

Florida counties cold to Amendment 4

By CHARLIE BAN
STAFF WRITER

Floridians could find themselves doing the work of their county commissioners if Amendment 4 passes on Nov. 2 — paying to do it.

The “Referenda Required For Adoption and Amendment of Local Government Comprehensive Land Use Plans,” known as Amendment 4, would require a taxpayer-funded referendum for all changes to comprehensive land-use plans adopted by local governments.

Under Florida Law, it would need 60 percent of the vote to pass.

If successful, not only would counties foot the bill for referenda, but their changes to land-use plans

would also be put on hold until the next election.

“Implementation would be tremendously complicated,” said Cragin Mosteller, spokeswoman for the Florida Association of Counties. “There’s a lot of concern about how frequently we would hold these referenda and how counties will pay for them.”

For Liberty County, the least populous in the state, Amendment 4 looks ominous.

“It would be devastating for us, monetarily,” said Liberty County Clerk of Court Robert Hill. “To have to go to the voters every time we want to change the comprehensive plan is ridiculous. Our people elected these representatives to make these decisions. If they don’t make the right decisions, they get voted out.”

“I haven’t talked to the first person who is for it.”

Florida TaxWatch questions whether the average voter has the expertise to vote on land-use plans.

“In addition to its impact on jobs and economic growth, Amendment 4 would undoubt-

See AMENDMENT page 6

Must-pass bills waiting their turn in lame-duck session

Analysis

By ED ROSADO

LEGISLATIVE AFFAIRS DIRECTOR

Traditionally, lame-duck sessions are used for organizing for the next Congress. However, for this lame-duck session, a number of legislative initiatives are critical pieces of legislation such as a continuing resolution to fund the government or the need to enact a new strategic arms reduction treaty with Russia. These issues will be on the calendar as the 111th Congress winds down with much political uncertainty.

The upcoming elections will have an enormous impact especially if Democrats lose control of Congress. Republicans will not support major pieces of legislation if they know they will be in the majority during the 112th Congress. If Democrats retain control they will be even more aggressive in finalizing key pieces of legislation in order to get them off the agenda for next year.

A short-term continuing resolution (CR) that expires Dec. 3 was passed before lawmakers left for the congressional fall campaigns. In addition to funding government



programs, it includes provisions extending programs with Sept. 30, 2010 expiration dates, such as TANF programs, the school lunch and other child nutrition programs and the Interagency Council on the Homeless.

The lame-duck session may also

help to address the extension of SSI for disabled refugees, a child enforcement incentive match and the TANF emergency contingency fund. A critical issue is the size and length of a bill that would fund

See LAME DUCK page 3

QuickTakes

States with the Highest Voter Turnout Rate

(Percentage of Eligible Voting Population who Voted in 2008)

Minnesota	77.7%
Wisconsin	72.1%
New Hampshire	71.1%
Maine	70.9%
Colorado	70.2%

CountyNews Features

- Model Programs
- News From the Nation's Counties
- Profiles in Service
- NACo on the Move
- Research News
- The H.R. Doctor Is In
- What's in a Seal?
- In Case You Missed It
- Financial Services News
- Job Market / Classifieds

NACo Past President Michael Stewart dies

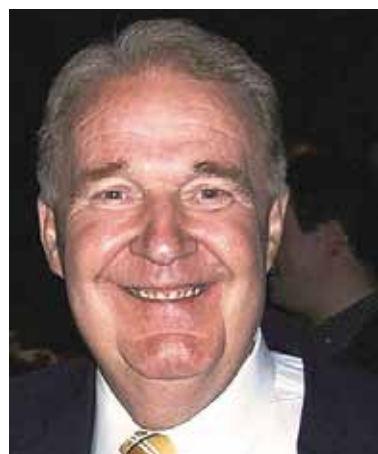
By CHARLIE BAN
STAFF WRITER

NACo Past President Michael Stewart celebrated his 1990 inauguration with his wife, son and five daughters by his side on stage.

On Oct. 15, he passed away in his sleep with his wife Betty Lou by his side. He was 71.

“She said he was at peace,” said Kerry Steadman, a friend of 25 years. “I can’t recall ever seeing him not at peace during his life.”

Steadman, now community services manager at Salt Lake County, Utah’s Department of Human Service, worked with Stewart as chief administrative officer of the county when Stewart served 12



Michael Stewart
NACo Past President

years on the County Council, and as Stewart’s deputy director of the state Department of Human Services.

In his NACo inaugural address, Stewart described NACo as, “a great lion — the lion of local government today with a cohesive, pertinent policy and creative minds among us.”

He championed volunteerism, writing “it’s good therapy,” in a NACo Leader’s Forum printed in *County News*.

“It involves people in people’s lives,” he wrote. “It’s good for the helper as well as the helped.”

Stewart earned a doctorate from Wayne State University and studied history and political science at the University of Utah, and taught history at Brigham Young University. He developed

See STEWART page 4

INSIDE »



A N.Y. county is the first to publish a registry of convicted animal abusers » Page 4

NACo rep appointed to top-level committee designing new system for designating medically underserved areas » Page 2

Try a county university to show how County Government Works » Page 3

San Juan County, N.M. administrator’s romantic journey makes the big screen » Page 5

LUCC selects 2010–11 legislative priorities

By **DALEN A. HARRIS**
ASSOCIATE LEGISLATIVE DIRECTOR

The leadership of NACo's Large Urban County Caucus (LUCC) recently met in Palm Beach County, Fla. for the caucus' annual retreat, and deliberated on the emerging legislative issues that will impact metropolitan counties in 2011.

Hosted by Palm Beach County Commissioner Priscilla Taylor, LUCC leaders convened for three days and selected four key focus areas for legislative priorities in 2010–2011. They included: counties in the 21st century health care system; support for the nation's transportation network; building

urban communities; and improving government operations.

Throughout the retreat, LUCC steering committee members and NACo leadership conducted panel discussions with congressional, corporate and educational leaders to discuss issues such as transforming America's workforce, economic development for local governments, regional livability and sustainability initiatives, and energy efficiency and financing.

LUCC members also toured the new Scripps Research Institute's major science center in Palm Beach County. Focused primarily on major biomedical research, technology development and drug design, the

research institute has also begun to boost economic development in biotechnology in Palm Beach County.

On the final day of the meeting, LUCC members selected a number of legislative priorities for 2011. They include:

Health Care

- restore federal entitlement health benefits and VA benefits to jailed individuals before conviction
- implement primary health care for all and protect the local safety net
- fund diversionary programs for the mentally ill in jail
- secure adequate federal fund-

ing for Medicaid payments and SCHIP including disproportionate share hospital (DSH) programs

- support the Calling for 2-1-1 Act, and
- support efforts to promote wellness, and prevent chronic disease.

Transportation Network, SAFETEA-LU Reauthorization

• ensure adequate and equitable funding for transportation (mass transit, bridges and roads), including an increase and indexing of the federal gasoline tax, and the reinvestment of interest generated by the Highway Trust Fund. Alternative sources of funding should be examined through pilot projects and research

- increase surface transportation and federal bridge program funding with the goal of providing maximum funding to counties. The set-aside of the off-system bridge program should change from 15 percent to 25 percent
- increase planning funds for metropolitan planning organizations (MPOs)

• new federal programs should be created to reduce congestion in metropolitan regions and address incident management

• implement reforms that will result in efficient delivery of transportation projects, and

- increase funding for mass transit either through its existing share of the Highway Trust Fund or through the general fund. More flexibility should be given to the recipients of transit funding as to how the funds should be allocated.

Building Urban Communities

• support the sustainable communities initiatives and the Livable Communities Act

• support comprehensive prisoner re-entry legislation and efforts to dramatically lower recidivism rates in county jails and state prisons by providing full funding for the Second Chance Act

• ensure adequate and equitable funding for water infrastructure

• sustained funding for the Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, Home Investment Partnerships Program (Home) and the Neighborhood Stabilization Program (NSP)

• combat gangs and assist at-risk youth by providing sustained funding to the Department of Justice's Juvenile Accountability Block Grants and Justice Assistance Grant programs

• support NACo's Green Government Initiative, including full funding for the Energy Efficiency and Conservation Block Grant (EECBG) and alternative energy

• support for mitigating the negative effects of the nation's foreclosure and unemployment crisis, and

• continued support for efforts to combat the sexual exploitation of children.

Improving Government Operations

- support the Restore the Partnership Act
- support for the Withholding Tax Relief Act
- strengthening emergency preparedness, prevention, response and recovery, and
- support the Green Acquisition Act.

NACo members are encouraged to visit the LUCC website, www.naco.org/urbancounties, where regular updates on metropolitan legislative priorities, initiatives, events and other activities will be posted throughout the year.

Brooks negotiates new rules to define medical under-service; billions at stake

By **PAUL V. BEDDOE**
ASSOCIATE LEGISLATIVE DIRECTOR

Tarrant County, Texas Commissioner Roy C. Brooks has been appointed by Health and Human Services Secretary Kathleen Sebelius to serve on a negotiated rulemaking committee, chartered to develop a new system for designating medically underserved areas (MUAs), medically underserved populations (MUPs) and health professional shortage areas (HPSAs) for the Health Resources and Services Administration (HRSA).

The 28 members of the committee represent a broad range of stakeholders including state primary care offices, state offices of rural health, organizations representing federally qualified health centers (FQHC), rural health centers and other health care providers and others representing minority communities and people with disabilities.

Section 5602 of the new health reform law, the Patient Protection and Affordable Care Act (P.L. 111-148), directed HHS to use this rarely used regulatory process because two previous attempts to update HRSA's designation of MUAs, MUPs and HPSAs in 1998 and in 2008 had been scuttled by the widespread dissatisfaction of the stakeholders. Some of the criteria used to assign designations include population-to-provider ratios, percent of population below poverty level, infant mortality rates and ability to pay for health services.

MUA and MUP designation is required for HRSA community



Commissioner Roy C. Brooks
Tarrant County, Texas

health center program grants and enhanced payments. HPSA designation qualifies providers in an area for National Health Service Corps scholarship and loan repayment. One or more of these designations is used by several other federal programs with billions of dollars available if other requirements are met.

Brooks, who chairs NACo's Health Steering Committee Subcommittee on Health Reform, is the only elected official appointed to the committee and the only representative of local government. In his opening statement at the organizational meeting in September, he explained the wide range of responsibilities that counties fulfill in America's health system.

He also outlined NACo's goals for the negotiations. Alluding to the famous Hippocratic oath, he asked that the committee "first, do no harm" to existing local safety-net systems, to the extent possible. He also suggested that the new design-

nation system should maximize local-level decision making and use of available sub-county-level data, noting that some counties, like Tarrant County, may not be underserved at the county level but have pockets of severe under-service.

Finally he threw down a policy marker, declaring that this rulemaking would not be enough, and that NACo believes additional changes to the law are needed to allow county public health and hospital systems, including networks of clinics and behavioral health providers, to be reimbursed at the same rates as the FQHCs.

After the organizational session, the committee began substantive discussions at its Oct. 13–14 meeting, planning to meet monthly at least through April. If the committee can report to the secretary that it is on track to achieve consensus by April, it may continue to work up to July 1, 2011.

If the committee can reach consensus on a new designation system, the secretary will publish the designations immediately as an interim final rule. Interim final rules have the full force of law, but remain open to comment and possible change. Committee members have agreed that if consensus is reached neither they nor the organizations they represent would file adverse comments on the interim final rule.

Brooks and NACo staff welcome input from interested counties. For more information or to pass along your comments, contact Paul Beddoe, associate legislative director, at 202.942.4234 or pbeddoe@naco.org.

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

The appearance of paid advertisements in County News in no way implies support or endorsement by the National Association of Counties for any of the products, services or messages advertised. Periodicals postage paid at Washington D.C. and other offices.

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)
© National Association of Counties
Research Foundation, Inc.

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

Bush-era tax cuts on lawmakers' lame-duck session agenda

LAME DUCK from page 1

all federal programs through the balance of FY11. NACo supports a long-term CR through Sept. 30, 2012 with at least level funding.

Senate Majority Leader Harry Reid (D-Nev.) signaled his intent to move the Food Safety Modernization Act forward when Congress returns to session in mid-November. Reid filed for "cloture," a motion that requires a three-day waiting period and then 60 votes to cut off debate and bring the measure to a floor vote. The last-minute cloture filing means that the bill could be considered as early as Nov. 17, two days after the start of the lame-duck session.

If the measure is brought to a vote in the Senate, it is likely to pass. The House passed the Food Safety Enhancement Act in July 2009, but there will not be time in the lame-duck session for the House and Senate to conference a bill and then take the negotiated bill back to the floor of both bodies for a vote.

Therefore, the only viable option for a Food Safety bill to become law this year is for the Senate to pass its measure and then the House to pass the Senate bill. NACo supports the provisions in S. 510, which help to strengthen support for local food safety efforts and improve the safety of imported food, especially through the inspection of foreign food facilities.

Congress passed a three-month extension to federal aviation and airport programs, which will have to be addressed again during the lame-duck session since it expires Dec. 30. At issue is a possible increase in the Passenger Facility Charges, which NACo supports, and two more controversial issues regarding the addition of more long-distance flights entering Washington Reagan National Airport, and language permitting unions to organize UPS and FedEx employees.

The expiration of 2001 and 2003 tax credits enacted during the previous administration will likely take time from the calendar. At issue is whether Congress and the administration can compromise on what tax brackets will be affected. Expiring tax credits and bond programs may see the light of day if time and politics permit, and a further extension of unemployment benefits may be on the calendar as well.

Lame-duck sessions are particularly scary since you know who is and who is not returning next year. This can lead to departing members creating legislative language that helps a particular group or agenda. There will no doubt be heavy scrutiny on who benefits from the legislation being considered but late at night, many things can happen.

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

► Cell phones removed from 'listed property' tax code

Thanks to the Small Business Jobs and Credit Act of 2010, signed into law Sept. 27, employer-provided cell phones have been removed from the definition of listed property under the tax code. This means state and local governments are relieved of the burdensome and costly task of identifying and tracking calls made from these phones, according to the Government Finance Officers Association.

► NACo unveils new energy conservation Web resource

NACo recently unveiled a new Web portal that provides assistance to counties undertaking energy conservation and alternative energy products. The portal serves as a hub for all county energy-related education, success stories, sample materials and funding opportunities.

Links connect visitors to the latest news highlighting the use of the U.S. Department of Energy's Efficiency and Conservation Block Grant (EBCBG) Program and other stimulus-funded programs to reach county energy goals.

For more information, visit www.naco.org/energy.



COUNTY GOVERNMENT WORKS

An Initiative to Raise Awareness and Understanding of Counties

Citizen Academies — Transforming Perceptions of County Government

By LORI HUDSON
COMMUNICATIONS DIRECTOR
HILLSBOROUGH COUNTY, FLA.

For years, W.C. Snipes was a vocal county government critic.

But one August evening, at a town hall meeting on city annexation for unincorporated county residents, Snipes was an unabashed county supporter. He passed out homemade fliers with the message that the "county provides everything and then some, and is a great value for the tax dollars."

What caused this amazing transformation?

Months before the town hall meeting, he had signed up for the inaugural class of Pinellas Citizen University (PCU) in Pinellas County, Fla. Staff feared that the eight-week program would give him more ammunition for public comment at commission meetings. After all, each week the class would meet at a different county facility and pull back the curtains to see how it works. Students would tour facilities, have a hands-on budget exercise, see the inner-workings of a traffic signal and learn about the waste-to-energy process.

But, a funny thing happened to Snipes and the 25 other citizen-students that winter of 2002. The more they looked, the more they liked. After eight years, the program is still successfully educating citizens.

Similarly, neighboring Hillsborough County has a successful Government Leadership University, which has been creating ambassadors since 2006. The idea behind these and similar programs across the country is to develop an informed constituency that is armed with important information, knows how county government works and can tell others.

In both of these citizen universities, the results are amazing. By the end of the multi-week course, you hear quotes like "Now I know where my tax dollars go! Thanks

for showing us all the county does for its citizens" and "I had no idea the county provided all of these services. Great work and great value."

A successful citizen education program means making the time for the visits and the interactions to occur. Departments are encouraged to avoid boring lectures, and to allow as many hands-on types of experiences as possible. The citizens really enjoy talking to frontline service employees.

Expenses are kept low by time-shifting staff hours to cover night classes.

Another way to ensure success — limit the class size so there is plenty of one-on-one discussion time. Make it worth their while; give out business cards and phone listings — putting a name with a face for later contact goes a long way in building trust. Listen to their thoughts about ways to improve county services; citizen universities are about two-way conversations, and both sides come away with a better understanding.

The best advertisement is a trusted source, and citizen universities often grow by word of mouth, without an aggressive promotional effort. Citizen leaders will share their experiences with friends, family and neighbors, and as a result, classes can fill up just by their enthusiasm alone.

Many of these programs are free. In Pinellas, the citizen-students pay a small fee, which covers the materials, a PCU logo polo shirt and a graduation reception. Proud alumni are spotted months and years later wearing those shirts and serving as personal public service announcements about the value of the program.

(To learn more about these programs, visit www.pinellascounty.org/CitizenU/ or www.hillsboroughcounty.org/onr/ and scroll down to the events section. For additional information, contact Lori Hudson at 813.272.5314 or hudsonle@hillsboroughcounty.org.)

The Pinellas Citizen University Curriculum

Week 1: Government 101 • Hands-on Budget Exercise

Week 2: Water Treatment Plant Tour • Water Conservation • Recycling/Waste-to-Energy

Week 3: Roads-Engineering • Survey • Street Lights • Sign Shop • Traffic Control Exercise • Mosquito Control • Big Truck Rodeo

Week 4: St. Petersburg-Clearwater Airport • Economic Development • Airco Golf Course • Tourism

Week 5: Florida Botanical Garden • Parks Department • Heritage Village & Museum

Week 6: Grand Jury Room Visit • Chats with Sheriff, State Attorney, Public Defender and Family Court Judge • Jail Tour

Week 7: Emergency Operations Center/Hurricane Exercise • 9-1-1/Dispatcher Test and Tour • EMS discussion and viewing an ambulance

Week 8: Televised Graduation at Pinellas 18 Studio • Tour of Pinellas 18 • Reception

Nation's first animal abuser registry created in N.Y.

By Christopher Johnson
Editorial Assistant

Malnourished and abused by his owner, Justin, a hungry, frail 15-pound Doberman-mix was rescued by the Suffolk County, N.Y. SPCA in May. Since being rescued, he is now a happy, 55-pound dog that knows he has been given a second chance.

With an explosion of animal abuse cases being reported, the Suffolk County Legislature unanimously approved a bill recently to create the nation's first public Animal Abuser Registry, listing the names of those convicted of inhumane treatment and torture of animals.

Justin's Law, introduced by Suffolk County Legislator Jon Cooper, created the nation's first publicly accessible and searchable database for those convicted of animal abuse crimes, similar to the kind in place for sex offenders. Convicted abusers will have to register their names, aliases, addresses and submit their

photograph for inclusion in the database. They are required to update their personal information annually or any time they change their address. Appearance in the registry is mandated for five years following an abuser's incarceration or conviction. Those who fail to register will be subject to up to a year in jail and a \$1,000 fine.

The law was prompted by over a dozen animal abuse cases since November 2009 in the county, including that of a woman accused of forcing her children to watch her torture and kill dozens of kittens and dogs to show them what she would do to them if they disobeyed. So far this year, 17 people have been brought up on animal abuse charges involving 362 pets.

"There is a very strong correlation between animal abuse and domestic violence," Cooper said. "Almost every serial killer starts out by torturing animals, so in a strange sense we could end up protecting people's lives."

All of this will be done at no expense to the taxpayers. The Suffolk County SPCA agreed to set up the registry, and animal abusers will pay for the upkeep by paying a \$50 annual fee while on the registry.

"This bill will provide the ammunition needed to fight the ongoing war against animal abuse," said Roy Gross, Suffolk County SPCA chief.

More than a dozen states have introduced similar legislation, but Suffolk County is the first to approve it, Cooper said. Animal welfare activists, including the Animal Legal Defense Fund (ALDF), hope the law will inspire other governments nationwide the same way Megan's Law has in the past decade.

"We put a lot of work into this law," Cooper said. "We made it so that other counties and municipalities could follow suit and create their own registries without hesitation."

Cooper has already written a follow-up bill to the Animal Abuser Registry. It would require all pet stores, breeders and animal shelters to check the identity of those seeking to purchase or adopt pets against the registry and would prohibit them from allowing a convicted abuser to leave with a pet.

"The goal in all of this is hoping these animal abusers can rehabilitate and change," added Cooper. "Thanks to this law, the world is a safer place for these animals."



Photo Courtesy of Jon Cooper's Office

Suffolk County SPCA Chief Roy Gross (l), SPCA Officer Regina Benfante and Justin, a two-year-old Doberman-mix rescued by the SPCA in May, joined Suffolk County Legislator Jon Cooper (r) after he announced his plan to create an Animal Abuser Registry.

Profiles in Service



» Paul F. Wilson

NACo Board of Directors
Commissioner
Olmsted County, Minn.

Utahns lose 'a good leader'

STEWART from page 1

real estate prior to his run for the Salt Lake County Council in 1980. He served on the council until losing the Republican gubernatorial primary in 1992.

"He was a good leader in the largest county in our state for 12 years," said Brent Gardner, executive director of the Utah Association of Counties. "He made a conscientious effort to make sure the public was involved in the government, taking an active role in opening the government."

Steadman said Stewart had an uncommon ability to be casual and at ease among different folks, whether they were governors and elected officials or front-line recipients of social service aid.

"He had the ability to make you feel like you were the most important person in a room of 100 people," he said. "He would remember your name, remember something personal, and look you in the eyes and express interest in something personal in your life. If you were known to him, you were his friend."

Steadman said Stewart had an uncanny ability to make issues personable, usually with an anecdote, parable or maxim.

"He loved to demonstrate meaning behind what other people thought of as throwaway lines, like 'don't give people a handout, give them a hand up,'" Steadman said.

Counties pull top honors in keeping hunger at bay

The U.S. Department of Agriculture recently honored 18 counties with Hunger Champion awards for their efforts in conducting outreach efforts and helping clients to obtain nutrition benefits. The awards, sponsored by USDA's Supplemental Nutrition Assistance Program, were presented to 30 local programs Oct. 19 in Boise, Idaho.

The Chesterfield County-Colonial Heights, Va. Department of Social Services and the Mendocino County, Calif. Health and Human Services Department were the top gold-level award winners.

Tuscaloosa County, Ala. Department of Human Resources; Garfield County, Okla. Human Service Center; and Berks County, Pa. Assistance Office took silver honors.

Recognized at the bronze level were: Lafayette County, Ark. Department of Human Services; Adam County, Colo. Social Services; Union County, Ill. Department of Human Services; Wayne County, Mich. Department of Human Services; Bergen County, N.J. Board of Social Services; Hudson County, N.J. Division of Social Services.

Also: San Juan County, N.M. Income Support Division Office; McDowell County, N.C. Department of Social Services; Hamilton County, Ohio Department of Jobs and Family Services; Bucks County, Pa. Assistance Office; Henrico County, Va. Social Services.

Additionally: Summers County, W. Va. Department of Health and Human Resources, and Berkeley County, W. Va. Department of Health and Human Resources.

USDA's Food and Assistance Service oversees the administration of 15 nutrition assistance programs that touch one in every four Americans over the course of a year. The Supplemental Nutrition Assistance Program is the largest, serving 42 million people each month.

- Number of years active in NACo:** 14
- Years in public service:** whole life; 16 years as Olmsted County commissioner
- Occupation:** florist/FTD Master Designer; consensus builder on County Board and in the community
- Education:** B.S., Winona State University
- The hardest thing I've ever done:** having to identify my brother's body after accidental death
- Three people (living or dead) I'd invite to dinner:** my mother (who died when I was 6), Richard Nixon and the Doctors Mayo
- A dream I have is:** a unified local government for my community.
- You'd be surprised to learn that I:** helped to lead an anti-war demonstration as a college Republican leader in the 1960s.
- The most adventurous thing I've ever done is:** run for public office.
- My favorite way to relax is:** gardening.
- I'm most proud of:** my leadership role in developing the first county smoke-free restaurant ordinance in our state, which became a model for statewide legislation.
- Every morning I read:** *Post Bulletin* and other local papers.
- My favorite meal is:** lasagna, broccoli, lemon bars.
- My pet peeve is:** backstabbers.
- My motto is:** "Be fair to others. The returns are great."
- The last book I read was:** reread *Gone with the Wind*
- My favorite movie is:** *Dr. Zhivago*.
- My favorite music is:** golden oldies from the 1950s and 1960s.
- My favorite president is:** Theodore and Franklin Delano Roosevelt.

County executive sees his life hit the big screen

By CHARLIE BAN
STAFF WRITER

Kim Carpenter found “the one,” twice.

Now, the rich story of his love is bringing the San Juan County, N.M. official's life into movie theaters in the film “The Vow.”

As a college administrator and baseball coach in the early 1990s, Carpenter made a call to order jackets from a distributor in California. Almost a year later, he married Krickitt, the woman who answered the phone. But 10 weeks after their wedding, the couple was involved in a serious car accident that left Kim battered and Krickitt in a three-week coma.

When she regained consciousness, her memories of the past two years were largely gone, including her courtship and married life with Kim. The man who nearly lost his life with her in an accident was as anonymous to her as the truck driver who hit her car.

Despite the quandary of attachment and devotion to a woman who did not remember or acknowledge his role in her life, Kim spent as much time as possible with Krickitt

while she rehabilitated in Arizona, while splitting his time coaching in New Mexico.

“It was frustrating to be a part of, because she could remember going to Maui, but not that she went there on her honeymoon,” said Kim, San Juan County's deputy county executive. “She had to relearn a lot of what she knew, but her memory was nothing like a child's — she usually only had to learn it once, rather than through repetition.”

In a reflection of the Christian faith that attracted the two in the first place, Kim continued to seek his wife's heart despite evidence that pointed to her never recovering her memories of their life together.

Kim admitted that he pushed Krickitt hard in her rehabilitation exercises, and at times her reactions were venomous, telling him she didn't love him and asking him to leave her alone.

He persisted, though, and called her every day when he wasn't with her. When his travel schedule forced him to miss his call one day, he got a call from Kim's parents, telling him she wanted to talk to him.

“It was brief,” he said. “She just said hello and that she had to go, but



Kim Carpenter (r), San Juan County, N.M. deputy county executive, answers an off-camera interviewer's questions. Also pictured (l-r) are his son, Danny; wife, Krickitt; and daughter, LeeAnn.

it was a big signal to me.”

As much as he pushed during Krickitt's rehabilitation, he was also ready to listen.

“If she looked me in the eyes and told me it wasn't going to work, I would have accepted that,” he said. “But I made a vow to her on our wedding day, ‘til death do us part,’ and I was going to honor that.”

On a therapist's advice, the two began dating again and rebuilding their relationship. Almost three years after the car accident, they remarried, and later had two children, a daughter and a son. They wrote a book about their lives, also titled *The Vow*, and Kim moved on to his job with the county.

Actor Channing Tatum and

actress Rachel McAdams of “She's the Man” and “Mean Girls” movie fame, respectively, will not be emulating the lives of a public servant and his wife, but their portrayals will demonstrate some of the characteristics that Carpenter feels have made him a good administrator.

“In this job, you have to nurture everything you deal with, people and projects,” he said. “You develop a sensibility where you facilitate, rather than dictate, and let people say what they have to say before you start addressing anything. For the most part, people just want to be heard.”

Despite his publicist's pleas, his home phone number remains listed, as he feels a county administrator's should.

He acknowledges that despite the extraordinary outcome, life is still challenging and his marriage isn't a cake walk, but a mix of humor and patience helps most things.

“I keep telling my father-in-law that his daughter liked me enough to marry me twice,” he said. “He usually retorts, ‘Don't flatter yourself, she still doesn't remember the first time.’”



Every value. Everywhere you need them.

In a marketplace full of numbers, how do you know which ones to trust when valuing a vehicle? Look to NADA. Our analysts take the industry's most comprehensive data and turn it into reliable values that are relevant to your business. Auction. Trade-in. Retail. Loan. Whether you need them for wholesale or resale. Retail or repo. Leasing or lending. Insurance or assurance that you're making the right decision about any used car. It's all the information you need. All the time. All from one source. NADA.

Experience the full power of NADA's vehicle information. Visit www.nada.com/power to learn more.



The Power of
Vehicle Information
Guides | Data | Integrated Solutions | Analysis

Salt Lake County region to share its planning successes

By CHARLES TAYLOR
SENIOR STAFF WRITER

Counties were among the top recipients of the nearly \$100 million in Sustainable Communities Regional Planning Grants recently announced by the U.S. Department of Housing and Urban Development. The initiative, a partnership of HUD, the U.S. Department of Transportation and the U.S. Environmental Protection Agency, helps communities build economic competitiveness by connecting housing with “good jobs, quality schools and transportation.”

Among the winners of the competitive grants is a consortium of regional partners, led by Salt Lake County, Utah, which was awarded \$5 million. It was one of two applicants to receive the maximum grant amount; the other was a Minnesota coalition that included Hennepin and Ramsey counties. The Seattle area’s Puget Sound Regional Council, including the counties of King, Pierce, Snohomish and Thurston, was awarded \$4.99 million.

“HUD’s application process encouraged creative, locally focused

thinking,” HUD Secretary Shaun Donovan said when announcing the winners Oct. 14. “Regions that embrace sustainable communities will have a built-in competitive edge in attracting jobs and private investment.”

Salt Lake County’s application was ranked highest, according to Mike Gallegos, the county’s director of community resources and development.

“We were surprised that we were one of three that got the highest amount of the allocation possible, and the highest score. Everybody’s chomping at the bit to move forward,” he said.

The grant will fund the creation of an affordable housing plan, the study of six transit-oriented development sites, and the creation of sustainability blueprints that can be used locally and regionally in the Wasatch Front region — including Davis, Utah and Weber counties — and nationally.

As it implements its plans, Salt Lake County, like many of the winners, will benefit from the regional efforts already underway. Groups such as Envision Utah, a regional visioning project for a

10-county area, have been planning for explosive growth in the region for decades.

“I think the work that’s been done to date in our region was absolutely critical to securing this grant,” said Alan Matheson, executive director of Envision Utah. “It showed that we, on our own, took steps to think about our future, that we’ve already got sound working relationships in place, and that we know how to get things done.”

Over the past decade, public, private, academic and community leaders in Utah have developed growth strategies for the Salt Lake metropolitan region. In 2010, they developed and adopted a regional vision, the Wasatch Choice for 2040, which is a blueprint for the future of the Wasatch Front region.

The Wasatch Front Regional Council (WFRC), the region’s metropolitan planning organization, will promote coordination and

partnerships between the regional planning agencies with county governments, local communities and cities, and agencies that provide transportation, transit, housing and job-creation services.

“Part of that is developing additional tools that local communities can use as they’re assessing different development scenarios,” said Andrew Gruber, WFRC executive director. “They can test different approaches and see what impact those approaches will have on travel demand, on tax revenue, on housing, on open space preservation and on a variety of other criteria that are important as communities plan for their future.”

Gruber said HUD, DOT and

EPA may have looked favorably on one aspect of the region’s application in particular: its intention to share the Salt Lake area’s knowledge and experiences with others.

“One of our stated objectives in our grant is to develop tools and strategies that will work here in the Salt Lake City area [and] will be translatable to communities around the country,” Gruber said. “What we plan to do is to, as we develop these tools, make them available free of charge to anyone else around the country that wants to use them.”

According to Matheson, Envision Utah has already shared its visioning processes with nearly 100 regions in the United States and with 15 countries.

HUD Grant to Help Twin Cities’ Counties with Transit Planning



Photo courtesy of Metropolitan Council, St. Paul, Minn.

A HUD grant to the Twin Cities-area will guide development in the Northstar Commuter Rail corridor. Minnesota’s first commuter rail line, it provides service from downtown Minneapolis to the city of Big Lake.

In Minnesota’s Twin Cities region, Hennepin and Ramsey counties will benefit from a \$5 million Sustainable Communities Regional Planning Grant that a consortium won for the area — particularly in the area of transit.

With the help of local matching funds, the HUD grant will support planning along the region’s growing network of transit corridors.

“The momentum and support for transit investment has grown significantly since the 2004 opening of the region’s first light rail line,” Hennepin County Commissioner Peter McLaughlin said. “As that momentum continues, this grant presents a golden opportunity for the region and communities along the corridors to make these investments as successful as we possibly can.”

The region’s metropolitan planning organization applied for the competitive grant in August on behalf of a consortium that includes Minnesota Housing, the Counties Transit Improvement Board, Hennepin and Ramsey counties, the cities of Minneapolis and St. Paul, and the McKnight Foundation.

The application calls for considerable public involvement in creating corridor-wide plans and strategies to optimize development along five major corridors.

Ramsey County Commissioner Jim McDonough said, “Transit and transit corridors pose unlimited opportunities to mold and shape our communities, our environment and our economic circumstances. Ultimately, the land use choices we make as we develop our network of transit corridors will shape our destiny as a region.”

Businesses, labor oppose amendment

AMENDMENT from page 1

edly increase costs for local governments, and therefore taxpayers,” a TaxWatch briefing said. “Bringing all these amendments to the voters comes at a cost to local governments and ultimately to the taxpayers, and experience has shown that such a system also carries significant legal costs.”

The majority of newspaper editorials have opposed the amendment, including the Panama City *News Herald*.

“We believe submitting every comp plan amendment to voter approval will mire development proposals in costly litigation and choke economic growth,” the *Herald’s* editorial read. “It also will increase, not decrease, special-interest influence in these matters. The preferred solution is to hold local elected officials accountable for their development policies.”

Mosteller said recent polling has indicated 53 percent in support of passage, but several disparate economic interest groups are vocal against it.

“There’s a broad coalition of folks across the state against this, including chambers of commerce and labor unions,” she said. “Those two don’t typically unite, so that shows the broad opposition we’re seeing here.”

This Month in ... County News

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

★ November ★

1990

- Congress passed a sweeping rewrite of the Clean Air Act, including major new initiatives to control toxic pollutants and acid rain.

The passage followed years of false starts and months of contention, compromise and coalescing. Rep. Henry Waxman, (D-Calif.), credited NACo’s lobbying effort with pushing an “air pollution control program that is the toughest in the world.”

- The House and Senate Interior Conference Committee added \$20 million to a complex reconciliation bill to restart the Urban Park and Recreation Recovery (UPARR) Program.

The congressional panel capped the grants at \$250,000, which provided a minimum of 80 grants.

1997

- NACo President Randy Johnson led a delegation of elected county officials to China, invited through the Chinese People’s Association for Friendship with Foreign Countries.

His delegation met with the vice chairman of the Standing Committee of the China National People’s Congress, the vice president of the China Council for the Promotion of International Trade, and top local and provincial officials in Beijing, Xi’an, Suzhou and Shanghai.

Johnson spoke about the changing role of local government in economic development and trade at the annual conference of the World Trade Center Association in Hong Kong.

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

Incentive program brings new jobs to Lee County, Fla.

By CHARLES TAYLOR
SENIOR STAFF WRITER

There are 25 million good reasons to locate or expand a business in Lee County, Fla., and each of them is one dollar.

That's how much money, \$25 million, the county has set aside for its Lee County FIRST initiative — Financial Incentives for Recruiting Strategic Targets. Approved by county commissioners in 2008, FIRST made its largest investment to date earlier this year, a \$10 million incentive grant to help biotechnology company Algenol expand its operations in the county. Algenol produces ethanol from algae, salt water, sunlight and carbon dioxide, and is the kind of cutting-edge company the county wants to attract.

Algenol's Oct. 19 grand opening was perhaps the splashiest evidence yet of what Lee County officials hope the FIRST initiative will accomplish: induce similar and related businesses to locate or expand in the county. In Algenol's case, company executives say it was the incentive that sealed the deal.

"Our efforts would not have been possible... without our partnership with Lee County," said Paul Woods, Algenol's founder and CEO.

Attracting a company like Algenol to a part of southwest Florida whose economy has been dependent on construction and tourism was "a real coup," according to Tammy Hall, chair of the county's Board of Commissioners. She said construction work has dried up in the current economy, but tourism has remained strong.

Algenol, because of the kind of work it does, is attracting international attention to Lee County and has already prompted inquiries from other high-tech and "green" businesses, Hall added.

"Our vision is not small R&D facilities, but large commercial-scale clean energy production operations bringing new jobs to Lee County and putting Floridians back to work," Hall said. She and Commissioner Ray Judah were on hand for the Algenol's ceremonial opening.

Over the last two years, Lee County has awarded more than \$11.6 million in incentives out of the \$25 million and attracted an additional \$2.3 million in state funds. As a result of this and other efforts, nine companies are expected to create more than 1,800 "high-wage, high-value jobs" that have an economic impact of more than \$709 million, according to



Photo courtesy of Algenol

Lee County, Fla. Commission Chair Tammy Hall (third from right) and Commissioner Ray Judah (far right) snip the ribbon at the grand opening of Algenol, a company that makes ethanol from algae. Also pictured (l-r) are: Algenol officials Craig Smith and Paul Woods, Rep. Connie Mack (R-Fla.) and Edward Legere, an Algenol official.

Jennifer Berg, spokeswoman for the Fort Myers Regional Partnership, Lee County's Economic Development Office.

The county calls the FIRST money "a negotiated, performance-

based incentive." An approved applicant and the County Board enter into an agreement that sets the award amount, performance criteria the applicant must meet to obtain incentive payments—for example, a promise to create a certain number of jobs within a specific time frame — the disbursement schedule for payments, and sanctions for failing to meet established targets. A typical sanction would be the county's refusal of compensation for non-performance, Berg said.

Companies that apply must be in a target industry or "high-impact sector," as defined by state law, and create at least 75 new full-time jobs within a three-year period with average salaries that are at least 25 percent higher than the Lee County average annual wage (currently about \$36,200 per year).

Companies must also make a capital investment in the county that at least equals the amount awarded through the FIRST program.

Since 2008, three other projects have received money from the First initiative — Source Interlink Companies, \$1 million; Gartner Group, \$350,000; and Paramount Transportation Logistics Services, \$300,000. They are expected to create 650 new jobs that pay average wages that range from \$48,000–\$60,000 annually.

At a time when many counties are cutting budgets and programs, Lee County has maintained its commitment to economic development, said Judah, who was

instrumental in wooing Algenol after its negotiations with the state broke down.

"It really goes back to setting the foundation over a decade ago in providing healthy stable reserves that we were able to draw from to fully fund an economic stimulus package," he said, "so that we in fact could demonstrate to the world that we're open for business, and that we could actually compensate companies to locate and also to expand their business in Lee County."

The FIRST initiative is just one part of Lee County's coordinated approach to economic development. The Lee County Job Opportunities Program, which predates the FIRST program, provided \$220,000 in incentives to Paramount and Gartner.

Berg said, "We're using all of our resources, and the \$25 million has been a very good marketing tool for us, in and out of the market, to get us into conversations that maybe we wouldn't have had the opportunity to be in in the past — because we find if we can get up to bat, if we can be in the mix, we can be quite successful."

Hall says the lesson for counties is that they do play a role in creating an environment in which businesses can flourish. "The most important thing that we have to remind ourselves is that a stable government and a government that's consistent is what businesses are looking for, and we need to get out of the way of business," she said.

Kansas library named Library of the Year

By CHARLIE BAN
STAFF WRITER

Among stacks of biographies, novels, periodicals and encyclopedia volumes, the Johnson County, Kan. library will have to find room for the 2010 Federal Depository

Library of the Year award to go along with awards for its Literature in the Justice System (featured in Oct. 18, 2010 *County News*).

The award is given by the U.S. Government Printing Office and recognizes the Johnson County Library's excellent customer ser-

vice and ongoing commitment to open government. The award cites the library's initiatives that provide the public with increasing access to federal government information.

In particular, it focused on GovFest, an annual event linking government agency representatives and Johnson County business owners to create and expand economic opportunities, and educate entrepreneurs about government assistance programs for businesses. The library participates in GovDocs Kids Group, providing government information and resources to K-12 students, teachers and librarians. During the 2009 tax season, the Johnson County Library's government information Web pages and "Tax Tips" blog assisted more than 5,000 people with federal tax-related issues.

Librarian Martha Childers sees the award as a launching point to advance the programs.

"It means we get more support for government information services in our library," she said. "It brings more of a presence of free and reliable information, by and large, that will help people."



Photo courtesy of U.S. Government Printing Office

(l-r) Martha Childers, Johnson County, Kan. government documents librarian, and Donna Lauffer, county librarian, are flanked by Bob Tapella, public printer, and Ric Davis, acting superintendent of documents, U.S. Government Printing Office.

Research News

Election Day Comes Early

According to the latest data from the National Conference of State Legislatures, 32 states and the District of Columbia permit some type of early voting. The vast majority of these early voters can visit the designated sites in their counties and cast an early vote without any type of excuse. Virginia, often designated as a state with early voting, still requires an excuse.

Maryland is one of the states that is conducting its first early voting election this year. Its newly changed law allows people in the state to vote in person up to 10 days before the election. Many states have long had absentee ballots, which require an excuse and are paper ballots that have to be completed, frequently notarized, and returned by mail. The major difference in early voting is that voters typically use the same type of voting machine to vote as they would on Election Day.

Nearly 70 percent of the electorate has access to some type of early voting. In Dallas County, Texas the number of people voting on the first day of early voting exceeded the

number who early-voted in 2008 by more than 5,000. In Florida's Duval County, more than 2,000 people vote on the first day of early voting from a total of 500,000 registered voters. Galveston, Texas opened its early voting Oct. 18 and saw 4,200 people out of 128,000 registered voters vote on that first day.

When early voting kicked off in Clark County, Nev. the lines were long. Of the state's 1.1 million voters, elections officials are anticipating that half will use early voting for this election. Pitkin County, Colo. with about 8,000 registered voters opened its early voting Oct. 18. Elections Manager Dwight Shellman anticipates that about 2,500 people will vote early.

Why don't all states have early voting if it is so successful in the ones that have it? One of the reasons most frequently cited is the difficulty in finding poll workers who can staff the early voting. They would be required to work several days and several shifts for about the same pay that they would receive for working on Election Day. In addition, the counties need to have enough people to staff the polls on Election Day, too.

In a time when there is a shortage of poll workers and many counties are facing budget deficits, this increased voting workforce may create a hardship. Some officials see this as a major obstacle because of the cost and potential budget strain. Harris County, Texas reports that it spends an additional \$250,000 during each election to fund the 26 polling locations used for early voting in the county.

In some states, their own constitutions may be what is holding them back. Many contain language such as the following from the Maryland Constitution: "Election Day, shall take place on the Tuesday after the first Monday in November" voting must occur "in the ward or election district in which he resides." In Maryland the voters recently approved — by a 71 percent margin — the constitutional amendment that changed this provision thereby allowing early voting for the 2010 election. Maryland's constitution shows that voters strongly support the concept of early voting.

By introducing early voting, elections officials are trying to address some of the problems that people face on Election Day. The first, of course, is reducing the traffic and the lines at the polls. These officials

anticipate that the long time period to vote will increase the overall voter turnout because it makes voting much more convenient for the public.

Some counties in Texas, where it is allowed by state law, have set up curbside voting by request during the early voting period for residents with walking or standing impairments. Indian River County, Fla. Election Supervisor Kay Clem

thinks that early voting will continue to grow in popularity in her county since voters seem to like voting on their own schedule. She said, "If I had a drive-thru, I think we'd have even more."

A surprise, or maybe relief, for some reported by Daniel Smith, director of University of Florida's political campaigning program, is that once the early ballots are recorded in

some states, these voters are usually crossed off lists by campaigns and this stops direct advertising to the voter. Many campaigns see early voters as a means of saving money because they no longer need to send campaign literature them.

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

Model Programs FROM THE NATION'S COUNTIES

Pitt County, N.C.

Recycling Program Turns Roofs into Roads

By CHARLIE BAN
STAFF WRITER

Roofs are being reincarnated into roads in Pitt County, N.C.

More precisely, the shingles are being recycled in a way that is more possible now than before.

When the modern recycling movement gained steam in the 1970s, roofing materials contained asbestos, which for years prevented pieces of shingles from being heated in paving mixes for fear of releasing carcinogens. Asbestos continued to be used in shingles until the early 1980s.

"Samples of built-up roofing, roofing mastics, roofing felts and other asphalt roofing products other than shingles have been shown to contain asbestos," according to *Shinglerecycling.org*, which noted that shingles themselves did not contain asbestos, which tests in five states supported.

Nine states now allow up to 5 percent of hot-mix asphalt to contain recycled materials.

In 2008, Paula Clark, Pitt County recycling coordinator said that enough time had passed that roofs containing asbestos had mostly been replaced.

"We're always looking for ways to divert materials from going to our landfill," she said. "It just happened to be a time when roofers stopped replacing



Ground up roof shingles find new life as an ingredient in asphalt pavement.

shingles with asbestos. They pretty much cycled out."

To start the process, roofers bring in truckloads of used shingles, which are dumped on a pad and cleaned of any remaining debris. The county then delivers the shingles to Greenville Paving, which grinds them down to 3/8 inch and adds them to their pavement mix. Though the county is not compensated for the materials, it saves on tipping fees at the landfill. Since the program started in December 2008, 8,085.32 tons of shingles have been recycled saving

more than \$185,000 in landfill fees, Clark said.

James Ross, asphalt quality control manager of Greenville Paving, estimated his company has laid 20,000 tons of asphalt mixed with recycled shingles on North Carolina highways in the last two years.

"An excellent way to get rid of shingles, simply because you save landfill space, which is a commodity," he said. "At the same time, we're cleaning up the environment."

Having a free source of liquid asphalt — the ingredient that makes shingles useful to pavers like Ross — helps reduce costs, because the price virgin liquid asphalt is tied to volatile oil prices.

"If we can cut the amount of virgin material I have to buy to make pavement, that helps me lower my bids and be more competitive," he said. "Plus, polymers in the shingles are useful in making asphalt mix more compact, so we have to do less preparation to make it road-ready."

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

County News

ONLINE EXCLUSIVE



**Vote on the Best
Halloween Door**

The judges have made their selection in NACo's office Halloween door-decorating contest. Now, County News is inviting its readers to vote too.

Go to www.naco.org/countynews and look for the pumpkin, and cast your vote.



News From the Nation's Counties

► CALIFORNIA

• The **SAN DIEGO COUNTY** Board of Supervisors now allows **online public comments** on agenda items.

The online comment application, called eComment, is being implemented as a two-year pilot project. Residents can access the agenda from the Board of Supervisors' webpage, and encourage the board to vote "yes" or "no" on a particular agenda item. Participants will also be given an opportunity to explain to supervisors the reasons for their opinion.

The comment period will run parallel with the posting of the board agenda, and will close prior to the start of the meeting. Supervisors will have access to the online comments throughout the comment period. All online comments will be available to the public and be considered official county record.

• The **SANTA CLARA COUNTY** supervisors passed three new ordinances tightening **tobacco restrictions** in unincorporated areas of the county.

Under the smoking pollution control ordinance, smoking would be banned at the Santa Clara County Fairgrounds, outdoor shopping malls, all county parks, in hotels and motels, and at retail stores that exclusively sell tobacco and smoking products. Public smoking would also be banned within 30 feet of any outdoor service area, such as a ticket line.

The board also passed a multi-unit residences ordinance, which bans smoking in duplexes, condo and townhouse complexes, and apartment buildings. The ordinance

allows for setting up designated smoking areas at least 30 feet away from doors and windows. The ordinance requires new or renewed lease agreements to include a clause that would prohibit smoking inside units.

The tobacco retailer ordinance requires retailers that sell tobacco in unincorporated areas to obtain and maintain an annual permit.

• Small Claims litigants in **TULARE COUNTY** now have **court-appointed mediators** to help them settle disputes.

Soon, county Family Court judges will give people involved in some divorce cases involving financial and property disputes, but not children, the option of meeting with mediators, too.

An \$8 court filing fee established by passage of the state's Dispute Resolution Programs Act of 1986 pays for mediation to relieve crowded courtrooms.

Tulare County now is one of 38 counties to have mediation programs funded through the filing fees, the *Visalia Times-Delta* reported.

► COLORADO

• **BOULDER COUNTY** commissioners **relaxed land use codes** for Fourmile Fire victims who want to rebuild their homes.

The code changes will give people whose houses burned in the blaze up to two years to apply for permits to rebuild essentially the same house they lost, in the same location, without going through the county's rigorous site plan review process, the *Daily Camera* reported.

"I think that this is a good set of regulations, and hopefully, they will allow people to rebuild when

they want to," said Commissioner Ben Pearlman.

The Fourmile Fire began on Sept. 6 and burned more than 6,000 acres, destroying 169 homes in the mountains west of Boulder.

• **MONTROSE COUNTY** commissioners are considering **removing Montrose Memorial Hospital trustees** over the hospital board's recent decision to lease the facility to a nonprofit.

"We want to be fair to everybody, but there is a cause for concern," Commissioner Ron Henderson told the *Montrose Daily Press*. "We're not out for any kind of a witch hunt. There are just some things that happened here, where we never got a chance to participate."

The MMH board of trustees announced it has created Montrose Memorial Hospital Inc. and leased all current operations, contracts and liabilities to the new nonprofit corporation. The hospital's new 11-member board includes five people who are also MMH board trustees. Commissioners, who appointed the board of trustees, said they knew nothing about the incorporation as a nonprofit. The hospital's assets are public assets, which, they say appear to have been transferred to a private corporation.

"It's an apparent conflict of interest with people being on both boards," Henderson said. "We're not accusing anybody, but there are legitimate questions to be asked that we never got a chance to."

► KANSAS

LEAVENWORTH COUNTY Commissioner J.C. Tellefson is suggesting the county **replace its administrator position** with a stripped-down role, perhaps a director of budget and staff.

"I think that where we are right now is kind of in a limbo area," Tellefson said. "We're not big enough to really have a huge finance department. We're really too big to not have anybody."

Current Administrator Heather Morgan is leaving for a private sector job after serving as the county's first administrator. She was hired after the commission created the county administrator job in 2008. Two ballot initiatives to create the position, in 1998 and 2002, failed.

► MARYLAND

BALTIMORE COUNTY is first in the state to ban the synthetic marijuana **Spice**. Ocean City, Md. and eight other states have similar bans. The law takes effect at the end of November, the *Arbutus Times*

reported.

The seven-member council unanimously approved a measure making it illegal to possess, sell or use products containing the chemicals JWH-018 or JWH-073 in Baltimore County.

The chemicals are typically sprayed on herbs such as parsley and have been sold as incense since 2006 in stores under the names Spice and K2. Any person who violates the law is subject to a misdemeanor charge punishable with a fine of up to \$500 or 60 days in jail or both.

► MISSISSIPPI

FORREST COUNTY's new jail will have a \$2.7 million energy-efficient **geothermal heating and cooling system**.

Geothermal systems circulate water-based liquids through underground loop systems where temperatures remain relatively moderate and constant year-round.

Both the current jail, located in downtown Hattiesburg, and the multi-purpose facility boast the highest energy bills for the county annually.

The county has been awarded a grant from the U.S. Department of Energy that will provide about \$1.6 million for the project, the *Hattiesburg American* reported.

According to figures from the project engineer, the county's investment in geothermal will be paid off in 11 years based on utility cost estimates.

► NEVADA

Workers are lending Mother Nature a hand in restoring the flora claimed by six major wildfires that burned some 10,000 acres in **WASHOE COUNTY** over the past 15 years. Washoe County's Regional Parks Department received \$3.8 million in **federal stimulus funds** to help replant areas with tree seedlings, wild roses and other plants, the *Reno Gazette-Journal* reported.

"This is the first time we've had a big chunk of money to do fire restoration work," Cheryl Surface, a Washoe County parks planner, told the newspaper. "We are thrilled."

As required by the grant, the work is being done on land owned by private property owners, the city of Reno or the county.

► NEW YORK

• **State mandated programs** are the largest cost centers for **DUTCHESS COUNTY** government, consuming the entire local county property levy, according

to County Executive William Steinhaus.

"Right now, there is a lot of talk by Albany (state capital) politicians about a property tax cap, but the way to provide real property tax relief is to first reform New York State's out-of-control mandate system," Steinhaus said.

According to the New York State Association of Counties (NYSAC), just nine state mandates consume 90 percent of the county property tax levy across the entire state.

• **SCHENECTADY COUNTY's** test of "**green oil**" in county vehicles was a success, according to Susan Savage, chair of the County Legislature. The county partnered with Green Planet Products to test 100 percent biodegradable motor oil made from excess animal and plant fats.

Tests showed that vehicles using green oil ran between 10,000 and 15,000 miles before needing an oil change, while vehicles using conventional oil are changed between 3,000 and 4,000 miles. All vehicles in the test had positive results with the new product. An independent test laboratory verified the test results.

► PENNSYLVANIA

ALLEGHENY COUNTY has signed easement agreements with Sandcastle Waterpark and CSX Corp. that will enable completion of the final 0.85-mile segment of the **Great Allegheny Passage**, a 150-mile biking and hiking trail that connects with the C&O Canal Towpath at Cumberland, Md.

"In 2006, there were only nine miles of the Great Allegheny Passage left to be completed, and they were all in Allegheny County," County Executive Dan Onorato said. "Today, I am thrilled to announce that completion of the Great Allegheny Passage is imminent."

Together, the passage and towpath create a 335-mile, traffic- and motorized-vehicle-free route between downtown Pittsburgh and Washington, D.C. The trail travels through a scenic and historic corridor, roughly following early footpaths leading west from the tidal areas of Virginia.

► TENNESSEE

• **KNOX COUNTY** commissioners are concerned about the lack of regulations governing **flea market operations** in the county. A proposed ordinance targets an area of the county where customers and some vendors set up shop along

NACo on the Move

» NACo Staff



Erik Johnston

Erik Johnston, associate legislative director, spoke about NACo's rural legislative priorities at a general session of the New Hampshire Association of Counties' Annual Conference and Trade Show in Coos County, Oct. 25.

» Coming Up

Ilene Manster, membership coordinator, will be exhibiting on behalf of NACo membership recruitment and retention at the Iowa State Association of Counties Fall School in Johnson County, Nov. 17-19.

On the Move is compiled by Christopher Johnson.

Keep up with NACo online ...

WWW.naco.org



The H.R. Doctor Is In

'The Year of '91...'

This article is written close to Veteran's Day and close to another military-related commemoration. Both are aimed at remembering sacrifices made, honoring those who made them and learning important lessons from them. Unfortunately, this other commemoration marks the worst relative defeat in the history of the U.S. military, and certainly the worst defeat at the hands of Native Americans, in the nation's history. It is not often spoken about and at best may garner a sentence

or two in a history book.

Yet the tragedy that occurred in 1791 contains some management lessons, just as relevant 210 years later as they were in March 1791 when General Arthur St. Clair was summoned to Philadelphia to meet with President George Washington. The general was directed to command a force including a majority of the regular United States Army and to establish a strong and permanent fort right near the Miami Indian Village in what is now Ohio. This

is the same mission that led to the earlier defeat of another American General, Joshua Harmor.

St. Clair had a distinguished military history during the Revolutionary War. However Washington gave him some personal and professional advice: "Beware of surprise;" "Leave not your arms for the moment;" "When you halt for the night, fortify your camp." He repeatedly stressed the great importance of "Beware of Surprise."

After the Revolutionary War victory, the U.S. military succumbed to attacks by budget cutters whose work reduced the Army to a force of about 1,000 regulars. Other cuts affected logistics and other vital support services. The Secretary of War Henry Knox called for a force of 3,000 to be raised, and estimated the enemy strength at about 1,000. Ultimately 2,000 soldiers left for the battle, consisting mostly of conscripts with neither military experience nor positive morale, accompanied by 200 camp followers, many of whom were women and children.

St. Clair suffered seriously from gout. He was also barely on speaking terms with his second-in-command. He also had poor or no intelligence about the enemy strength, disposition or tactics. There was little knowledge about the territory. By the time the army reached the scene of the ultimate battle desertions had reduced the force to about 1,400.

The Native Americans, on the other hand, were led by experienced leaders, principally a brilliant tactician, Chief Little Turtle, who presided over 1,000 seasoned warriors of the Miami, Shawnee, Delaware and other tribes in coordinated confederation. The chief received a steady stream of intelligence from deserters and prisoners. The tribesmen were defending their homes from the foreign invaders and certainly knew the territory.

Despite Washington's advice, St. Clair's army stacked their arms as they headed off to meals. Pickets mistook sightings of armed Indians as hunting parties. Horses were allowed to roam loose in the forest at night, leading many to be stolen or simply lost. As dawn rose on Nov. 4 the attack came, ironically using the same guerrilla tactics as were employed by American Minutemen in attacking the British during the Revolutionary War. As the 19th century folk song says "The Indians attacked our force just as the

day did dawn. The arrows fell like deadly rain, as we were set upon. One hundred men fell writhing before our startled eyes as horrid yells of savages resounded through the skies!"

The panic, the screams, and the initial attack's ferocity created a scene in which "...this well-appointed army which had fought so brave before, now fled..." The result was a terrible massacre in which only 48 people survived unharmed, including, St. Clair. Six hundred regulars were killed, along with hundreds of militia and camp followers. The U.S. Army had around 300 soldiers left as a result of the defeat.

When you mix prevention and innovation, with caring and concern for your subordinates, and with proper training and equipment you have a recipe for success.

The last footnote to the saga is that in the name of revenge and national pride, another army was raised under another general with the lovely name of "Mad" Anthony Wayne, who avoided St. Clair's mistakes and soundly defeated the Indian Confederation, leading to the establishment of Fort Wayne in today's Indiana. Interestingly, on a different battlefield 80 years later, a similar story of defeat, revenge and national pride played out in South Africa after the loss of more than 1,000 British regulars at Islandwana in the Zulu Wars.

What lessons can we learn from the terrible outcome? After the defeat came the "search for a scapegoat"—a common event when something goes wrong at home or at work. Even 200 years ago, whining and blaming others was a major political and social activity. St. Clair lost his military commission, but remained territorial governor. No doubt, he would have then retired and qualified for a defined benefit pension plan had one existed at the time.

For the first time, Congress conducted an investigation of the executive branch. The ultimate blame went to purchasing. It seems that logistical support came from a well-connected banker who supplied defective, reprocessed gun powder,

which one survivor said led bullets to simply bounce off the Indian warriors. There were insufficient supplies for the troops. To cut trails through the Ohio wilderness, the force was equipped with only 15 hatchets and 18 axes. The horse master responsible for hundreds of horses, reportedly had never been in the woods before, and most horses were injured as he simply scattered their food on the ground rather than in troughs.

St. Clair's assumption that the Indians would simply abandon their villages as the army approached was the height of foolish arrogance — another illness still infecting a great many leaders. Such arrogance invariably gets us into trouble within our families and among our work colleagues. It gets our governments and our leaders into great trouble. Sadly, arrogance regularly causes problems and sorrows for others, whether in war or in other policy matters.

Finally, again not surprisingly, is the outcome of the terrible mistake ignoring the HR Doctor's maxim, "Don't Walk by Something Wrong." It is hard to believe that responsible leaders, including moms, dads and generals, would, in effect, go out for an Egg McMuffin in the midst of a crisis with high risk, instead of taking immediate and sustained steps to protect yourself and others from unnecessary danger.

The modern leader is one who assesses risks with the help of skilled and diverse staff members. The leader listens carefully to the thoughts of others and weighs the advice given, before acting. Commanders who barely speak to each other will not succeed. The modern leader demands innovation and a willingness to try new approaches.

When you mix prevention and innovation, with caring and concern for your subordinates, and with proper training and equipment you have a recipe for success. That is, if you add one more ingredient — a clearly and frequently communicated understanding of the mission. Take out any one of these ingredients and the result, sadly, can be that you, like General St. Clair, "...may be remembered by, for we left 900 comrades in that dreadful territory."



Phil Rosenberg
The HR Doctor • www.hrdi.net

County limits animal sales; Green Games in Va.

NEWS FROM *from page 9*

a dangerous highway, the *News Sentinel* reported.

Vice Chairman Brad Anders and other commissioners say they've received phone calls complaining that flea markets are proliferating, impede traffic and are an eyesore.

• The **SHELBY COUNTY** Commission has given preliminary approval to a ban on **roadside animal sales**. The measure must pass three more times before it can become law, the *Commercial Appeal* reported.

Commissioner Mike Carpenter, who sponsored the ban, said its purpose is to stop the unlicensed, untaxed roadside sales of unvaccinated dogs and cats. "We're contributing to the pet population, which everyone knows is a problem," he said.

Another commissioner said some people have driven from as far as Missouri to sell pets in the county. The cities of Memphis and Southaven have already adopted similar rules.

► VIRGINIA

ARLINGTON COUNTY'S Fresh AIRE (Arlington Initiative to Reduce Emissions) recently kicked off the Arlington **Green Games**, a "friendly" competition for commercial property managers and owners, and office tenants, to reduce building emissions and operating costs.

At the end of one year, companies that have made the greatest strides in their respective track will be honored by the County Board and publicized.

Office tenants will benchmark themselves using an online green

action scorecard with up to 100 possible points. The scorecard covers 30 different actions in the categories of energy, transportation, water, waste, materials, employees and outreach, and innovation.

The property managers and owners will benchmark themselves in the categories of energy, water, waste and tenant engagement. They will use free online tools, such as ENERGY STAR's Portfolio Manager, and set base or stretch goals for each category.

► MORE NEWS FROM ...

Employment fell in more than 90 percent of the nation's largest counties in the first quarter, according to government statistics, and wages fell in more than half.

Watchdog.org, an online newsletter, reported that from March 2009 to March 2010 employment declined in 296 of the 326 most populous counties, according to the Bureau of Labor Statistics released Tuesday, accounting for 2.6 million lost jobs.

Counties losing the most jobs were Los Angeles, Calif. (-133,900), Cook, Ill. (-69,100), Maricopa, Ariz. (-64,000), Orange, Calif. (-58,200), and Harris, Texas (-49,800).

As a percentage, Collier, Fla., lost 6 percent of its work force, highest in the nation, followed by Sedgwick, Kan. (-5.8).

Watchdog.org, is a project of the Franklin Center for Government & Public Integrity.

(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 chan@naco.org.)

Financial Services News

Why Where You Buy Pencils Is Good for Business and Community

A new government-issued office supplies contract awarded to Independent Stationers, a leading office supplies provider, gives purchasing officials in America's countries and agencies exclusive access to reduced pricing and substantial savings for their office supplies.

The contract is administered by U.S. Communities, a nonprofit government purchasing cooperative, which is co-sponsored by NACo. U.S. Communities reduces the cost of goods and services for participants by aggregating their purchasing power nationwide. Public agencies that are participants in this co-op have an opportunity to benefit from the new contract and its many features, not the least of which is a fiercely competitive pricing structure for office supplies.

Under the new contract, local office suppliers who are members

of the Independent Stationers cooperative will fulfill orders placed by public agencies.

Competitive Strategies

During a time of economic struggle and uncertainty across the U.S., cost-savings in any area of business is certainly a welcome, even mandatory, measure to keep organizations running and thriving.

Jeff La Porta, a purchasing agent at Harford County Public Schools in Maryland, says the competitive pricing offered through the Independent Stationers contract is a good fit and necessary measure for his business. La Porta's office manages purchasing for more than 50 schools in Harford County. He relishes the savings to be had through this contract and also sees it as a way to inject some more healthy and fair competition into the market between smaller dealerships and larger office suppliers.

"Competitive pricing is really what we're about and strive for in purchasing," La Porta says. "A contract like this puts other companies on competition alert ... It tells them they need to become more competitive in their pricing and in their service delivery."

There is far more to be gained from a contract like this one than cost savings for a single agency. There are larger ripple effects and benefits in communities across the U.S. that will be affected by this contract in some way. Understanding these larger ripple effects first requires an understanding of the role of small business in America and its critical impact on the economy.

Small Businesses

In June 2009, California State University released a study about small business called *The Economic Impact of the Small Business and Disabled Veteran Business Enterprise Programs on the State of California*. In the study, professors Sanjay Varshney and Dennis Tootelian assert that "small businesses are the lifeblood of the economy in the United States."

Here are a few numbers and excerpts from the study:

- Small business accounts for 99.2 percent of all employer firms and drives the economic engine of the state.

- Based on data from the U.S. Census Bureau, the Office of Advocacy at the U.S. Small Business Administration documented that small businesses accounted for over 92 percent of net new job creation between 1989 and 2003.

- Of the total 21.8 million jobs created between 1989 and 2003, small businesses under 20 employees created 18.6 million jobs, small businesses with between 20 and 500 employees created 1.5 million jobs, and large businesses and companies (with over 500 employees) created only 1.7 million jobs.

- The total net new economic activity generated by the State through contracting with SBs (small businesses) and DVBs (disabled veteran business enterprise) through gross state output is approximately \$4.24 billion.

- Clearly, small businesses can have a substantial impact on local economies and government-issued contracts are a critical factor affecting how small businesses succeed.

Fueling Local Businesses and Economies

"Many jurisdictions want to protect their own (small businesses) and keep dollars in the community, and are using national cooperatives to benefit their local communities," says Cathy Muse, purchasing director for Fairfax County, Va.

Speaking about the new office supplies contract she adds, "Everyone pays the same price under this contract. Participating agencies can take advantage of the pricing you can get from a national cooperative but benefit directly from a local supplier." She calculates that under the new contract her agency stands to save as much as \$86,000 annually on the purchase of more than 3,400 items.

The strength and vitality these

government contracts inject into small business is of paramount and critical success to communities, Muse explains, highlighting the need for "our suppliers to reflect our communities" and the importance of making procurement processes "more accessible to our small, minority-owned businesses."

Of course, there are valid concerns and questions to consider. While the new contract gives smaller businesses an added edge over their larger competitors, do they really have the capacity to provide the same, timely level of service to clients?

Even while anticipating the benefits of the contract for purchasers, La Porta is firm on expectations. "We

See FS NEWS page 12

Job Market / Classifieds

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

Salary: DOQ.

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

► DEPUTY DIRECTOR COMMUNITY DEVELOPMENT, PLANNING DIRECTOR – COCHISE COUNTY, ARIZ.

Salary: \$76,016 - \$113,959; DOQ.

Planning Department, Bisbee, Ariz. This is an unclassified position not covered by the County Merit Rules and Exempt for the provisions of the Fair Labor Standards Act. Announcement #030710. Open until filled plus a competitive benefits package. (May close at any time with or without notice)

Minimum Qualifications: Bachelor's Degree in urban or regional planning, architecture, or a closely related field; seven (7) years of increasingly

responsible managerial experience, five (5) years of which must be in a professional planning environment; OR, an equivalent combination of experience, education, and training which provides the desired knowledge, skills, and abilities of this classification; must possess a valid Arizona driver's license, if position duties require.

How to Apply: For more information on the job and to apply, visit www.cochise.az.gov or send a completed application form to Cochise County Dept. of Human Resources, 1415 Melody Lane, Bldg. F, Bisbee, AZ 85603. Applications may also be downloaded from the website in both Word and PDF format. Faxed applications or email applications not submitted online through our website will not be considered. Resumes will not be accepted in lieu of a completed application. The applicant must clearly demonstrate on the application form that they meet the minimum qualifications for the position. Applications may be downloaded from our website in both Word and PDF format. Application in Word format. Application in PDF format. Apply for this job online. Cochise County is an Equal Opportunity Employer.

What's in a Seal?

» Hamilton County, Ohio www.hamilton-co.org



Hamilton County, Ohio, was established on Jan. 2, 1790. It was the second county formed in the Northwest Territory (Washington County, Ohio was the first.) Residents named the county in honor of Alexander Hamilton, who was the first secretary of the treasury of the United States and a founder of the Federalist Party.

The county consists of 407.4 square miles, with an average of 2,075 residents per square mile. Located in the southwestern corner of Ohio, the county's southern border helps form Ohio's boundary with Kentucky, while its western border helps form the state's boundary with Indiana. Cincinnati is the county's largest city and the county seat.

Hamilton County also played an important role in the intellectual and cultural development of Ohio during the first half of the 19th century. In 1819, Daniel Drake established the Medical College of Ohio, hoping to improve medical care on the frontier. Numerous literary figures, including Harriet Beecher Stowe, the author of *Uncle Tom's Cabin*, called the county home. Americans from both the North and the South settled in the community, creating a very diverse population.

The seal shows the sunset over the Ohio River and a field with row and specialty crops.

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



Hire Quality Staff

Get rate schedules for the Job Market/Classifieds both online and in print. Visit www.naco.org ► **Programs & Services** ► **Hire Quality Staff** for more information, or contact Christopher Johnson at 202.942.4256 or cjohnson@naco.org.

New office supplies contractor all is about customer service

FS NEWS from page 11

are going to expect the same level of service we've been accustomed to..." he says. "As usual we want to be able to go online, find a product, click a button, and have it delivered the next day. It's going to be important for this contract to maintain that level of service."

Even so, La Porta thinks that new jobs and functions in areas like delivery and order processing could result from the contract in order to maintain a superior level of service, and how this will ultimately impact the community. "This model has potential for a lot of growth, as it grows, it will affect the local economy," he adds. "We want to see the business grow."

Muse offers some further assurance for purchasing agencies and local suppliers on the question of capacity. Independent Stationers is in turn backed by a group called United Stationers, a national network and wholesaler with leading edge capacity in distribution. "This means the local vendor doesn't have to do it alone," Muse explains.

"Many local dealers have had long-standing connections to United Stationers as a supply source, and this contract will help to make United Stationers more visible to the buying community and their direct suppliers."

Customer Service Closer to Home

"Independent Stationers has been in business for 33 years — we started with four independent dealers. Over time, we've grown... now we're a network of over 280 dealers representing over 500 locations with as many as 1,900 sales people," says Janet Eshenour, director of marketing with Independent Stationers. "Many of the dealers are small business, women-owned, minority-owned and other socio-economic statuses, as well as family-owned businesses."

Eshenour explains how the very nature and practice of Independent Stationers lends itself to benefits for U.S. Communities participating public agencies. "We're a cooperative; we're dealer-owned; and we're continually adding new dealers. We go to the major suppliers like 3M or HP, and negotiate with them so we get the best products and the best pricing for our members, which they in turn pass on in savings to purchasing agencies."

The new contract also offers the added benefit of increased personal contact and relationships between purchasing agencies and local businesses, Eshenour explains.

"Our dealers are entrepreneurs and have vast knowledge of the office supply industry and its products — they know it, live it, and breathe it. They offer exceptional delivery and customer service," she says. "They've been around for a long time and know their success

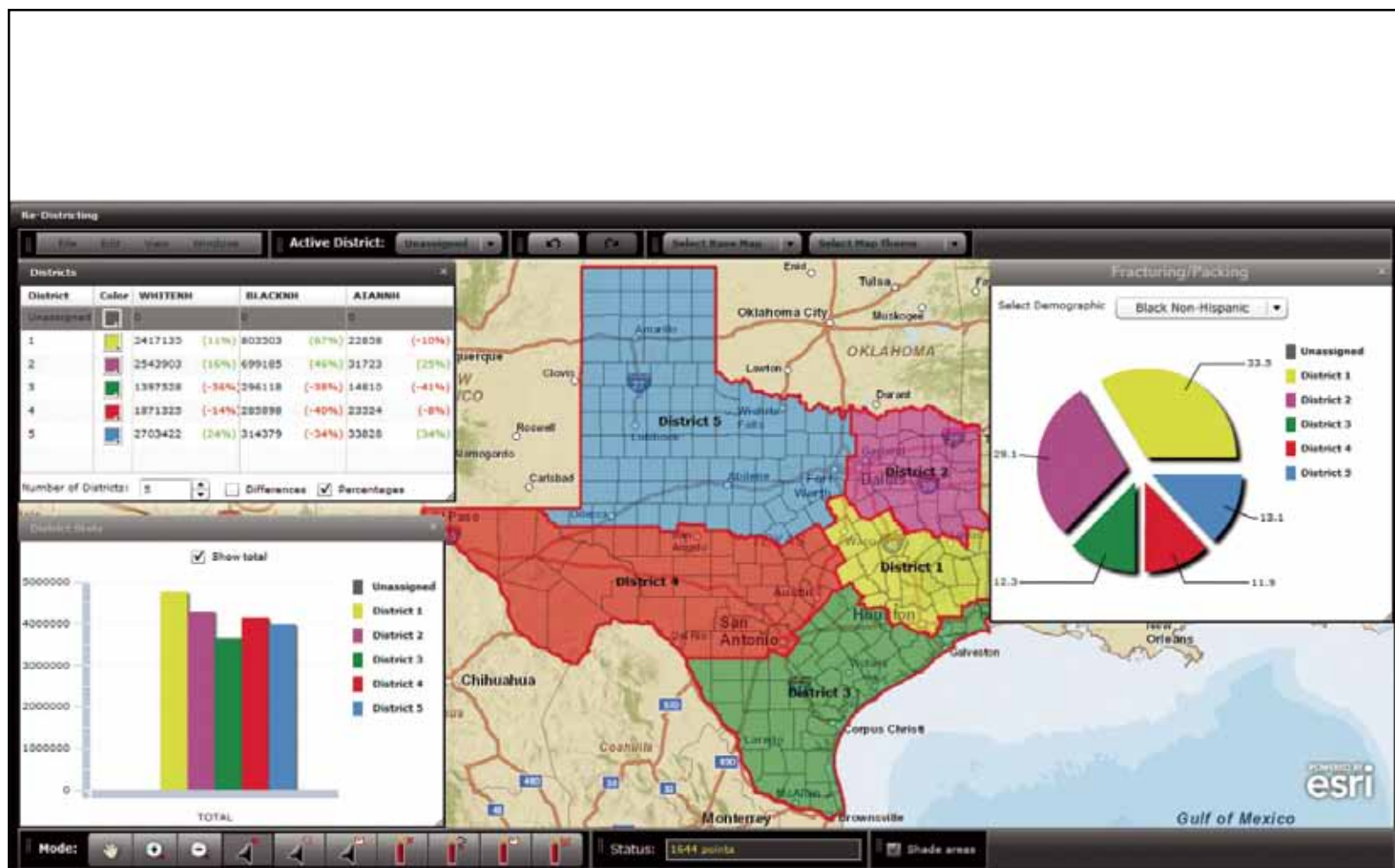
depends on the level of service they provide."

Local Meets National

Public agencies have the opportunity to benefit from various contracts that offer savings on more than just office supplies. Other contracts

cover photocopiers, playground equipment, furniture, even roofing. Working together with its national partners and sponsors, U.S. Communities is able to offer contracts that engage local dealers who pass along national manufacturer discounts to participating agencies. Visit www.uscommunities.org or contact Nancy Parrish at nparrish@naco.org for more information.

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



Redistricting Starts Now

Get a head start on redistricting with geographic information system (GIS) technology and data. Esri provides reliable current-year estimates and five-year forecasts that show trends and projected populations. Instead of waiting until the U.S. Census Bureau delivers demographic data to states in March, use GIS now to better evaluate redistricting scenarios.

To learn about GIS for redistricting, visit esri.com/redistricting.

