

Partnering with Local Business to Create Local Private Sector Jobs

Editorial by Bob McEvoy, Managing Editor

This is a wonderful story about an exciting partnership between a great American enterprise and a great county community college. This is particularly poignant for me because I was the Schenectady County Manager for 22 years and the General Electric Corporation was created not too many blocks from my office in the Schenectady County Office Building ... It was a significant honor for me to walk on the land and be a very small part of the great history that Thomas Edison, Charles Proteus Steinmetz, Albert Einstein, Nobel Laureate Ernst Alexanderson and many other giants

of science and engineering created. Working closely with more recent GE leaders, I was honored to host then GE Power Systems President, Bob Nardelli and his family in my office when he first arrived in Schenectady. Bob left GE to become the CEO of Home Depot and ultimately the Chairman and CEO of the Chrysler Corporation. My relationships with the Power Systems Presidents were inspiring as each were very high level leaders of American industry and very much like Andrew Carnegie, who believed that well run government was essential to capitalism. GE sought input from us regarding community needs and then did what they thought was good for the community, humbly and quietly. Many years ago the Community College needed additional laboratory space. I asked GE about a building they owned across the street from the College. Today the building is a landmark scientific teaching and research

facility, donated to the County for the Community College.

You have read in prior issues of The Journal of County Administration about Carl Hum, President of the Brooklyn Chamber of Commerce, and Jim Ley, Tony Ojeda, Costis Toregas, and Veronica Ferguson – leading administrators and innovators of county government working with local business leaders to help them create and maintain jobs. And now we have the President of Schenectady Community College attacking the problem of the untrained unemployed, in partnership with the great giant of the green industrial revolution, General Electric Energy. This is a new local government paradigm where another President, the President of the United States, will see the implementation of his community college insight right here at the county government level. And now, the wisdom of Quintin Bullock written for you below.

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Working Collaboratively with Schenectady County, Business, Industry and Elected Leaders—A Community and its College Grow

by Dr. Quintin B. Bullock, President, Schenectady County Community College



College* in upstate New York our close ties with our sponsoring county have been essential to moving the College

Successful ventures rely upon strong partnerships, communication and shared vision. At Schenectady County Community

forward in challenging fiscal times. The results have been overwhelmingly successful for the College, the County, our students, and members of our community.

We share a collegial relationship with leaders in Schenectady County, as well as our elected officials in the Schenectady County Legislature. Open and frequent discussions with those at the county level have made it pos-

(continued on page 3)

by Patrick Urich, County Administrator, Peoria County, IL



The National Association of County Administrators held an Idea Exchange at the International City/County Management Association annual conference in San Jose, California on Sunday October 17. Over 50 County Administrators, Assistant County Administrators, academics, and friends of NACA attended the Idea Exchange. The discussions centered on managing during the fiscal crisis, budgeting strategies for these difficult times, and efforts to kick start our local economies.

As County Administrators and Assistant County Administrators, leading in this era of fiscal crisis means understanding the internal and external pressures that affect our ability to deliver county services in a sustainable manner. Internally, the structure of county government can sometimes be a barrier to effectively dealing with the issues of today.

In many states, the statutory structure of county government is a residual from the 19th century and is not particularly suited for addressing the current problems facing regions today. Externally, as the baby boomers move into retirement, there will be fewer workers in our counties, raising the demand for talented workers and placing negative pressure on our income, sales, and property taxes. The rapid change in technology affects our ability to deliver services positively, increasing the productivity of our workers and making government more accountable and transparent. However, this technological change also places pressures on our tax structures as more individuals use e-commerce to purchase goods, eroding the sales tax base. The shift from a low-skilled manufacturing economy to a high-skilled, knowledge-based economy is well underway, and our ability to effectively position our counties and regions to be prepared for the new economy is a critical factor for long-term economic sustainability.

The lead story this month continues the front page series on counties directly assisting the private sector in job creation and is a good example of one county proactively working to position their regional workforce for long-term economic sustainability. I hope you enjoy the story by Schenectady County's community college president, Dr. Quintin B. Bullock, about providing employees for GE's new battery manufacturing operation in this upstate New York county. Since the anemic expansion of the U.S. economy remains too weak to substantially cut unemployment any time soon, it is important that we gather these lessons and apply them in our counties.

Thanks for all you are doing for County governments across the nation!

See Page 11 to Register for NACA Events at the NACo Legislative Conference in Washington, DC

Registration Deadline: February 22, 2011

Don't miss the NACA Idea Exchange and General Membership meeting, as well as the NACA Reception to be held during the annual NACo Legislative Conference in Washington, DC, March 6-7, 2011.



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Members are encouraged to alert NACA staff of changes to their e-mail addresses. New addresses or corrections to addresses can be e-mailed to naca@icma.org.

Visit the NACA Web Site

The NACA Web site can be accessed at <http://www.countyadministrators.org>.

The NACA members-only area of ICMA.org can be accessed at <http://icma.org/nacamembers>.

(“Working Collaboratively” from page 1) sible for my leadership team and me to chart a course that has helped reposition SCCC as a premier community college in New York State.

After soliciting input from business and industry leaders, students, faculty and staff and reviewing data gathered by the Department of Labor, we developed a comprehensive five-year Strategic Plan for SCCC, Gateway to Excellence, to guide our actions and planning for the future. The Strategic Plan will allow us to grow intelligently and to meet identified county business and workforce development needs. The results of our planning are already becoming evident.

We worked closely with Schenectady-based General Electric Energy to develop a new Storage Battery Technology certificate program with graduates of the program becoming qualified technicians for GE’s new sodium storage battery plant adjacent to our campus. GE presented us with a \$50,000 grant to help seed the program. This is one of our new academic programs we are offering this semester.

This year’s freshmen class is the largest in the College’s history, with an 11 percent enrollment growth over the previous year. Other new academic programs this semester are: Air Traffic Control and Alternative Energy Technology. Our Air Traffic Control program, which leads to an A.A.S. degree, is an example of the benefits of a close partnership with Schenectady County. We are one of only three colleges in the nation to offer “live” tower training; in our case at our county airport. Students handle normal and emergency situations through simulated scenarios and actual control of live aircraft traffic, working with county employees.

Recently, SCCC earned an \$11.2 million grant, the largest in the state and in the College’s history, as part of the U.S. Department of Health and Human Services Affordable Care Act. Not only will we be able to provide job training in health care to Temporary Assistance to Needy Families recipients and students earning up to 200% of the poverty level, but through this funding the

College is embracing a new program to meet an emerging workforce need in the health care industry, as well as to stimulate economic development in the Capital Region. Community partners, business leaders and local government officials were on hand at a press conference to help herald the news.

Along with significant increases in student enrollment and new initiatives come the challenges of securing funding for the College and having enough space for classes. While in these trying economic times we did not ask for a budget increase from the county for this academic year, we share a vision with those in county leadership to expand beyond our campus into downtown Schenectady to secure more space for classes and special programs. For example, this winter we expect to open the SCCC Kindl Building, a few blocks from our main campus, for workforce development programs. The building was generously donated to the College by a local resident, Catherine Kindl, who embraces our mission.

The success of SCCC has translated into concrete economic gains for Schenectady County. A recent report done by an independent data analysis firm found that Schenectady County receives \$329.8 million in income each year because of SCCC and its students, with increased productivity of former students and graduates accounting for \$313.9 million in annual income in Schenectady County. This represents 5% of the county’s \$6.6 billion annual income, as calculated by the United States Department of Commerce.

This total economic impact of SCCC on the county (\$329.8 million) is a result of three factors. First, the Schenectady County economy receives \$15.1 million annually in regional income due to SCCC operations, primarily faculty and staff salaries, and capital spending.

Second, the 31% of SCCC students who commute to or relocate to Schenectady County from other counties generate \$0.8 million annually in regional income in Schenectady County. This includes spending on rent, food, and other goods and services.



GE Energy Storage Factory Concept for Schenectady County

Third, increased productivity of former students and graduates accounts for \$313.9 million in annual income in Schenectady County. The economic impact study analyzed the SCCC student population for the past 30 years and calculated how graduates and those who upgraded their skills at SCCC improved their earning power. Because 59% of SCCC students remain in Schenectady County after they complete their education, the majority of the economic impact stays in the local economy. Included in this annual income figure are:

- the direct wage effects of higher salaries;
- the associated effects of higher property values, increased investment income and enhanced productivity; and
- the economic supply and demand multiplier effects of higher wage earners.

Our close relationship with Schenectady County has made many things possible at SCCC as we continue to serve our students, our community and to remain a vital economic engine for New York’s Capital Region. ■

*One of the 30 community colleges in the State University of New York system, the nation’s largest comprehensive system of higher education, Schenectady County Community College in upstate New York enrolls over 6,000 students. SCCC offers over 40 career degree, transfer degree and certificate programs. The College opened its doors for classes in 1969 and continues to provide affordable comprehensive higher education and adult educational opportunities in response to local educational needs.

President Signs Small Business Jobs Act; Roth 457 Provisions Become Law

by Joan McCallen, President and CEO, ICMA-RC and
John Saelli, Vice President, Marketing Services & Industry Analytics, ICMA-RC



President Obama signed the Small Business Jobs Act into law in September 2010 putting into play two significant and long-awaited provisions

for Section 457, 401(k) and 403(b) plans.

One of the provisions permits state and local government 457 plan participants to make designated Roth contributions to accounts within their 457 plans—a feature permitted in 401(k) and 403(b) plans. Roth contributions are taxed as income in the year the contribution is made, but qualified distributions of Roth contributions and associated earnings are completely tax free. The effective date for this provision is January 1, 2011.

A second provision will permit 457, 401(k) and 403(b) plans that provide for designated Roth contributions to also allow participants to convert pre-tax assets eligible for withdrawal to Roth assets through an in-plan rollover instead of rolling those assets to an external Roth IRA.

Currently, participants seeking to perform this type of Roth conversion must roll assets out of their retirement plan into a separate Roth IRA. This new provision will allow employers to retain plan assets by providing participants the ability to re-categorize assets in their plan accounts that are eligible for withdrawal. The effective date for this provision was September 27, 2010 for 401(k) and 403(b) plans, and will be effective for 457 plans when the Roth 457 provision takes effect on January 1, 2011.

Plan providers are working to introduce both the Roth provision in

457 plans and provide the capability to perform in-plan rollovers. Access to in-plan rollovers may be delayed pending clarification by relevant federal agencies regarding regulatory requirements for administration of this new plan feature.

Aside from Small Business Jobs Act, legislative action on retirement issues was quiet during the election season. The Senate Health, Education, Labor, and Pensions (HELP) Committee, however, held a hearing early October to discuss retirement security in America.

Witnesses discussed the importance of Social Security and spoke against efforts to scale back benefits for working Americans. Senator Tom Harkins, D-IA, indicated that he intended to hold a series of HELP Committee hearings next year to examine what he believes is the retirement security crisis, and said he looks forward to working on a set of comprehensive bipartisan retirement reforms. He expressed particular concern about retirement plan loan defaults and whether participants are sufficiently protected in connection with IRA rollovers.

Phyllis Borzi, Assistant Labor Secretary for the Employee Benefits Security Administration (EBSA), also testified during the hearing. She reviewed EBSA's mission and mentioned a few of the agency's current regulatory and enforcement priorities and activities.

Among EBSA's accomplishments this year, was the release of final regulations, which mandate fiduciary disclosure requirements for ERISA plan administrators with respect to covered participant-directed individual account

plans. The final regulations are applicable for plan years beginning on or after November 1, 2011.

While the final regulations apply to all participant-directed individual account plans subject to ERISA, it is anticipated that retirement plan providers will provide comparable disclosure to participants in public sector plans they administer. These additional disclosures are designed to provide plan participants with a better understanding of the fees they pay and may prompt questions to both plan sponsors and plan providers.

Generally, plan administrators will be required to disclose to participants and beneficiaries information regarding: general plan operations and investment options, including investment direction procedures and any limitations or restrictions; plan-level administrative expenses charged against participant accounts; and fees that may be charged to participant accounts on an individual basis.

In addition, for each designated investment alternative, plan fiduciaries generally will be required to provide information on the category of the investment, fund performance and benchmark data, fee and expense information, a website address with additional information, and a general glossary of investment terms (which may be provided through a website).

Required fee and expense information includes the total annual operating expenses of the investment expressed as a percentage (expense ratio) and the total annual operating expenses for a one-year period expressed as dollar amount for a \$1,000 investment, as well as the amount and a description

(continued on page 10)



Cyber Security and the Community College partnership

Each October, the national press focuses on the topic of Cyber Security as part of Cyber Security Month. Stories regarding safe computing practices for homes and businesses are published, various poster competitions and even hacking demonstrations are held, and conferences involving academic and industry experts in information assurance focus our attention on this important topic. The federal government decided to initiate a major effort to train citizens to use computers safely called the National Initiative for Cybersecurity Education (NICE) that has evolved from the Comprehensive National Cybersecurity Initiative. It extends its scope beyond the federal workplace to include civilians and students in kindergarten through post-graduate school. The goal of NICE is to establish an operational, sustainable and continually improving cybersecurity education program for the nation to use sound cyber practices that will enhance the nation's security. It has four major components: Awareness, Education, Work Force Structure and Training & Professional Development which are described in great detail at <http://csrc.nist.gov/nice/aboutUs.htm>

A catastrophic event in the security of your email or sensitive data base systems can have far reaching consequences, from loss of trust from your residents in your ability to safeguard their privacy to the breakdown of interoperability between critical county systems. A cyber security problem in one of your local industries can hurt not only their bottom line, but the vitality of your local economy, tax revenue streams and jobs which may be lost. Cyber security is a vital topic that county administrators take very seriously and support with strong security plans and protection systems.

It is clear that all of us have to take a far more active role in cyber security. Rather than waiting for an attack to occur, we have to ensure the safety of our governmental systems by hiring and listening to an emerging type of employees called Computer Information Security Officers (CISOs), we have to train our employees in safe computing practices, and we have to invest in proper software upgrades that will keep the "bad guys" out of our systems.

This year, part of the message has been one the growing concern over the lack of trained experts who can help shore up the electronic defenses of our nation both for our governmental, as well as our commercial systems. This human resource crisis is reaching worrisome proportions. Perhaps you have felt it in your own County when your Chief Information Officer shares with you the fact that good candidates for security positions are getting more difficult to find at the salary rates you can afford. Or you hear discussions at the Chamber of Commerce meetings regarding jobs that private organizations are unable to fill because of the lack of qualified applicants with adequate security training.

Such problems cannot be solved overnight, and reflect a broader, nationwide challenge. However, there are local strategies that can be developed, and you may be surprised that one of them is within your own budget authority to intervene and make major strides: your local Community College!

It is clear that the nation needs a work force composed of many different skills and capabilities. Some can be found in veteran IT workers who have maintained their skills in needed technical areas. They can be found in new workers who graduate from uni-

versities and training institutes with degrees and certificates showing their readiness to work on these topics. And increasingly, they are found in the ranks of two year Community Colleges (CCs) that offer cybersecurity courses for their students. Given the economic situation the country finds itself in, the ranks of students in CCs has been growing, and this affordable and highly effective educational system is drawing the attention of federal legislators and the Administration as a way to respond to many societal problems. And counties who support Community Colleges with budget allocations can develop partnership strategies that address the human resource shortage in cyber security in creative ways.

One possibility is to explore Human resource development partnerships under which county IT employees are given the time and resources to attend a local CC and pick up the new necessary skills of security to add to their portfolio. Another is to become active in the job fairs that CCs run for their graduates and look for the next generation of cyberwarriors within the ranks of graduating students from an institution that the county may have generously funded- in a way linking outcomes of government funding with internal hiring needs. And finally, a county can help organize scholarships and articulation agreements to four year baccalaureate programs for future CC students currently in high school, therefore guaranteeing a steady supply of cybersecurity experts for the region.

So as the memory of October Cyber Security Month fades, I hope that you will take the opportunity to ensure you are safe from cyber attacks, and also take advantage of your local educational institutions to ensure a qualified and steady stream of cyber defenders for your community! ■

Arlington County, Virginia Creates Model LED Streetlight Program

Arlington County, VA is using some \$500,000 in federal stimulus funding to become one of the first communities in the nation to launch a large-scale conversion of its streetlights to more energy efficient light-emitting diode, or LEDs. The conversion, over time, will produce both significant savings in electricity costs for the County and environmental benefits.

“This is a prime example of how federal stimulus funds are being put to good use,” said Arlington County Board Chairman Jay Fiset. “By leveraging these funds, we are transforming the way we light our streets in a way that saves taxpayer dollars and helps the environment.”

Other communities across the nation are now turning to Arlington for “best practices” in converting to LED streetlights, Fiset noted.

By leveraging the federal funding made available through the Energy Efficiency and Conservation Block Grants (EECBG) program, the County expects to replace about 40 percent of the streetlights it owns by spring 2011—nearly 1,800 lights. Depending on the availability of funding, the County plans to complete the conversion of all County-owned streetlights to LEDs within six years, installing 500 new street lights every year. The County also recently completed the replacement of all red, yellow and green traffic signal lamps with LEDs.

Arlington also pays Dominion Power for an additional 11,700 lights, which are not yet scheduled for conversion. Arlington and Dominion are exploring options to improve the energy efficiency of those in the future.

Using a mix of streetlight replacements and retrofits, Arlington could ultimately reduce its system’s power consumption by up to 60 percent based on current consumption rates. In current dollars and current electrical rates, with 100 percent conversion, the County could save more than \$1 million a year. Full conversion is dependent on funding availability beyond Arlington’s current 6-year Capital Improvement Program and yet-to-be-developed conversion options with Dominion Power.

In 2009, Arlington began upgrading its streetlight system, in order to:

- Reduce its energy costs and consumption
- Achieve the County’s goal of improving overall energy efficiency
- Decrease harmful greenhouse gas emissions resulting from County operations

In addition to the energy benefits, Arlington’s new streetlights will also be:

- Environmentally friendly
- Fully dark-sky compliant
- Paid for through cost savings within the seven year warranty period

- And will have the ability to be remote controlled (including dimmed late at night – saving even more energy)

The remaining \$1.585 million EECBG funds will be used in the coming months for a number of energy reduction and efficiency tactics, including:

- Installation of a solar electric system on the roof of the Central Library. The County has already reduced electricity consumption by 40 percent at this facility through energy efficiency improvements, and this solar installation will provide up to 20 percent of the peak power requirements for the building.
- Replacement of inefficient heating, cooling, and ventilation systems in a Trades Center County building. These upgrades are expected to cut energy consumption by one-third while improving occupant comfort.
- Stimulation of energy efficiency activity in the private sector, through commercial property energy audits and incentives, leveraging a new Virginia Power program for efficiency rebates offered by Dominion.

To learn more about the County’s implementation of ARA funds, visit <http://www.co.arlington.va.us/departments/CountyManager/page68409.aspx> ■

Ballot Box: November 2010

Home Rule, Council-Manager Charter Adopted in Luzerne County, Pennsylvania

Residents in Luzerne County, Pa. (pop. 312,845), voted 51,326 for and 41,600 against a proposal for a home rule charter recommending council-manager government. Starting in January 2011, a county manager and a part-time, 11-member council will replace the current full-time, three-member commission. The ICMA Fund for Professional Management provided financial assistance to Friends of Home Rule, the citizens’ group advocating council-manager government.

Pinellas County, Florida, Educational Centers Foster Citizen Involvement

With the autumn ushering in drier air and lower temperatures, Pinellas County's parks and preserves continue to provide cool opportunities to relax, enjoy nature and learn more about the county's resources and history.

As a result of decisions made by the Board of County Commissioners, the county-owned parks remain free of charge, including regional and neighborhood parks, such as Fort De Soto Park in Tierra Verde, Brooker Creek Preserve in Tarpon Springs and Weedon Island Preserve in St. Petersburg.

Pinellas County Extension has taken a larger role providing educational opportunities to the public, extending its outreach to the Weedon Island Preserve Cultural and Natural History

Center and the Brooker Creek Preserve Environmental Education Center.

The centers not only provide new and exciting venues for Extension's UF/IFAS agents, but their locations in the southern and northern areas of the county enhance the goal of providing research-based information to more county residents.

Special programming brings fresh, fun ways to help make cost-saving changes in people's lives and better protect the county's natural resources. For example, the Pinellas Energy Efficiency Project, or PEEP, is a popular program that includes a free energy-savings toolkit worth \$200 in supplies for each participant.

New for Extension is a Florida

Master Money Mentor program that trains volunteers as mentors to help individuals and families manage their finances. There are many other activities in which volunteers can participate and a revitalized volunteer program gives people a chance to help enrich the programs and resources that they love, while making a difference in their own lives and the lives of others.

The biggest draw for many visitors to the parks and the preserves is the natural beauty of the areas that are open for recreational activities and the areas in the preserves that protect resources.

For information on the educational programming, call the Brooker Creek Preserve Environmental Education Center at 727-453-6800. ■

Balancing Public Safety and Budget Constraints: Loudoun County, Virginia

The Challenge in Loudoun County

Loudoun County, VA is a rapidly growing community located in the suburbs of DC. Residents in the Eastern part of the county enjoy a suburban environment with larger communities, while those in the Western region live in a rural setting of small incorporated towns, some of which employ their own police forces. Providing public safety services for such a large, geographically diverse area was a significant challenge. The county was spending increasing amounts of money on overtime expenditures for overtime pay and needed guidance on how to most efficiently deploy their workforce without compromising service levels. Loudoun County contacted ICMA Center for Public Safety Management to analyze their staffing needs and create a strategy to manage service levels.

Charting a Solution

ICMA Center for Public Safety Management conducted a study to review operations and analyze staffing needs based on workload and service-level expectations, as well as geographic demands. The county wanted to create a staffing schedule that

would meet the needs of the community without unnecessary expenditures for overtime pay. They asked ICMA Center for Public Safety Management to review workloads and determine when additional staffing was necessary and when providing overtime pay was the more cost-effective solution.

The Findings and Recommendations of ICMA's Study

ICMA Center for Public Safety Management worked closely with the sheriff's staff and the fire staff to understand what their workload really was, and create a graphic that would illustrate their workload in comparison to their current staffing and scheduling plans. In doing so, they discovered that the current deployment and staffing procedures were not done in the most effective way. ICMA Center for Public Safety Management provided Loudoun County with alternative staffing and scheduling models that were in better alignment with their service workloads.

Loudoun County was utilizing a police schedule that had unnecessary overlaps in scheduling that resulted in more officers than necessary being

on duty. At the same time, there were times when there were not enough officers on duty to manage the service calls received. By adjusting the staffing schedules, ICMA Center for Public Safety Management was able to help Loudoun County improve service to the community without increasing the number of officers on duty.

ICMA Center for Public Safety Management also discovered, in the course of their evaluation, that the detention facilities required additional personnel to reduce their costs and operate more effectively. The detention facility was relying heavily on overtime for staff. With ICMA's recommendation, the facility was able to demonstrate that additional personnel were necessary to reduce costs.

About ICMA Center for Public Safety Management Services

ICMA Center for Public Safety Management Services helps create excellence in local governance through the provision of consulting services in public safety. Contact Leonard Matarese at lmatarese@icma.org or call 716-969-1360 to schedule an appointment.

Washoe County, Nevada: E-Payables Saves Money

Washoe County, NV has implemented its new E-Payables program that increases the number of vendors paid through automation. Participating vendors now can receive their payments within one to three business days by accepting an electronic credit card payment from the County, and the County earns an annual rebate from the bank, based upon the volume of payables enrolled. Each participating vendor receives a unique MasterCard account number to use to process their payment. These cards have a limit of \$0 until payments are authorized by the County, virtually eliminating risk of fraud. Once a pay-

ment to a vendor has been authorized, the payment file is sent to Bank of America's WORKS Application through secure File Transfer Protocol (FTP).

The WORKS Application processes the file with an increase in the available funds on the card from \$0 to the exact payment amount authorized by the County. Simultaneously, the WORKS Application forwards a remittance to each vendor via fax or e-mail. The vendor processes the payment by keying in the remittance data to their own A/R and credit card payment systems.

The County reconciles monthly the payments authorized to the Bank of America credit card billing statement

and forwards payment to Bank of America, increasing the County's cash flow by approximately 45 days.

Washoe estimates that the County will earn an annual rebate amount of \$192,000 in the first year of implementation, and realize savings from reduced check printing, banking and mail costs of approximately \$8,500.

Implementation of this program was a collaborative effort between the County's Technology Services Department, the Comptroller's Office and Bank of America. For more information, please contact: Sheri Mendez, CPA by Phone: (775) 328-2561 or email smendez@washoecounty.us. ■



Rise Above Crisis

Can you successfully meet the challenges of budget fluctuation?

TechSolve can help.

TechSolve teamed with Pitkin County, Colorado, to eliminate operations waste and redundancies to create a more efficient and responsive organization.

For more information, contact former NACA president, David Krings, at krings@techsolve.org, or read the whole story at www.techsolve.org

TechSolve
LOCAL GOVERNMENT

David Childs, Assistant County Manager, Washoe County, Nevada: New President of ICMA

David Childs, assistant county manager, Washoe County, Nevada, assumed the ICMA presidency during the 96th Annual Conference in San Jose. As president, Dave will lead ICMA and its 20-member executive board during one of the most turbulent times in the organization's history. Dave also serves as ICMA liaison to NACA. Here, in his own words, Dave speaks candidly about his inspirations, what he's found most and least satisfying during his career, and the importance of his commitment to professional management.

Question: What inspired you to go into public service and perhaps more importantly, what prompted you to become a city manager?

Childs: I actually began my career as a city planner, and after a stint as a planning director, I realized that I didn't enjoy writing reports for home occupation permits. What I did enjoy was starting new projects, leading teams, and helping build better communities and neighborhoods. And I just love taking on assignments that involve solving problems and resolving disputes that nobody else believes can be fixed.

Question: What have been your most satisfying and least satisfying moments since you became a local government executive?

Childs: My most satisfying moment was when the public works union steward came to me and asked me to fire one of the employees saying that "the guys want him gone because he doesn't live our organizational values, specifically the one about healthy human relations." At that moment, I knew that all the work we had done to change the organizational culture had actually succeeded at all levels of our organization.

My least satisfying moment was laying off eight young, talented, and

energetic building inspectors because of the financial downturn and then laying off eight more six months later.

Question: How do you respond to citizens who don't understand the role of a city manager or who don't appreciate the value that professional local government management contributes to their community?

Childs: I really feel that people understand the comparison to the CEO of a corporation that has a board of directors. Once they understand that part, then you "ladder on" the fact that managers don't run one business but often 20 or 30 business units, that the board of directors is elected in a political environment, and that our bottom line is to create equity in service provision. Then they seem to understand the challenges of the job and the importance of hiring a professional manager.

Question: What does local government sustainability mean to you in the context of today's complex communities?

Childs: Sustainability has many components. It can be about economic, environmental, and social sustainability in our communities, and in our current economic situation, the topic of organizational sustainability has also increased in importance. Many organizations face the need to control pension and health care costs. If we cannot control these costs, we cannot sustain our communities. And just laying people off to save costs isn't the same as creating sustainable organizations.

Question: You've had a long career as a senior manager in a number of communities throughout Minnesota, California, and now Nevada; and during that time, you've seen a lot of ups and downs. What advice do you have for communities that are struggling under the weight of today's economic



Dave Childs, ICMA President, 2011-2012

and service provision challenges?

Childs: It is critical that as the leaders of our organizations, we demonstrate confidence and optimism. Daniel Goleman in his book "Primal Leadership: Realizing the Power of Emotional Intelligence" demonstrated that a leader can't fake optimism because employees will see through the façade. As leaders, we must be confident.

Demonstrating optimism may seem impossible during challenging times like these, but it's really not that difficult. Just look around and you'll see that our communities are surviving, services are still being delivered, and all of the skills we have learned over the years are the very tools we are applying successfully today. In short, we are successfully demonstrating the value of professional local government management, despite everything we've had to deal with these past few years.

Question: What do you think is the single most important priority or challenge ICMA faces in the next 3 to 5 years?

Childs: My focus for the coming year will be on how ICMA helps each of us
(continued on page 10)

(“Capitol Review” from page 4) of each shareholder-type fee charged directly against a participant’s or beneficiary’s investment (e.g., sales loads, surrender charges).

In addition, a statement indicating that fees and expenses are only one of several factors that participants and beneficiaries should consider when making investment decisions, and a statement that cumulative fees and expenses can substantially reduce the growth of the participant’s retirement account must be included as part of the disclosures.

In the coming months, plan providers will be developing reports to adhere to the regulations and provide significantly enhanced fee disclosure to plan participants. ■

(“David Childs” from page 9) to be the best that we can be as we develop and strengthen our professionalism, demonstrate the highest ethical ideas, mentor and develop the next generation, and strive to show that this work is a calling, not just a job.

Question: What do you see as your role as president in helping ICMA address that priority or challenge during your tenure as president?

Childs: I believe that my job as ICMA president is to reinforce and carry the message concerning the value of professional local government management to our members and their communities and to facilitate the work of the ICMA Executive Board and staff as we tackle the issues that face the organization.

Question: As you look to the years ahead, what does the future hold for Dave Childs?

Childs: Well, I’m actually an aspiring Range Rider! I can’t imagine not continuing to actively serve my ICMA colleagues, both now and in the future.

Question: If you hadn’t become a local government manager, what would you be?

Childs: I started college intending to become a Lutheran minister. My career as a manager parallels that sort of call to service. It’s a slightly different ministry and a different “flock” to shepherd, but it is a noble calling nonetheless. ■

2011 National Brownfields Conference to Debut Economic Redevelopment Forum

Brownfields are rural or urban industrial commercial sites that are abandoned or underused because of real or perceived contamination. Communities across the country face the challenge of putting these idle sites back to work, from old industrial cities with thousands of acres of abandoned factories to rural villages built around derelict mines or timber mills. The National Brownfields Conference is the largest, most comprehensive conference focused on cleaning up and redeveloping these abandoned, underutilized, and potentially contaminated properties. One way the conference will try to engage participants in buying and selling properties is through the Economic Redevelopment Forum.

In years past, this portion of the conference focused primarily on providing property owners, redevelopment agencies, and communities an opportunity to market their contaminated properties directly to the real estate development industry. However, Brownfields 2011 will take place amid one of the most challenging economies and difficult environments for commercial and residential development in recent times. With that in mind, the

Economic Redevelopment Forum will also focus on the new importance of government financial incentives geared to spur economic development and get projects funded when traditional loans and sources of equity are hard to find. The “State and Local Economic Redevelopment Marketplace” within the forum will feature properties and funding opportunities clustered by state or major metro area with property owners marketing their sites right alongside representatives of state and local agencies that can inform developers of potential financial incentives that are available for the sites in their communities.

In this way, the property owners and the communities will be working together not just to market a property but also to market a project and a suite of incentives that each state and locality provides. Representatives capable of discussing economic redevelopment with a developer, investor, or end user will be there from a variety of governmental departments and agencies including state voluntary cleanup programs, state and local government economic development offices, and private sector support organizations such as regional cham-

bers of commerce, utilities, etc. With the great variety of programs throughout the country, this will provide ample opportunities for developers, investors, and end users to learn about these programs where they traditionally focus and also where they might want to go next.

The Economic Redevelopment Forum will also include presentations and consultation opportunities during the five-hour event. Consultations will be available at the “Industrial Reuse Center” area of the forum for communities looking to keep their vacant industrial properties in industrial usage.

The forum is an opportunity to market contaminated properties to the real estate development industry. It also will focus on the importance of government financial incentives geared to spur economic development and get projects funded during these challenging economic times.

For more information regarding the Economic Redevelopment Forum, contact Danielle Goodwin at 202/962-3590 or dgoodwin@icma.org. To showcase a property or be involved in the forum contact Matthew Brener at matthew@njbrownfield.com. ■



THE NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

REGISTER AND ATTEND NACA EVENTS AT NACo'S 2011 LEGISLATIVE CONFERENCE

Special thanks to ICMA-RC and ICMA for hosting NACA's reception!

The National Association of County Administrators (NACA) will convene a series of events at the National Association of Counties' (NACo) Annual Legislative Conference on March 5 and 6, 2011 in Washington, D.C.

Our traditional **Idea Exchange** will provide an opportunity for county administrators from across the country to discuss, in an informal setting, ideas and best practices that are relevant to county management. The series also offers networking opportunities at an ICMA-RC and ICMA sponsored **Reception**.

IDEA EXCHANGE & GENERAL MEMBERSHIP MEETING ■ 2:30 P.M. – 4:45 P.M. ■ SUNDAY, MARCH 6, 2011
Register by February 22, 2011

\$30.00 (per person, includes refreshments)

Suggest Your Agenda Topics: _____

Name & Title:			
County or Organization:			
Address:			
City:	State:	Zip:	E-mail:

Return to:
NACA Attn: **Felicia Littky, c/o ICMA**
777 North Capitol Street, N.E., Suite 500
Washington, DC 20002-4201

Method of Payment: (✓ one)
 Check Enclosed
 Check to Follow

202-962-3656 (ph) 202-962-3500 (fax)
flittky@icma.org (e-mail)

Attend All NACA Events

EVENT	DATE	TIME	LOCATION
Executive Board Meeting	Saturday, March 5	3:00 pm - 5:00 pm	Marriott Wardman Park
Idea Exchange & General Membership Meeting	Sunday, March 6	2:30 pm - 4:45 pm	Marriott Wardman Park
Reception sponsored by ICMA-RC	Sunday, March 6	5:30 pm - 6:30 pm	Marriott Wardman Park
No Host Dinner	Sunday, March 6	7:00 pm	TBD
Past Presidents' Breakfast	Monday, March 7	9:00 am	Marriott Wardman Park

Check the NACA Web site at countyadministrators.org for more information

Larimer County, Colorado: Families complete civics and leadership program

Fifteen family leaders from locations across Larimer County, Colorado, are celebrating the completion of a 20-week civics and leadership program. The Family Leadership Training Institute is the first-of-its-kind for Larimer County, Colorado. County Commissioner, Steve Johnson, will greet the graduates and guests along with Eileen Forlenza, Director of Children and Youth with Special Health Care Needs Unit of the Colorado Department of Health and Environment. Dr. Sharon Ford, Manager of Permanency Services with the Colorado Department of Human Services will deliver the graduation address “You Are The Difference.” The graduates, from Berthoud, Fort Collins, Loveland, and Windsor, will receive recognition for the more than 120 hours each devoted to developing the skills needed to become effective leaders in their communities.

The Family Leadership Training Institute course requirements include community projects developed by the participants, and this year’s graduates’ projects included providing guidance to foster youth toward admission and success in college, enhancing parent learning about child development, encouraging successful transitions for Head Start students into Kindergarten, incorporating youth leadership into the Colorado Conservation Project for 5th graders, conducting leadership workshops, and creating a booklet, “Our Crooked Path,” to help other parents based on the personal journey of one raising a child with special needs. Reaching young people as role models and leaders for community change inspired two 20- something participants to develop their com-

munity projects to enhance current opportunities for older youth through a “Hangout,” and a community awareness program utilizing radio to promote positive body image.

The challenges of having an adult child with developmental disabilities and limited placement options for independent living provided the momentum for Brenda Tuttle’s and Wendy Borgman’s community projects. Brenda designed a plan to establish a group home for three male adults with developmental disabilities. Wendy is also deeply committed to making changes in current services for these children and their families. She has developed a plan to establish “Haven”, a facility with personnel, programs, and support for families in this situation. In these rough economic times she holds to her dream and has been invited to participate as part of a forum which meets regularly to discuss new possibilities. She states, “I am looking forward to working with community leaders to promote awareness and change.”

As her community project, Tina Boyer started the “You’re Never Alone Support Group” for families with children of multi-disabilities. “I feel privileged to have shared this experience with other individuals who share my passion to create change” she said. “I want to make a difference for our children who don’t have a voice and for parents who are not always heard.”

In only 20-weeks, institute graduates achieved success within their communities by helping to re-establish Al-anon/Alateen meetings in Loveland; hosting an art exhibit of children with autism “Art on the Spectrum” for over 700 viewers—

kicking off Autism Awareness month in downtown Ft. Collins; and establishing a business, “MAXarT,” based in the positive promotion of children with autism through their artwork—which is already generating national attention and revenue to support the cause. As a result of their community projects, Joel and Laura Decatur will soon begin a new project with Respite Care to create “The Angels of Respite Care” 2011 Calendar. Family leaders will be available after the ceremony for photos and interviews and to discuss their community projects.

“This curriculum has been successful in cultivating the voices of family in our community. The participants of this class have dug deep to uncover their full potential — as parents, community members, and agents of change.” said Jacque Miller, Colorado State University—Larimer County Extension Agent and FLTI Site Coordinator. “Research has shown us that when families feel competent about the civic process, they engage more fully in their child’s education, community issues and their own personal health. FLTI has been the conduit for this knowledge!”

The Family Leadership Training Institute started from a public-private partnership between several statewide and local organizations. Collectively these organizations discovered three things: 1) Families are eager to learn how to participate in democracy; 2) Civic leaders and organizations benefit from informed families; and 3) Communities are strengthened when the voice of families is valued. For more information, contact Jacque Miller, 970-498-6000 jmiller@larimer.org. ■