Bill principles. USDA Rural Development implements federal programs that are critical to rural counties such as rural water and wastewater infrastructure, community facilities, broadband expansion, housing, renewable energy and business development initiatives.

This is an important opportunity to share insights about how USDA Rural Development can enhance its program administration and delivery to rural counties. It is also an opportunity to bring forward NACo's rural development priorities.

Those interested in submitting written comments are asked to email them to *rdregreform@osec.usda.gov*. Please also copy Erik Johnston, NACo associate legislative director, at *ejohnston@naco.org* so that NACo may keep track of county priorities that are submitted. There is no deadline for comments, but members are urged to comment by the end of July in order for comments to be timely. For questions, contact USDA Senior Advisor Sylvia Bolivar at *rdregreform@osec.usda.gov* or 202.260.8038. More details about this opportunity, including USDA's suggested framework for comments and questions and links to NACo's fact sheets on the issue are available at *www.naco.org/legislation/policies/Pages/Ag.aspx*.

CountyNews The Voice of America's Counties

President | Glen Whitley
Publisher | Larry Naake
Public Affairs Director | Tom Goodman
Executive Editor | Beverly Anne Schlotterbeck
Senior Staff Writer | Charles Taylor
Staff Writer | Charlie Ban
Graphic Artist | Jack Hernandez
Editorial Assistant | Christopher Johnson

ADVERTISING STAFF
Job Market/Classifieds representative
Christopher Johnson
National Accounts representative
Beverly Schlotterbeck
(202) 393-6226 • FAX (202) 393-2630

Published biweekly except August by:
National Association of Counties
Research Foundation, Inc.
25 Massachusetts Ave., N.W.,
Ste. 500, Washington, D.C. 20001
(202) 393-6226 | FAX (202) 393-2630
E-mail | cnews@naco.org
Online address | www.countynews.org

Mail subscriptions are $100 per year for non-members. $60 per year for non-members purchasing multiple copies. Educational institution rate, $50 per year. Member county supplemental subscriptions are $20 each. Send payment with order and address changes to NACo, 25 Massachusetts Ave. N.W., Washington, D.C. 20001.

POSTMASTER: send address changes to

County News, 25 Massachusetts Ave. N.W., Ste. 500, Washington, D.C. 20001

(USPS 704-620) ■ (ISSN: 0744-9798)

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

Online game will let students 'run their own county'

By Tom Goodman
PUBLIC AFFAIRS DIRECTOR

The playing screen for NACo's new "Counties Work" Internet game.

This fall, students in schools across the country will be able to learn about county government through an online game and curriculum that NACo created in partnership with iCivics, Inc.

The game, "Counties Work," will educate students, grades 6 through 12, about the important role and functions of county government by letting them run their own county. A curriculum and "webquest" have also been developed to assist teachers with preparing lessons on county government.

While playing the game, a student takes on the role of a county official responsible for providing services, dealing with citizen requests, setting and raising revenues, and working within a budget. Along the way, students will learn about the various services provided by county departments while having to make tough decisions.

Created under the leadership of NACo President Glen Whitley and his initiative County Government Works, the online game is just one of the many projects that will serve as a long-lasting benefit to assist counties in raising public awareness of county government.

"This is a great opportunity for students to better understand the programs and services that counties provide," Whitley said. "We need to get students to play the game. I encourage county officials to contact teachers, principals and school superintendents in your county to let them know the game is available at *www.naco.org/CountiesWork*."

iCivics is a Web-based education project designed to teach students civics and inspire them to be active participants in America's democracy. iCivics was the vision of Justice Sandra Day O'Connor, who was concerned that students are not getting the information and tools they need for civic participation, and that civics teachers need better materials and support.

The county game is the only game on the iCivics website focused on local government. Other games cover the U.S. Constitution, the courts and the federal government — the president, Congress and the Supreme Court. iCivics has representatives in every state to promote the games and curricula to teachers and educators.

NACo created "Counties Work" through the financial support from CVS/Caremark, NACo's partner on the Prescription Discount Card Program. NACo paid half of the cost of the project.

Changes would encourage investment in transit

TRANSPORTATION *from page 2*

Program would be continued. Like the highway program, transit funding would be reduced. However, the percentage of formula funds available for suburban and rural areas, and for programs that support transit services for the elderly and disabled, would be increased. Changes would also be made to encourage more private sector investment in transit.

Democratic members of the Transportation and Infrastructure Committee followed with their own briefing, which stated disappointment with the Mica proposal due to its underfunding of transportation infrastructure and its failure to create new jobs. Ranking Member Nick Rahall (D-W.Va.) indicated that he would support a two-year bill similar to the Boxer proposal. Similarly, Democratic leaders of the Senate Banking Committee, which has jurisdiction over transit programs, slammed the Mica proposal for its impact on transit service and on jobs, which they claim could lead to the loss of 141,000 transit-related jobs.

Five Star restoration projects awarded more than $750,000

By Cindy Wasser
Community Services Assistant

Projects in Alaska, Missouri, Utah, New Mexico, Ohio and New York are the most recent recipients of the 2011 Five Star Restoration Program grants. NACo and its partners will award more than $750,000 to high-quality, community-based projects to support habitat and wetlands restoration in counties across the nation. (See "2011 Five Star Awardees" for program winners)

As a member of the Five Star partnership, NACo will manage $133,442 in grants to support projects that help jumpstart local wetland and watershed restoration efforts. The Five Star funds act as seed money, leveraging additional funds and services. On average, for each dollar of Five Star-sponsored funds, four additional dollars in matching contributions will be provided by local restoration partners in the form of funding, labor, materials, equipment or in-kind services.

As of this year, communities have committed more than $33 million in matching contributions to these projects since 1997. In the past 13 years, NACo has managed projects in counties across the country, providing approximately $1.6 million for community-based environmental restoration and education.

Photo by Kate Corwin

Students in Green Works in Kansas City, Mo.'s Environmental Connection Opportunities for Students (ECOS) program install fencing around a tree planted along Brush Creek in this 2010 Five Star Grant project.

The Five Star projects involve a high degree of cooperation among local governmental agencies, elected officials, community groups, businesses, schools and environmental organizations. These groups work together to improve local water quality, reduce flood damage and restore important fish and wildlife habitats. The National Fish and Wildlife Federation, EPA, the Wildlife Habitat Council, and corporate sponsors, Southern Company and FedEx, are NACo's Five Star partners.

For more information about the Five Star Program and how to apply, please contact Carrie Clingan, NACo Community Services senior associate, at 202.942.4246 or *cclingan@naco.org*.

2011 NACo Five Star Grant Projects

Copper River Watershed Project – $25,000

Valdez-Cordova Census Area, Alaska

Copper River Watershed Project will construct a stormwater biological filter in the Odiak watershed to improve salmon habitat and demonstrate how vegetated filter treatments can reduce the effect of stormwater pollution on aquatic ecosystems.

Partners will develop and construct the filters and continue relationships with local schools to engage youth in outreach, monitoring and maintenance activities. The project will engage youth and community members in restoration and monitoring activities, develop multimedia outreach projects about stormwater and improve 4.14 acres of salmon habitat.

City of Columbia, Mo. Parks and Recreation Department – $20,000

Boone County, Mo.

The city of Columbia will reclaim and restore an environmentally degraded site in the Hinkson Creek flood plain. Project partners will restore an environmentally degraded site along an important riparian forest corridor by creating wetland habitat, planting native woods and removing invasive species. The department will involve up to 240 adult volunteers in this effort and partner with both the University of Missouri's Conservation Biology program and local K-12 schools.

City of Ogden, Utah – $20,000

Weber County, Utah

The city of Ogden will improve the health of the Ogden River by removing debris and replanting native vegetation. The project will establish a 17-acre riparian corridor easement, which will designate land for wetlands and habitat restoration.

The project also includes a 50-year comprehensive pollution monitoring and maintenance plan in collaboration with a variety of high school and university groups, Weber Basin Water Conservancy District, and state and federal agencies.

Santa Fe Watershed Association – $23,442

Santa Fe County, N.M.

The Santa Fe Watershed Association will restore a critical half-mile stretch of the Santa Fe River's natural river channel, creating new habitat while enhancing the ecosystem services of Two Mile Pond. The construction of the new river channel will offer an opportunity for restoring native shrubs and trees, which stabilize the river banks while providing habitat.

The association will host public planting days to provide youth environmental education and build community awareness of the Santa Fe River.

The Wilds – $20,000

Guernsey County, Ohio

The Wilds, a wildlife conservation center, will restore a currently low-quality wetland and riverbank zone located in the Lower Muskingum Watershed. Project partners will install and maintain pools and river buffers. Partners will devote the second season of the project to intensive invasive species management and monitoring to ensure native species establishment. The Wilds will implement photo documentation for public outreach and education.

Water Education Collaborative and Rochester Museum & Science Center – $20,000

Monroe County, N.Y.

The Water Education Collaborative will restore a segment of Buckland Creek and install an educational walkway. Brighton High School and Rochester Institute of Technology students and teachers will monitor and document ecological changes within the stream. All project partners will be involved in a public meeting and tour to inform the community of this project. The collaborative will also work with homeowners within the watershed to install project-funded green infrastructure, such as rain barrels, rain gardens and stream protection.

Funding available for new round of TIGER grants

The U.S. Department of Transportation on July 1 announced that $527 million will be available for a third round of the TIGER (Transportation Investment Generating Economic Recovery) competitive grant program, which funds innovative transportation projects.

States and local governments, among others will have until this fall to prepare their applications for the TIGER program, which has funded high-impact projects including roads, bridges, freight rail, transit buses and streetcars, ports, and bicycle and pedestrian paths.

Projects will be selected based on their ability to:

- contribute to the long-term economic competitiveness of the nation,
- improve the condition of existing transportation facilities and systems,
- improve energy efficiency and reduce greenhouse gas emissions,
- improve the safety of U.S. transportation facilities, and
- improve the quality of living and working environments of communities through increased transportation choices and connections.

The department will also focus on projects that are expected to quickly create and preserve jobs and spur rapid increases in economic activity.

In general, this round is similar to last year, with a few significant differences:

1. Unlike the FY10 Appropriations Act, the FY11 Continuing Appropriations Act does not provide any funding for projects solely for the planning, preparation or design of capital projects (TIGER Planning Grants); however, these activities may be eligible to the extent that they are part of an overall construction project that receives TIGER Discretionary Grants funding;

2. Any applicant that is applying for a TIGER TIFIA (Transportation Infrastructure Finance and Innovation) payment must also submit a TIFIA letter of interest along with their application.

3. Eligible applicants may submit, as a lead applicant, no more than three applications for consideration.

The department will require all applicants to submit a "pre-application" prior to submitting a final application. The pre-application system will open on Aug. 22. All pre-applications should be submitted by Oct. 3 at 5 p.m. EDT. Final applications will be due on or before Oct. 31.

The previous two rounds of the TIGER grant program provided $2.1 billion to 126 transportation projects in all 50 states and the District of Columbia. Demand for the program has been overwhelming, and during the previous two rounds, the Department of Transportation received more than 2,500 applications requesting more than $79 billion for transportation projects across the country.

For more information, please visit *www.dot.gov/tiger*.

CORRECTION

A News From the Nation's Counties item in the July 4 issue of County News about King County Public Library's being named Library of the Year incorrectly identified Gale as publisher of Library Journal. Gale publishes research and reference resources for libraries, schools and businesses, and co-sponsored the award.

Two counties reduce homelessness during recession

By Charles Taylor
SENIOR STAFF WRITER

A jog through the woods near her home brought Sharon Bulova face to face with homelessness in Fairfax County, Va., one of the nation's most affluent counties.

"One of the places I discovered close to me was a little homeless camp," said Bulova, who chairs the county's Board of Supervisors. "It was just two tents in the woods that no one would have noticed had they not been on foot." Soon, she would begin leaving bags of groceries nearby, periodically, and eventually meet one of the men — a Vietnam vet, street-named Hippie.

For her, it "put a face" on the issue, relatively small though it is in the largely suburban county of almost 1.1 million people. The county currently counts 1,549 homeless residents — 14-hundredths of a percent of the population.

"These are real human beings who have real stories, and who have real life situations that have caused them to be without a home," Bulova said, "and that's not OK. And I want Fairfax County to be a place where we reach out to people who are in trouble and need help."

Photo courtesy of FACETS

Penny Gross, Fairfax County, Va. supervisor, gives remarks at the event "Giving Back to Get People Home" last August. It was organized by a partnership including Fairfax County's Office to Prevent and End Homelessness (OPEH) and sponsored by Target. Dean Klein, OPEH director, is seated, lower right.

Perhaps counterintuitively, given the recent recession and slow recovery, the faces of homelessness in Fairfax have become fewer. Since 2008, Fairfax County and the neighboring small city of Falls Church (pop. 12,000) reduced their total homeless population by 16 percent and homeless families by 19 percent.

The county's successes — along with dramatic reductions in Alameda County, Calif. — have caught the eye of the National Alliance to End Homelessness (NAEH), which spotlights best practices. It recently profiled Fairfax's accomplishments in a Community Snapshot. Alameda County was written up in 2010.

Alameda County (pop. 1.5 million) had a point-in-time snapshot of more than 5,000 homeless people in 2003. By 2009, that number had declined by 15 percent to 4,250, and family homelessness was down 37 percent.

"That's why we like to focus on places like Alameda and Fairfax, because that's an example of where things worked," said Nan Roman, executive director of NAEH. "These places have brought the numbers down. Even though it's flat nationally, there are a lot of places where it's gone up."

According to the U.S. Department of Housing and Urban Development's Annual Homeless Assessment Report to Congress, released last month, overall homelessness increased by a scant 1 percent nationally from 2009 to 2010 — even during a period of high unemployment, an economy sputtering in recovery and a foreclosure crisis whose aftershocks continue to be felt.

For subpopulations, including individuals, the homeless not in shelters, and persons in families, rates also rose modestly: 0.75 percent, 2.76 percent, and 1.61 percent, respectively, according to NAEH.

Roman said some of the credit for these "fairly flat" increases goes the $1.5 billion in federal stimulus dollars to prevent homelessness and provide for rapid re-housing during the recession — and a softening of the low-end rental market for a few years. The Homelessness Prevention and Rapid Re-Housing Program (HPRP) that was part of the American Recovery and Reinvestment Act, passed in 2009, is a three-year program that ends next year.

Fairfax County received $2.46 million directly by formula; community-based programs also received funding through HPRP's allocation to the state. Two Alameda County agencies and eight cities within the county and received $12.1 million for homelessness prevention and rehousing.

But an NAEH official said not all communities that received HPRP money saw a decrease in homelessness, and the expectation was that the funding would prevent "dramatic increases," not lead to decreases.

In Fairfax, county officials say their success is due, in part, to the county's 10-year plan to end homelessness, adopted in 2008, and the coalition of groups that is implementing it.

Similarly, in Alameda County,

See HOMELESS page 9

DEA meth cleanup funding cut hits counties hard

By Charlie Ban
STAFF WRITER

When the U.S. Department of Justice stopped funding meth lab cleanup through the Community Oriented Police Services (COPS) program earlier this year, the responsibility to clean them fell to local law enforcement agencies. Now they are running out of what federal funding remained and forced to look for new ways to pay for cleanup.

"It's really stymied us," said Fred Wilson, director of operations for the National Sheriffs' Association. "It struck a lot of departments by surprise. To have funding zeroed out for 2012 really hit people hard."

Missouri has led the nation for the past seven years in the number of meth sites found. Jefferson County, a rural county near St. Louis, alone ranks below only 11 entire states in the number of meth sites found in 2010, according to Missouri State Highway Patrol (MSHP) statistics.

Jefferson County, though, has not been using federal cleanup money to deal with its meth problem.

"We're supported on the state level in regards to meth cleanup, with equipment and storage from the Department of Natural Resources," said Capt. Ron Arnhart, support services commander for the Jefferson County Sheriff's Department. "This won't affect us at all."

MSHP spokesman Capt. Tim Hull said most of Missouri had stopped relying on federal funding to reimburse cleanup in favor of a cooperative approach with DNR.

"We've had no slowdown in our cleanup efforts as a result of this change," he said.

"Funding meth lab cleanup is an interesting situation," Wilson said. "It walks the line between law enforcement and environmental protection."

In that vein, the Environmental Protection Agency's Local Governments Reimbursement Program reimburses local governments up to $25,000 for each emergency hazardous substance incident, if the responsible party or local government doesn't have insurance or funding to clean it up, and the state government will not reimburse the costs.

It covers costs for temporary emergency response measures, containing the release, neutralizing or treating pollutants, and controlling contaminated runoff.

Law enforcement agencies typically contract cleanup to private businesses, but the Kalamazoo Valley Enforcement Team in Michigan will soon launch its own cleanup effort, with hopes of taking advantage of economies of scale to dramatically cut costs, similar to how the Missouri State Highway Patrol consolidates cleanup.

Whereas private contractors handle cleanup cases one at a time, costing law enforcement agencies between $1,000 and $5,000 each, Capt. Jon Uribe of the enforcement team in Michigan said by packing more than 100 dismantled laboratories' worth of chemicals into a 55 gallon drum, the team can pay for one disposal instead of 100.

"Private contractors are going to charge you to dispose of each lab, and each time you do, that's another hit you're taking," Uribe said. "This way you save $50,000 to $100,000 for 100 labs by getting rid of them all at once."

While the 55-gallon drum is collecting materials, it will be secured in a secret location, but Uribe said the chemicals stored in the drum will have been neutralized and of no value to drug makers.

The team has conducted training for personnel from the Kalamazoo and Van Buren county sheriffs' offices to perform the dismantling, and those organizations have agreed to a mutual-aid arrangement for big cleanup jobs. The team has invested close to $25,000 to buy equipment and conduct training.

"It wasn't cheap, but it won't be anywhere near what a private contractor would charge," Uribe said.

In some places, like Columbus County in coastal North Carolina, meth has not become a huge problem yet, but law enforcement officials are eyeing it.

"Ultimately it falls back on the county to pick up the tab," said Maj. Lewis Hatcher, chief deputy for the county sheriff's department. "We have money set aside for disaster cleanup, but they're natural disasters, like hurricanes and floods. We can't integrate the needs for man-made disaster recovery to a natural disaster recovery budget."

He said the county administration would have to approve additional funding for meth lab cleanup.

"We don't have a big, big problem, but it's growing," he said "Eventually, we'll start to see more and more of it, and we don't want to have to scramble for money when it's in our lap."

In Case You Missed It ...

News to Use from Past County News

▶ Winners chosen for 2011 NCGM Awards competition

For the first time, NACo has recognized three counties for their outstanding efforts to celebrate National County Government Month (NCGM) in April. These counties conducted effective public awareness programs and events to educate residents about the important role and functions of their county government.

The three counties were: Bernalillo County, N.M., Manatee County, Fla. and Cape May County, N.J.

The winning counties received two free conference registrations to any future NACo conference, including this year's annual conference in Multnomah County (Portland), Ore. July 15–19.

For more information about NCGM, contact Jim Philipps at 202.942.4220 or *jphilipps@naco.org*.

No. Va. GIS project smooths way for emergency responders

By Charlie Ban
Staff Writer

Four counties in northern Virginia did their emergency responders a big favor — they took the blindfolds off when they enter another jurisdiction.

The Northern Virginia Centerline Project won the Special Achievement in Geographic Information Systems (GIS) Award from the Environmental Systems Research Institute.

The problem confronting Loudon, Fairfax, Arlington and Prince William counties and the city of Alexandria, along with many other contiguous counties throughout the country, is that each government builds its own GIS system, based from a variety of different models available.

"We have mutual-aid agreements, and every time our people would respond and cross a jurisdictional boundary, they'd be going in blind," said Larry Stipek, Loudon County's GIS director.

Centerlines are line data that represent the geographic center of a road's right of way. Additional roadway information can be embedded such as the road's name, width, number of travel lanes, bridge weight limits and speed limits. Although finding addresses remains a crucial task for emergency responders, getting there involves a variety of factors for which GIS is well-renowned.

Whereas a driver can take a sedan wherever an ordinary GPS system directs, emergency responders have to take into account height and weight restrictions when clearing overpasses and crossing bridges on tall and heavy trucks, and ambulances.

The key, according to Arlington County GIS Manager Mary Beth Fletcher, was being able to homogenize GIS data from each county and make it readable in other counties' systems. In short, paying with lira, marks or francs and getting change in euros.

"The state (Virginia Geographic Informational Network) keeps file, we download and internalize it without having to go through data changes," she said. "Years ago, people would be satisfied just having Arlington's road data, but these days we're responding to a number of multi-jurisdictional events, you need that info. It's a whole new world."

The Virginia Information Technology Agency's E-911 Services Board funded incidentals and software purchases, and Fletcher said besides staff time, the participating counties did not have many expenses.

At most, she predicted some routine maintenance in a few years.

Stipek said a major feature of the new system was a procedure for reporting errors found in other counties.

The most contentious topic among the representatives was the exact borders of each of their counties.

"After a long discussion, we concluded that it doesn't matter," Stipek said. "We just have to pick a point where maintenance stops for one county and resumes for another, as long as we agree on the point it doesn't make a difference."

He credited the existing working relationship among the participants with making the project, which has taken roughly a year and will be ready by the end of 2011, a success.

"This project worked because our GIS managers have known each other for years and got along really well," Stipek said. "It was relatively easy to get people working to get something like this done.

"Expectations are high that this will be beneficial," Fletcher said. "It's a public safety issue, and I know our fire department is aching to use the information."

NACo unveils ...

"Counties Work"

an online interactive game for students and teachers

Come Play NACo's "Counties Work"

New interactive, online game where students (and you) can run a virtual county

Just log on to *www.naco.org/CountiesWork*, and let the games begin!

Created by NACo and iCivics, Inc., with support from CVS/Caremark

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

iCivics
www.icivics.org

NACo Prescription Discount Card Program

Federal government puts emergency 'PLAN' into action

No matter what type of cellphone, PLAN will alert everyone within a cellular tower service area of incoming dangers.

By Christopher Johnson
EDITORIAL ASSISTANT

When residents near the Texas coast were ordered to evacuate their homes while Hurricane Rita barreled through in 2005, they had nowhere to go. When students went to class April 16, 2007 at Virginia Tech University, they didn't know they were heading into danger.

The Federal Emergency Management Agency (FEMA) along with the Federal Communications Commission (FCC) has developed a new program, PLAN — Personal Localized Alerting Network — that could have helped in both situations. Officials at FEMA and the FCC say it will take several months to implement, but it is scheduled to debut in late 2011 in New York and Washington, D.C. and be available nationwide in spring 2012.

Shortly after Hurricane Katrina struck New Orleans and the coastlines of Mississippi and Alabama in 2005, Congress passed the WARN Act (Warning, Alert and Response Network) that required a more extensive warning system in times of weather or terrorist dangers. The law is designed to funnel alerts to the public from the president, the National Weather Service and local emergency managers. PLAN is the implementation of the WARN Act's mandate.

PLAN uses geographically targeted text alerts to cellphone users about tornado or terrorist threats in their areas. The messages can be pared down to a single cellular tower service area, alerting all cellular receivers whose wireless companies participate.

The Cell Broadcast technology allows a text or binary message to be defined and distributed to all mobile terminals, such as cellphones, connected to a set of cells. Reverse 911, another emergency notification technology, sends messages point-to-point, relying on a database of phone numbers. Since Cell Broadcast messages are sent point-to-area, one can reach a huge number of terminals at once. In other words, Cell Broadcast messages are directed to radio cells, rather than to a specific terminal.

Another difference between PLAN and Reverse 911: Recipients won't need to open PLAN alerts like text messages. Instead, the messages simply pop up on the phones. There is no need to register, and emergency alerts will be sent to all users with text-capable devices if their wireless carrier participates.

Meanwhile in Florida, an Emergency Cellular Pilot Test Program was successfully completed in June. Polk, Pasco, Brevard and Orange counties participated in the pilot.

"An emergency alert program needs to be intrusive," said Pete McNally, Polk County's Emergency Management director. "It needs to get to people wherever they are, and the way to do that is by cellphone."

(NACo will conduct a webinar on the PLAN deployment with the FCC later this month or the first week in August.)

Counties' efforts to lower homeless numbers get national attention

HOMELESS *from page 6*

officials credit a collaborative, coordinated effort called EveryOne Home.

Fairfax County

In Fairfax County, a one-bedroom apartment can fetch just north of $1,100 per month, according to Dean Klein, director of the county's Office to Prevent and End Homelessness (OPEH) — affordable to someone earning $22 an hour. But Klein said 80 percent of the county's homeless families earn less than $14 per hour. As a result, the county's efforts also address the need for employment.

Among key initiatives in the county, NAEH highlighted a focus on permanent housing and a standardized intake screening tool. Previously, many homeless-serving nonprofits had used varying intake procedures. Klein's office, created about two years ago, was charged with coordinating housing options in concert with nonprofits, faith communities, foundations and corporations.

Since then, it has focused on acquiring and preserving affordable housing units, and converting transitional housing into permanent supportive housing for families. The effort is overseen by the Fairfax-Falls Church Partnership to Prevent and End Homelessness.

Klein's office helped facilitate the conversion of transitional units owned by Good Shepherd Housing and Family Services, a local nonprofit, to 47 units of rapid re-housing and permanent housing for families — helping people move directly from shelters to permanent housing, without the "transitional" step.

Shannon Steene, Good Shepherd's executive director, said there was some resistance on the part of his staff, volunteers and board members. "They didn't necessarily understand what this was, and change wasn't necessarily good.

"But when you can, instead, get them to focus on what do we — really want to have happen in the (entire) community — that helped grease some of the skids for positive change," he said.

Michael O'Reilly, former mayor of the Fairfax County town of Herndon, is chairman of the governing board of the Community Partnership. Two county supervisors are members, Bulova and Catherine Hudgins.

Before the 10-year plan, O'Reilly said, agencies with the same laudable goals could find themselves competing for federal and state grants.

That's changed under the umbrella of the county's coordinating role, according to Kerrie Wilson, president of Reston Interfaith, a shelter, transitional housing and affordable housing provider in Fairfax for some 40 years.

Under this new approach, her agency took the lead, partnering with other nonprofits in the county, to win a state homeless prevention grant that brought an additional $500,000 into the county to be distributed to all the partners.

"The federal stimulus dollars that came out allowed us to put some of that into play, get a jumpstart particularly in the area of prevention and rapid rehousing, and build a good foundation and success base on which we can now keep moving," Wilson said.

Alameda County

Alameda County was among the first U.S. communities to create a multi-system, collaborative plan for ending homelessness, according to NAEH's Community Snapshot.

In 2004, the county — along with the cities of Oakland and Berkeley and nine other partner agencies — created a Countywide Homeless and Special Needs Plan, which came to be known as the EveryOne Home plan. In 2008, EveryOne Home was transformed into a community-based nonprofit to coordinate and implement the plan. Elaine de Coligny is its executive director.

EveryOne Home serves as a single-point entry system for the county, allowing the program to stretch its dollars, according to Sabrina Balderama, a program associate.

De Coligny added, "Rather than each city within the county designing and funding their own program, we did a single program that was countywide. It has the same intake procedure, the same assessment tool, the same qualification for the households to get in."

From 2005 to 2009, 512 permanent housing units were created using a combination of 125 "place-based" housing units and 386 vouchers. As in Fairfax County, many units that had previously served as transitional housing were converted to permanent housing.

Other initiatives that NAEH highlighted include creation of a Homeless Outreach and Stabilization Team (HOST) that provides mental health services for mentally ill, chronically homeless persons. To prevent homelessness, the county created a Priority Home Partnership using stimulus dollars. It uses the county's 2-1-1 hotline number for centralized screening and intake of those at risk of homelessness. After being assessed, families in a housing crisis are referred to a Housing Resource Center — of which there are several throughout the county — where they can receive housing stabilization services and financial assistance.

EveryOne Home is a community-based organization, doesn't deliver direct services, and gets its operating funds from the county and several cities therein.

"The reason we are a community-based organization and not located within one department of government is that we wanted to make sure that all the agencies that sponsored the writing of the plan continued to stay invested in the implementation of the plan," de Coligny said.

To read the National Alliance to End Homelessness' profiles of the two counties, visit www.endhomelessness.org/content/article/detail/3855 *for Fairfax and* www.endhomelessness.org/content/article/detail/2983 *for Alameda.*

Photo courtesy of FACETS

Two people stop to view a housing services provider's display at the Fairfax County, Va. Government Center during an event to help the homeless.

Survey: Partisan differences are increasingly problematic

SURVEY *from page 1*

and debt, but their preferences for addressing the deficit are more driven by their party affiliations than by their role as county elected officials, as such."

Sixty-three percent said the 2011 federal budget did not cut enough spending. Viewed along party lines, Republicans (82 percent) and independents (69 percent) were far more likely to share this view than were Democrats (32 percent).

Forty-two percent rated the national economy as poor, a slightly more positive reading than in 2010, when 48 percent held that view.

While expressing concern over federal spending, county officials surveyed are also concerned about losing federal support that flows to their communities in the form of block grants. Fifty-seven percent replied that they were "concerned" about cuts to federal block grants; 38 percent were not.

As for counties' own economies, county elected officials rate their fiscal health slightly above average. On a scale of 1 to 10, respondents pegged their health at 6.40—slightly higher than last year (6.19) but equal to 2009, just after the economic crisis.

Fifty-five percent of elected officials said that balancing their most recent budgets was more difficult than in years past, more so for larger counties than smaller ones. The most often identified culprit threatening fiscal health was unfunded state and federal mandates (39 percent).

Fifty-six percent of county officials said their county had cooperated regionally to lower the cost of services. Additionally, 26 percent said they had consolidated services with another government in response to economic conditions or budget stress. Of the 23 percent that said they had privatized some services, interestingly, 46 percent of those were from the Northeast region.

A clear majority (65 percent) of those responding think that partisan differences are a growing problem, compared to the recent past. Seventy-one percent of Democrats say it's a bigger problem today, as do 69 percent of independents and 60 percent of Republicans. Overall, 57 percent said partisan politics is bad for American democracy.

Despite that, 73 percent believe a divided government is better than having the White House and Congress controlled by the same party.

Survey respondents were also asked their views on the "tea party" movement. Thirty-seven percent expressed no opinion. Of those with an opinion they were equally divided at 31 percent in their support or lack thereof for the movement.

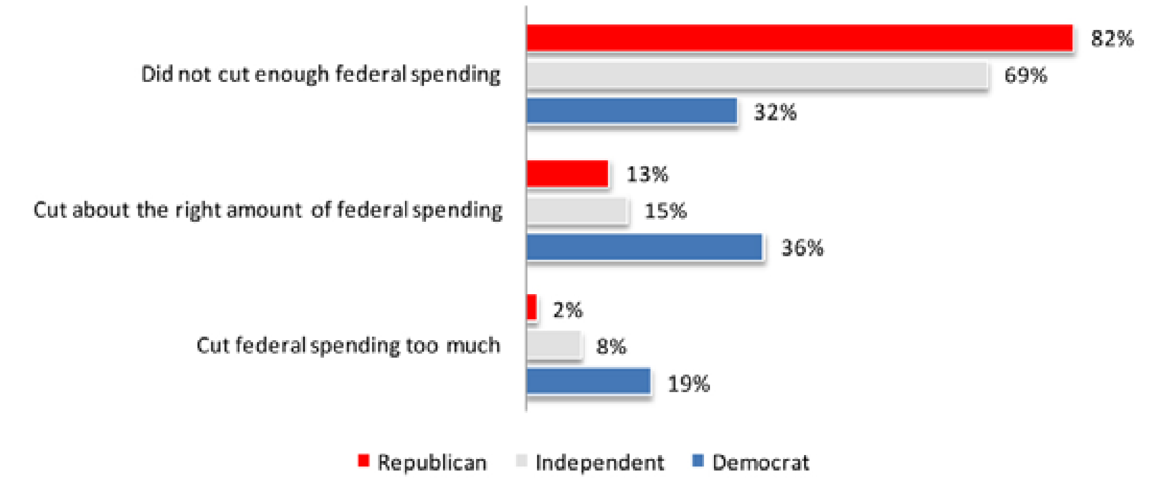
Sixty-nine percent of Republican respondents said tea party values reflect the views of most Americans, while 78 percent of Democrats said they did not.

The survey asked two new questions this year, as a result of the controversy in Wisconsin over Gov. Scott Walker's plan to restrict collective bargaining for public employees. This year, county elected officials were asked their views on public sector employees' compensation and benefits, and collective bargaining.

Republicans and independents were far more likely to oppose allowing public sector employees to engage in collective bargaining; 76 percent of Republican respondents either strongly oppose (63 percent) or somewhat oppose (13 percent) allowing collective bargaining. Of Democratic respondents, on the other hand, only 38 percent strongly oppose (19 percent) or somewhat

See **SURVEY** *page 13*

County Elected Officials' Assessment of the FY2011 Federal Budget



Word Search

20 Oregon Counties

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

BENTON	JACKSON	MULTNOMAH
CLACKAMAS	JOSEPHINE	POLK
COOS	LAKE	UMATILLA
DESCHUTES	LANE	WALLOWA
DOUGLAS	LINCOLN	WASCO
GILLIAM	MALHEUR	WASHINGTON
HOOD RIVER	MARION	

Created by: Christopher Johnson

Whitley reflects on his term, accomplishments, future

WHITLEY *from page 1*

year, and it has been a real honor to serve as NACo president. What a remarkable experience to travel across America and meet with county officials from across our great nation.

Q: What was the most challenging part of your role as president?

Easily the greatest challenge of the past year has been balancing NACo travel with my county leadership responsibilities at home. At the beginning of the year, I set as a goal to visit as many state association annual meetings as I could. I wanted to reach out to local county officials and tell them how important it is to raise understanding about counties and that our successful yearlong County Government Works Campaign makes it easier to do just that. But, because of my responsibility to the citizens of Tarrant County, it was not always possible to be away.

I really have to thank my other commissioners and my staff for their support, not just for this year, but also for the rest of the time that I have been serving as a NACo officer.

Q: What did you find most interesting or exciting?

I really enjoyed being able to visit with county leaders and to have the opportunity to discuss the common challenges we face. For me, it was invigorating and inspirational to see the continued commitment of local government officials to public service, even in the face of our current economic circumstances.

Truly, it is the sacrifice and effort of county officials, and employees, that make county government the success it is today. We are the best form of local government, the closest to the people and the most responsive to their needs.

Q: What advice would you give your successor?

I would advise Lenny Eliason to take enough time to enjoy the year, despite the hectic schedule that comes with the NACo presidency. The year will pass very quickly and there will always be too many things to do. But, it is really worth it to savor this once-in-a-lifetime experience.

Q: What's next for Glen Whitley?

After Portland, I am looking forward to spending a little more time at home with the grandchildren. We have plenty to do in Tarrant County and urban North Texas.

We are engaged in some significant mobility projects, our annual budget process is before us and we need to continue with the successful implementation of several bond initiatives. I have the greatest job in the world and hope the voters will let me continue to serve them for many years to come.

Q: Final thoughts?

The opportunity to represent NACo, as its president, allowed me to learn even more about the great strengths of our nation and of our people. I have made many new friends this past year. I can only hope that as my term as NACo president draws to a close, that I am leaving NACo a stronger, more focused and more resilient organization than when I took office. I believe now, more than ever, that "County Government Works!"

Workshop to address sharing services among counties

ANNUAL *from page 1*

will be explored in detail during workshops entitled, "Smart Communities and Smart Buildings: How they Improve the Economy, Environment and Experience" and "Going Green Without Going Red."

Other workshops will address funding infrastructure and economic development efforts, sharing services across jurisdictional lines and jail diversion programs.

NACo President Glen Whitley, county judge, Tarrant County, Texas, said NACo's Annual Conference is the most important gathering of county officials of the year and offers the best opportunity for leaders in county government to discuss pragmatic solutions to common challenges facing counties and communities.

"Many counties are facing their most difficult budget and revenue challenges in decades," Whitley said. "Not only are our own revenue streams stressed while our costs and demands for services continue to increase, Congress is considering massive budget cuts to federal programs critical to local governments."

Profiles in Service

» Keith Carson

Board of Directors
Board of Supervisors Vice President
Alameda County, Calif.

Number of years active in NACo: 5-plus years
Years in public service: 20-plus years
Occupation: Alameda County supervisor
Education: master's degree in public administration from Cal State University East Bay; bachelor of arts degree in social sciences from UC Berkeley; attended John F. Kennedy School of Law
The hardest thing I've ever done: speak at my father's funeral
Three people (living or dead) I'd invite to dinner: Malcom X, Martin Luther King Jr. and President Barack Obama
A dream I have is to: take a trip around the world.
You'd be surprised to learn that I: don't like what politics has become.
The most adventurous thing I've ever done is: at the age of 22, opened my first business, the Berkeley Flea Market.
My favorite way to relax is: sleep and read.
I'm most proud of: family and children.
Every morning I read: my email.
My favorite meal is: dinner with family.
My pet peeve is: talking heads.
My motto is: "No one can do anything alone!"
The last book(s) I read was: *The Slave Trade* by Hugh Thomas and *The Warmth of Other Suns* by Isabel Wilkerson.
My favorite movie is: *Malcolm X.*
My favorite music is: Gospel.
My favorite president is: Barack Obama.

NETWORK OF CARE
FOR HEALTHY COMMUNITIES
Internet Technology for a Change

Network of Care™

An Innovative Tool for Aging and Disability Resource Centers

The National Association of Counties (NACo) and the National Association of Area Agencies on Aging (n4a) are pleased to announce the availability of an innovative tool for Aging and Disability Resource Centers (ADRCs) to link consumers to services in their county or AAA service area — the Network of Care. Powered by Trilogy Integrated Resources, these new ADRC public websites can easily be created in each Aging Network service area to be a single point of information about community-based aging services and resources, access to professionals and caregivers, including a fully integrated Call Center.

ADRC Website features include:

- An integrated resource database with full search capability
- A service directory that enables consumers to make informed decisions
- Over 10,000 local, state and national links to relevant information
- A personal health record that is HIPAA and HL-7 compliant
- Community calendar and announcements
- Other resources such as online training programs for financial abuse prevention, fall prevention, prescription assistance and much more

Web-based Call Center features include:

- The ability to record information about a client or caregiver and their specific needs
- Customizable fields for data collection and reporting
- Direct referrals to providers
- Complete and comprehensive reporting capabilities

The ADRC website is an excellent way for any county or AAA to minimize fragmentation of service information by providing the public and service providers with a single source of information for stakeholders in the social services arena. The Network of Care provides a simpler, faster, and centralized community resource for consumers and caregivers to find appropriate community services and for providers to locate information about other services in their community.

The Network of Care for Seniors & People with Disabilities site was selected through a nationally solicited competitive bid process by Fairfax County, Va. Acting as the lead public agency, Fairfax County issued a national request for proposal (RFP) for a comprehensive, integrated Web-based information and referral system. Trilogy's Network of Care was selected as the sole provider for these services.

If you are interested in receiving more information about the Network of Care or you would like to see a demonstration of this program, please email ...

naco@networkofcare.org

or contact Jim Sawyer, NACo Financial Services Center, at 202.661.8868.

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

n4a
Advocacy. Action. Answers on Aging.

Model Programs FROM THE NATION'S COUNTIES

Sonoma County, Calif.

Kids Learn Why They're Digging Ditches

By Charlie Ban
Staff Writer

A summer program in Sonoma County, Calif. is helping at-risk youths and an at-risk ecosystem both find some welcome stability.

The recession was hard on young people in Sonoma County, with a one-year (2008–2009) jump in unemployment of almost 13 percentage points for 16–19 year olds and almost eight percentage points for 20–24 year olds, according to the Census Bureau.

When the county received $1.2 million of federal stimulus funding in 2009, it matched with money from the county water agency and several local nonprofits to hire youth crews to restore and maintain local streams during the summer. Thus, the Sonoma County Summer Youth Ecology Corps (SYEC) was born. In subsequent years, money has come from water district flood maintenance funding.

It is a collaboration among the county's water agency, Workforce Investment Board and Youth Council, human services department, Office of Education, the nonprofit New Ways to Work and five youth agencies.

Crews of six to eight workers, between 14 and 21 years old, do low-skill public works projects throughout the county, mainly focusing on waterways, though tasks also include brush removal, removal of invasive species, park cleanup and habitat restoration.

"Thanks to these kids, we're able to complete work we wouldn't otherwise have been able to handle," said Kellie Noe, program specialist at the water agency. "We have a progressive stream maintenance program, but it takes a lot of time to get done, is very labor intensive, and it can only be done in a short time period."

Thanks to the nature of, well, nature, the work the youths have to do is a renewable resource, and there will always be more waiting for them each summer.

"What makes the difference from other youth employment programs is the classroom focus on either side of the manual labor," county Community Affairs Manager Jim Leddy said.

Before doing the work, youths are instructed as to the ecological importance of what they are doing through ecosystem education modules, which supplements many school curricula that don't have money or time to teach environmental science.

"We don't just give them a shovel, tell them to stick them in a stream and don't talk to them for the rest of the summer," Noe said. "The classroom instruction also helps us meet our agency's goals for water education."

The youths earn $8 an hour for 24 hours a week working on various projects.

After the work is done, it's back to the classroom for work-readiness training and career assessments.

"Obviously the county benefits because this work is being done, but the primary focus is to help the youths develop skills for their careers," Leddy said. "Many have never had a chance to develop résumé skills, learn what's expected in an interview or how to look for the right job."

Photo courtesy of Sonoma County, Calif.

A group of youths participating in the Sonoma County, Calif. Youth Ecology Corps clear brush on county land.

After the first year with 330 participants, the following years have seen a drop and plateau in the mid-to-high 200s. The majority of participants are males between 16 and 19, though Noe has seen more females get involved this year.

Two of the former SYEC participants have graduated to positions as summer employees at the water agency, Noe said. Another, a high school sophomore, is interning in the agency's office after two years in the field.

"You can tell it's built and enhanced his work ethic," she said.

Leddy also sees the program as more valuable than just getting work done around the county.

"The program is giving them a meaningful experience and helping to add to their job skill bases," he said. "They have an opportunity to take pride in the work they've done and the joy of being able to earn a paycheck."

The water agency is considering expanding the program beyond the summer to include Saturday shifts and some weekday shifts for youths who are not in school.

Model Programs from the Nation's Counties highlights award-winning programs. For more information on this NACo Achievement Award winner, visit NACo's Website, www.naco.org ▶ Research & Publications ▶ Find Solutions.

Males predominate among county leaders

SURVEY *from page 10*

oppose (19 percent) allowing collective bargaining.

County elected officials were much more likely to say that public sector employees were overpaid nationally (34 percent) and in their state (31 percent). However, a nearly equal amount, 32 percent, said that the public sector employees in their county were underpaid, and a slight majority (51 percent) said that they were paid what they deserve.

Demographic profile

Who are America's elected county officials? According the the survey's demographic analysis, they are:

- 87 percent male
- 88 percent white; 6 percent black; 2 percent Hispanic; 1 percent Asian and 3 percent other
- 66 percent are aged 56 to 75, the larger percentage (33 percent) being between the ages of 56 and 65
- 27 percent hold a college degree; 16 percent have post-graduate degrees, and 23 percent are high school-only graduates

Ideologically speaking, they identify as very (23 percent) and somewhat (41 percent) conservative — for a total of 63 percent self-identifying as some degree of conservative; 9 percent are somewhat liberal, 2 percent very liberal. And 23 percent identify as middle of the road.

- Nearly three-quarters — 74 percent — have part-time elected positions (averaging 27 hours per week on county business)
- As for length of service, a plurality (39 percent) have been in office fewer than five years; 34 percent have served five to 10 years; 13 percent 11 to 15 years, and 14 percent have held office for more than 15 years.

To view the complete survey report, visit NACo's website, www.naco.org ▶ Research & Publications ▶ Surveys.

What's in a Seal?

» Multnomah County, Ore.

http://web.multco.us

Multnomah County was created on Dec. 22, 1854. It was the 13th county created in the Oregon Territory. The land was taken from the eastern portion of Washington County and the northern part of Clackamas County. The borders have remained relatively unchanged to the present.

The county was created when the people living in Portland found it difficult to travel to Hillsboro at the county seat of Washington. In 1854, Portland businessmen petitioned the Territorial Legislature for a new county, and Multnomah County was created at the subsequent session.

The county was named after the Multnomah Indians who were part of the Chinookan tribe that lived on the eastern tip of what is now Sauvie Island in the Columbia River. The city of Portland was chartered in 1851 and made the county seat in 1854. The Multnomah County commissioners met for the first time on Jan. 17, 1855.

The seal shows a mountain in the shape of the letter "M" representing the county name.

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

News From the Nation's Counties

CALIFORNIA

• A new countywide ordinance will have car owners thinking twice before turning their neighborhoods into **impromptu used-car lots** on weekends in **LOS ANGELES COUNTY**.

The Board of Supervisors approved an ordinance prohibiting cars that have "for sale" signs from parking on hundreds of major streets and intersections in unincorporated communities. Under the new law, vehicles that are in violation will be issued a $45 fine. And if a for-sale car is found on any of the restricted streets within 30 days of its last violation, the car will be towed, the *Whittier Daily News* reported.

"Hundreds of constituents have called me," said Supervisor Gloria Molina, who introduced the ordinance last month. "Businesses have complained; we have major problems on our streets, and it is something that we need to do." She said the ordinance is meant to target "underground businesses" that are unlicensed, violate other laws and continue to be a problem.

Although the ordinance targets particular problem areas, if for-sale cars move en masse to nearby major or side streets, those streets too will be added.

• If **RIVERSIDE COUNTY** becomes part of the nation's **51st state**, it faces a rocky road to creation. Supervisor Jeff Stone, its proponent, hasn't received much support from his board colleagues.

Stone proposed forming "South California" out of 13 counties after the state legislature passed a bill that takes millions in state support away from four new Riverside County cities. Besides Riverside, he proposes including San Diego, Orange, San Bernardino, Imperial, Kings, Kern, Fresno, Tulare, Inyo, Madera, Mariposa and Mono counties in the 51st state.

Supervisor Marion Ashley said it would be "virtually impossible" to secede from the state and form a new one. "And Jeff knows that," he told the *North County Times*. "This is a reaction to the sorry state of affairs in Sacramento. The (newly adopted) state budget is just a horrible mess. I'm empathetic to his feelings."

• Despite **SAN DIEGO COUNTY**'s famed good weather, fewer people are spending time outside driving to work, hence Carlsbad researchers have recognized the county as the **nation's telecommuting capital**.

"San Diego stands out above the crowd," said Kate Lister, author and principal researcher at Telework Research Network, told the *North County Times*.

The county's 4.2 percent telecommute rate in 2009 compares with 3.4 percent for Atlanta, 3.1 percent for San Francisco, 3 percent in Seattle, 2.9 percent in Phoenix, 2.7 percent in the Inland Empire region of Riverside and San Bernardino counties, and 2.6 percent for Dallas, Los Angeles and Washington, D.C.

The study says the national average is 2.3 percent.

Results were based on statistics that Telework Research Network gleaned from the U.S. Census Bureau's American Community Survey, which asked whether people drove, walked, cycled or took public transportation to work — or worked at home.

From 2005 to 2009, the proportion of the overall national workforce that telecommutes increased from 1.5 percent to 2.3 percent, the study said.

COLORADO

The mailbox will serve as the only ballot box for **PITKIN COUNTY** voters this November, after commissioners agreed to a **mail-only election**.

The vote came after an impassioned plea from an overburdened staff in the county Clerk and Recorders Office.

Clerk and Recorder Janice Vos Caudill told the *Aspen Times* the approach saves money and staff time, and draws a larger turnout. She noted the county saw about a 35 percent turnout in 2009, when it conducted the election by mail, versus about 16 percent in 2007, when there were polling places.

FLORIDA

The **pace of recycling changes** in unincorporated **POLK COUNTY** is too much for some residents and should slow down for a while, the majority of the County Commission told County Manager Jim Freeman.

That means a proposal called "pay as you throw" that was supposed to kick off next year and would base garbage rates on the amount of trash residents put out weekly for pickup in hopes of encouraging more recycling, will have to wait.

Commission Chairman Ed Smith said mounting another change so quickly after last year's initiation of weekly pickup and new 95-gallon garbage carts is too confusing to Polk County residents, especially the elderly.

The new cart system saved the county $500,000 a month, Freeman said. The decision to propose pay-as-you-throw seemed to be the most cost-effective way to deal with the public demand for different-sized carts, he added, according to the *News Chief*.

ILLINOIS

An ecological weapon could be the answer to an ecological menace.

The **LAKE COUNTY** Forest Preserve District plans to release up to 2,700 tiny predator wasps this summer in a forest preserve along the Des Plaines River to battle the **emerald ash borer**.

The district, like many communities in Illinois, stands to lose a significant number of ash trees as the metallic-green beetle spreads. The wasps attack the larvae or eggs of the beetle.

Forest district officials likened the use of the wasps for "biological control" to a program it began 10 years ago that uses beetles to control purple loosestrife, an invasive plant.

The forest preserve district would work with the U.S. Department of Agriculture to obtain and monitor three types of wasps, known as parasitoids, in a test area. They are less than a millimeter long, can't sting or bite and were found to pose no risk to human health, the *Daily Herald* reported.

There will be no cost to the forest preserve district, although it will be required to monitor to determine the success of the release of the wasps and their effectiveness.

INDIANA

State law prohibits human burial outside of a legal cemetery, but **OWEN COUNTY** commissioners circumvented that law by taking title to a 20-by-22-foot piece of a widow's property so she could **bury her husband in the yard** of the home they shared for 51 years.

The county is now responsible for maintaining it as a cemetery forever, and avoided a state law that requires $100,000 funds be set up to care for any cemetery on private land.

The *Herald-Times* reported Betty Blaker, 83, would also seek a state permit to exhume her husband's body from a nearby cemetery and bring it home for reburial.

MICHIGAN

Owners of **vicious pets** may bear more responsibility if **BAY COUNTY** commissioners pass changes to an ordinance.

The changes unanimously approved by the Bay County Ways and Means Committee say an animal is considered vicious when it attacks or bites another domestic animal, shows vicious tendencies to people and attacks or bites a person.

If the changes are adopted, violations of certain aspects of the revised ordinance — such as allowing a pet to attack a person — would be misdemeanors.

The current ordinance states vicious animals must be kept on leashes and muzzled while outside, but only defines pit bulls as vicious.

The proposed changes have removed the classification of pit bulls as a dangerous breed.

MINNESOTA

While state news is focused on the state government shutdown, **WASHINGTON COUNTY** residents can celebrate at least 40 acres of the state being preserved as open space.

Commissioners voted to buy a **conservation easement** on land in Lake Elmo owned by a retired Washington County district judge.

The land will be preserved as open space and include a public trail along the north and east sides of the property, which butts corners with a park reserve.

The judge, who will retain ownership of the property, donated a strip of land 75 feet wide for a trail and possible road expansion, the *Star Tribune* reported.

MISSOURI

Soon, there will be no question of whom **GREENE COUNTY** commissioners trust. They approved placing the "**In God We Trust**" logo in the commission chambers. The logo will be placed below the county seal, right behind where the commissioners sit during meetings. Commissioner Harold Bengsch said there is no time table for getting the logo installed, the *News-Leader* reported.

NEVADA

WASHOE COUNTY says the **state owes it $21.5 million** for three years of diverting local property tax receipts to state coffers and is asking that the money be refunded. Earlier this year, the Nevada Supreme Court ruled that the state money-grab was unconstitutional.

CLARK COUNTY has made a similar demand, seeking a $102 million refund, the *Las Vegas Review-Journal* reported.

Washoe Commission Chairman John Breternitz said Washoe County taxpayers and citizens were "disadvantaged" by the state laws that enabled the appropriation of county funds.

NEW YORK

• By a vote of 11–8, **ONONDAGA COUNTY** legislators have approved a non-binding resolution to **return 36 acres of county land** along Lake Onondaga to the Onondaga Indian Nation.

The property on the lake's southern shore is considered sacred to the Onondagas and other Iroquois tribes, *The Post-Standard* reported.

Legislators who opposed the transfer expressed concern about liability, since the shoreline is polluted with industrial waste. The Onondagas have said they will refuse to accept the land if the property isn't first cleaned up.

Tribal leaders have said they would allow public access to the site "in hopes that everyone will be respectful of that land in the future,"

See **NEWS FROM** *page 15*

NACo on the Move

» NACo Staff

Ed Rosado

• **Ed Rosado**, legislative director, gave a Washington legislative update and spoke about NACo membership, the Prescription Drug Discount Program and the U.S. Communities program to members of the Florida Association of Counties during its Annual Conference in Orange County (Orlando) June 23.

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

Financial Services News

U.S. Communities: The Gold Standard

What differentiates U.S. Communities from other regional and national cooperative purchasing programs? There are a lot of purchasing cooperatives out there, but NACo founded and sponsors only one — U.S. Communities Government Purchasing Alliance. There are seven reasons why:

1. The Lead Public Agency Model: U.S. Communities initiated the use of a lead public agency as its model from its first contract offering in 1998. Each contract offered by the program has been publicly solicited by a large public agency on behalf of all other local and state agencies in the United States. Each lead public agency takes responsibility for structuring the bid documents, assembling a national team of experts to review responses, documenting the bid tallies and awarding the contract to one or more qualified firms. A master interlocal government agreement provides access to each of these contracts by public agencies across the country.

2. Public Agency Oversight: U.S. Communities provides program oversight and compliance with professional procurement standards through its advisory board. The board consists of 22 public procurement professionals representing cities, counties, schools, higher education and state government. Each member serves a three-year term. Each appointed member must have the authorization of its public jurisdiction to serve.

3. Lowest-Cost-to-Government Commitment: Prior to the award of a contract to a supplier, the supplier must agree to specific terms and conditions. A key commitment is that the offering is the lowest price offering the supplier provides to the government sector.

4. Program Audits: U.S. Communities provides internal and third-party audits of the contracts on the program. Each year, seven or eight contracts are audited by a third-party independent auditing firm for compliance with contract pricing, terms and conditions. In 2010, eight firms were audited.

5. Contract Benchmarking: U.S. Communities uses benchmarking to validate its best-pricing guarantee. Benchmarking is done against another large contract held by a U.S. Communities supplier, against a contract held by a competitor of a U.S. Communities supplier, against results of a bid process and against retail pricing in the marketplace. In 2009, 19 of 21 contracts were benchmarked, showing overall savings from 7.5 percent to 18.5 percent for program contracts.

6. Significant Savings at No Cost to Public Agencies: All U.S. Communities contracts are offered without fees or costs to participating public agencies and nonprofit organizations. Registration is free, and public agencies are not required to commit to minimum amounts of purchasing. Agencies can use the program as frequently or as little as they desire.

Since 2001, the program has documented public agency savings of more than $1.6 billion. As of July 2011, more than 45,000 public agencies have registered for the program, more than 24,000 agencies use at least one contract every quarter and more than 35 percent of using agencies use two or more contracts every quarter.

7. Professional Association Sponsorship: U.S. Communities was founded as a public benefit cooperative by the National Association of Counties, the U.S. Conference of Mayors, the National Institute of Governmental Purchasing, the National League of Cities and the Association of School Business Officials to assist public agencies in procuring goods and services on a cooperative basis.

More than 70 state associations of counties, cities, schools and purchasing groups endorse or sponsor the program at the state level. The overwhelming sponsorship by professional government associations strengthens the value of the program and assures significant oversight for program participants.

NACo is a proud sponsor of U.S. Communities. More than 70 percent of counties in the United States are registered to use the program. For 15 years, U.S. Communities has provided significant hard-dollar savings on commodities and services, as well as soft-dollar savings on avoided administrative costs, to public agencies nationwide.

For more information, contact Steve Swendiman at *sswendiman@naco.org* and go to *www.uscommunities.org* to begin saving money for your county.

(Financial Services News was written by Steve Swendiman, managing director/CEO, NACo Financial Services Center.)

County's veterans' advocates consider tax levy to help fight homelessness

NEWS FROM *from page 14*

according to the newspaper's website, *syracuse.com*.

• **STEUBEN COUNTY** legislators say the state should pick up the entire **$7.5 billion tab for Medicaid** now forced on counties and their taxpayers. County lawmakers unanimously endorsed that approach after the state imposed a 2 percent property tax cap on counties with no link to unfunded mandate reform, the *Bath Courier* reported.

For months, county leaders had lobbied on the need to link any tax cap to reform of social safety net programs such as Medicaid.

▶PENNSYLVANIA

LANCASTER COUNTY's growth spurt over the past decade has come at a price — $900,000. That's how much the **county stands to lose annually** because its population now exceeds 500,000, the threshold between Pennsylvania's Class 3 and Class 2A designations for counties. According to the 2010 census, the county's population is 519,445, *lancasteronline.com* reported.

Class 3 counties can assess a monthly $1.25 fee on every landline phone in the county for 9-1-1 operations, but larger Class 2A counties can assess only $1. The difference in what the county will be able to collect is about $900,000.

"That's a public safety issue for me and a huge concern," Commissioner Craig Lehman said. "It's important for our public safety in general that we don't lose those revenues."

A state legislator is working with the county to devise a fix that doesn't penalize the county for growing.

▶SOUTH DAKOTA

Several counties are considering **hiring a scale operator** to enforce proposed lower truck weights as a way to save on road maintenance. **DAVISON COUNTY** commissioners recently discussed a **BEADLE COUNTY** proposal that counties join together to monitor truck weight limits, *The Daily Republic* reported.

Commissioner Gerald Weiss favors South Dakota's adopting a measure similar to one in neighboring Minnesota. It allows the state Highway Patrol to review scale records at local grain elevators. That way, Weiss said, troopers can quickly identify overloaded trucks and ticket them without the need for expensive portable scales.

▶WASHINGTON

Veterans' advocates and social services providers in **KITSAP COUNTY** are drafting a proposal for a special property tax levy to supplement **dwindling funds for the homeless**.

The veterans and human services levy would be in addition to a current 1 cent per $1,000 of assessed value collected for a state-mandated Veterans Assistance Fund, *The Kitsap Sun* reported.

Leif Bentsen, the county's Veterans Assistance Program coordinator, said cuts in federal and state aid have led to increased calls for service.

"The need is huge across the community," county Commissioner Rob Gelder said. "I'm willing to look at the merits of a proposed levy coming forward."

▶WISCONSIN

State lawmakers are considering bills that would make it harder for **drivers who hit potholes** to hold local governments responsible for repairs to damaged vehicles.

Currently, motorists can claim damages up to $50,000 caused by known highway defects. While that might sound like a good thing at first blush, one **BROWN COUNTY** official thinks it's bad for business.

County Risk Manager Barb West said the bill erases the line between unreported potholes and negligence on the part of officials.

"The bill relieves the counties of having to do timely repairs, which I don't think is a good solution," she said. "To me, that's not acceptable. We're trying to encourage commerce and more business to come in, and they should come in knowing we've provided good infrastructure.

"If you see the roads in ill repair, how inclined would you be to set up a business there?"

(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*.)*

U.S. Communities Supplier Partners

Below is a complete listing of U.S. Communities' supplier partners by "solution" category. These suppliers have committed to providing program participants their best overall government pricing. To get more detailed information on what each supplier delivers through the U.S. Communities program, go to *www.uscommunities.org*.

Specialty Solutions
Premier, Hertz Equipment Rental, AutoZone, U.S. Foodservices, ServiceWear Apparel and Hagemeyer

Office Solutions
Independent Solutions, Knoll, Haworth and HermanMiller

Classroom Solutions
Fisher Science Foundation, Virco and Office Depot

Facilities Solutions
The Home Depot, HD Supply Facilities Maintenance, BEHR, Garland, Zep, Graybar, KONE and DBS

Technology Solutions
Insight, gtsi, Tech Depot by Office Depot, Graybar, and RICOH Savin Lanier

Recreation & Athletic Solutions
GameTime, KOMPAN and US Games

The H.R. Doctor Is In

A Solution in Search of a Problem

Public agencies in America are covered under a relatively new non-discrimination law that sat around in Congress for 13 years before it was passed. The Genetic Information Nondiscrimination Act (GINA) was signed in 2008, but final regulations were released in November 2010.

GINA was a work in progress in Congress for 13 years. After such a long gestation period one would think that the result would be the birth of a very healthy child indeed, if not also a very tired and frustrated mother.

GINA outlaws employment decisions, such as hiring, firing and promotion, based on genetic information. Such information would include family medical history, genetic testing and participation in clinical research involving genetic testing or counseling. Employment decisions may also not be based on genetic testing results involving family members or a fetus. Employers are no longer to ask for, collect or use such information in employment decision-making, if they ever did in the first place.

The law also bans the use of such information by employers, health insurance providers or benefits administrators to deny health insurance coverage. If the agency does medical examinations incident to employment, or fitness for duty purposes, it must inform the doctor conducting the exam not to collect or use genetic information such as family history in making her determination.

How amazing to live in a time of tremendous progress in genetics and the potential it offers to save lives and enhance the quality of lives. Genetic testing is now able to identify the likelihood of serious conditions before birth, as well as likely future suffering for millions from the scourges of breast cancer, Huntington's disease, sickle cell anemia, cystic fibrosis, muscular dystrophy, and other tragic assaults on our health and our survival.

> **How is this any different than making a decision about my employment based upon my race, gender or religion?**

In the coming decades, genetic information will help personalize medicine by using your specific DNA to create designer drugs and other interventions best suited to your situation. No medical exam will be complete without major genetic fact-finding in the process, such as collecting information about family history.

In theory, GINA will protect people from the inappropriate use of such information for non-medical purposes. After all, should an organization hire me, or fire me because of a possible future loss of my productive time, not to mention potentially huge sums of money spent on health care costs made known by collecting my genetic information? How is this any different than making a decision about my employment based upon my race, gender or religion? In many ways it is not.

Overall, GINA can be regarded as an extension of the trend to increase the scope of legal protections against non-job-related employment decisions. Also being extended, however, is additional complexity for those charged with administering these laws.

Many smaller agencies have no human resources department or perhaps have a department of one already overburdened with transaction processing and the hosts of liabilities and risks already facing a public agency. GINA adds to them without any federal sense of understanding or offer of help, especially during times of budget and staff cutbacks. Further, more complexity creates more opportunity for unfounded allegations, litigation, as well as new advertising opportunities for plaintiffs attorneys.

The issue is not whether using genetic information is job-related or not. This author is hard-pressed to find that it is related in the huge majority of situations. In fact, in 2001, the HR Doctor wrote an article entitled "Keep Your Hands Out of My Genes" calling for employers to beware of the risks of using the emerging science of genetics to make decisions. However, The HR Doctor is also hard-pressed to determine that the practice of genetic information discrimination is so extensive that a new federal law or another line on EEOC staff meeting agendas is appropriate.

Another part of GINA bans the use of such genetic information to deny health insurance coverage. This is very helpful in a world where millions lack coverage in the first place or may be denied coverage by a risk-adverse insurance company. However, the new health care coverage law will hopefully make denial of coverage, whether or not it relates to family history or pre-existing condition, a relic of a bygone era.

Of course, there are some GINA exceptions, probably related to the skill, if not also the brilliant successes of lobbyists. The law doesn't cover decisions about life, disability, or long term care insurance decisions by companies, even though genetics may play a strong role in the coverage denial decision. Likewise, health insurance companies selling you or me an individual insurance policy may collect and use genetic information.

So, dear GINA, are you really necessary? It took 13 years to emerge from the primordial soup of the legislative process. This suggests that the subject was trapped in worries that something needs to be done in the face of warp-speed advances in genetics, but what should that be? GINA provides a proper and great sounding protection, but adding to the mandates facing already strapped local governments makes the law, as a nationally known colleague put it, "a solution in search of a problem."

Phil Rosenberg
The HR Doctor • *www.hrdr.net*

Research News

Data Analysis Made Easy

Want to know how your county's expenditures compared to other counties'? Are you looking for statistics on county jails, hospitals or other types of data?

Solid data can always help county officials and staff make decisions about the future of their county and NACo has those research needs covered.

The County Intelligence Connection (CIC) is an online database of county-level data launched recently and available for free to member counties. Rather than having to search multiple websites for the data your county needs, NACo has collected data from public and private sources, and made it available in an easy-to-use format.

The service provides a range of geographic, demographic, economic and infrastructure-related data at the county level.

Recently, data about county hospitals was added, which includes the type of facility, number of employees, the number of patient-days in a year and revenue data. Similar data is available for county nursing homes, county jails and county libraries. Other data sets include land and water mass, payment in lieu of taxes (PILT), population, revenue and expenditures by sector.

To compare data over time, the system also has data available from previous years. For example, population data from 2000 through 2009 is available for comparison. In addition, the percentage population change and other statistics have already been calculated for the ease of the user. As new data is released, it will be added to the database for additional trending data.

More than just providing the data, however, the database makes comparisons and analysis easy. Using a variety of filters, users can limit the type of counties shown to easily compare across counties. For example, the filters can be used to only display data for counties in your state in a similar population range. Other filters include total revenue, revenue per capita and metropolitan or micropolitan area. This feature allows you to find exactly the data you want about the counties you choose.

If using the same filters often, filter choices can be saved by the user to easily return to a report or look at new data with the same filter options. There is no limit to the variety of filters you can save.

All data is easily viewed on screen or can be exported to a variety of file types including Word document, PDF and Excel spreadsheet. Files can also be exported as CSV files, which can be manipulated with the full range of sorting functions in Excel.

See all that the database has to offer by visiting *www.naco.org.CIC*. For assistance in navigating the site, please contact a staff member in NACo's Research Division.

As new data is released and collected by staff, it will be added to the database. If there is any data you would like to see added in the future, please contact the Research Division.

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

Job Market & Classifieds

▶COUNTY MANAGER – BERNALILLO COUNTY, N.M.

Salary: $135,000–$165,000 annually; DOQ.

Bernalillo County is recruiting for a County Manager. This position is appointed by and reports to the Board of County Commissioners. The County Manager is responsible for the administration and operational services of County government. The County Manager ensures that all departmental activities are in compliance with Bernalillo County goals and objectives, State and Federal laws and County policies and procedures.

For more information go to *www.bernco.gov*. ALL APPLICANTS MUST COMPLETE THE COUNTY EMPLOYMENT APPLICATION.