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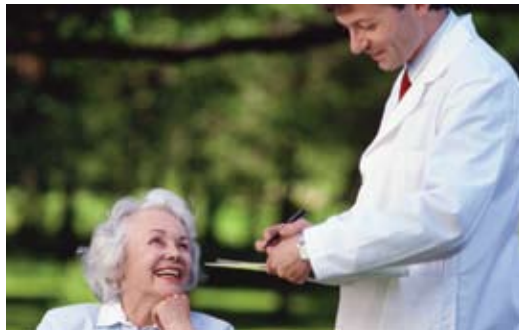
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# state

## 7

### Silver Society Award

Vermont's Choices for Care wins.

By Jack Penchoff

## 8

### Graying Prisons

States face challenges of an aging inmate population.

By Carrie Abner



## 12

### A Time for a Change

Child placement compact ready for update.

By Laura Coleman



## 15

### 2006 Innovations Winners

By Laura Coleman, Mary Branham Dusenberry and Jack Penchoff



## 29

### Partnership Potential

U.S.-Canadian collaboration has economic, policy benefits.

By Jennifer Burnett and Meggan Taylor



## 32

### Making “Cents” of Prevention

By James M. Hmurovich and Jane Ascroft

### Correction

The New Mexico Early Childhood Action Network (ECAN) was incorrectly identified in a story about the Pregnancy Risk Assessment Monitoring System (PRAMS) in the September *State News*.

## Departments

- 4**     **Inside Story**  
 State Innovations Awarded  
 By Jack Penchoff
- 7**     **State Snapshot**  
 State Business Tax Climate Index
- 5**     **Toolbox**  
 EMAP Offers Framework for Preparedness
- 35**    **CSG Spotlight**  
 Highlights of activities and events by CSG, its affiliates and other associations
- 6**     **State Sources**  
 A roundup of recent reports and resources for state officials
- 38**    **Conference Calendar**  
 Meetings and conference activities of CSG, its affiliates and other associations
- 39**    **Timeline**  
 A look back in time

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**By Jack Penchoff**

Vermont has the second smallest population in the nation; Texas the second largest.

Vermont ranks 45th in land size; Texas is the second largest state in the nation.

While Texas has one foot in the South and another in the West, there's no doubt Vermont sits squarely in the heart of New England.

Despite those differences, Vermont and Texas, along with the nation's 48 other states, shared a common challenge: how to provide more home-based care for their elderly and disabled Medicaid clients.

The common barrier was federal laws that allowed Medicaid only to pay for nursing home care.

To overcome that obstacle, the two states took different paths to arrive at the same place.

The result in both cases was more efficient Medicaid services and consumers happy to have their health care needs met at home.

The two states also share another thing: both have received national recognition from The Council of State Governments.

An independent panel of judges has selected Vermont's Choices for Care program as CSG's Silver Society Award winner. The award was an outgrowth of CSG President Gov. Jim Douglas' president's initiative on aging. It was designed to complement the annual Innovations Award program.

Texas is one of eight national winners of CSG's 2006 Innovations Awards program.

Both states, along with the seven other Innovations Awards winners, will be recognized during a special luncheon Dec. 2 at CSG's Annual Trends and Leadership Forum in Phoenix.

This edition of *State News* showcases the award winners with articles on Vermont, the eight national Innovations Award winners and the four regional alternate winners.

Aging is also the topic of CSG Policy Analyst **Carrie Abner's** article, "Graying Prisons," which reports on how states are dealing with the growing number of elderly inmates in state correctional facilities.

*State News* Associate Editor **Laura Coleman** reports in this issue on proposed changes to the Interstate Compact for the Placement of Children. The compact, enacted by the states in 1960, has been updated to incorporate societal and technological changes over the past 40 years. Ohio was the first and only state to adopt the new compact thus far. The revised compact needs the approval of 34 more states before it can replace the existing compact.

Protecting children is also the issue **James M. Hmurovich**, president and CEO of Prevent Child Abuse America, and **Jane Ascroft**, director of public policy at Prevent Child Abuse America, write about.

More than 870,000 children are abused or neglected each year. Prevent Child Abuse America fosters partnerships with states to reduce the maltreatment of children. As they report, the younger the child the greater risk for abuse.

—Jack Penchoff is CSG associate director of communications and senior editor of *State News* magazine.



## EMAP Offers Framework for Preparedness

A recently released White Paper from the Emergency Management Accreditation Program (EMAP) provides a framework for states to use when assessing regional preparedness for natural and human-caused incidents.

The five-step assessment methodology was developed to help multi-jurisdictional areas, both urban and rural, identify emergency management capability shortfalls and opportunities, benchmark progress and identify strategic priorities. Multi-jurisdictional efforts provide opportunities for state and local jurisdictions to do more with less, the report says.

The EMAP process shows how a state or local program compares to national standards and specifies areas in which it needs to improve. By achieving accredited status, an emergency management program demonstrates that it is using its resources to provide the capabilities emergency managers nationwide agree are necessary to be prepared. EMAP also:

- Provides benchmarks for program management and operations;
- Focuses on comprehensive emergency management;
- Encourages collaboration of state- and community-wide programs rather than focusing on individual agencies;
- Enhances continuity of operations and resiliency;

- Validates professional capabilities;
- Demonstrates effective use of public resources and provides justification for resources; and
- Encourages intra- and interagency communication and team building through the assessment and accreditation process.

Based on evaluations of the National Capital Region project, the EMAP report proposes the following regional assessment framework for discussion and further development:

- Identifying and defining the region and program;
- Performing self-assessments of regional plans and activities;
- Performing self-assessments by member jurisdictions;
- Performing regional on-site assessment and table-top exercises; and
- Developing a regional assessment report.

The final step would assist regional stakeholders in identifying emergency management gaps and areas for future improvement.

To view EMAP's White Paper, "A Framework for Assessing Regional Preparedness," in its entirety, visit [www.emaponline.org/?256](http://www.emaponline.org/?256).

state**sources**

## State Employee Health Care Benefits Studied

Continuing to provide medical coverage for retirees is a major concern and a significant cost driver for many states. The National Association of State Personnel Executives (NASPE) recently released a White Paper based on its survey of states about their health care benefits design.

The NASPE survey found certain realities play a significant role in health care benefits design, including:

- Health care benefits are expected with the state's size as an employer;
- Eligibility and coverage details may be influenced by politically and socially driven factors instead of pure business factors;
- Benefit levels may be born of social, family-friendly policy preferences, i.e. lower cost family coverage and/or coverage for domestic partners;
- States face the burden of uncapped Medicaid expenses, and consequently tend to offer state sponsored employee health coverage to extended populations such as retirees and local government employees.

The NASPE survey found four major cost factors state governments must consider in developing, delivering and evaluating their health care structure:

- Employer contribution;
- Plan design/structure and level of benefits;

- Total cost of premiums; and
- Total cost of out-of-pocket expenses to employees.

NASPE found that state governments vary widely on those costs.

The survey report also reinforced the reality of the 20/80 rule: Twenty percent of the population uses 80 percent of the health care financial resources. According to the White Paper, 10 percent consume 70 percent of the resources and 5 percent consume 50 percent.

For more information, visit [www.naspe.net](http://www.naspe.net).



# State Business Tax Climate Index (2006–2007)

| State         | 2007  |      | 2006  |      | State          | 2007  |      | 2006  |      |
|---------------|-------|------|-------|------|----------------|-------|------|-------|------|
|               | Score | Rank | Score | Rank |                | Score | Rank | Score | Rank |
| U.S.          | 5.00  | -    | 5.00  | -    | Montana        | 6.20  | 8    | 6.16  | 8    |
| Alabama       | 5.47  | 20   | 5.60  | 16   | Nebraska       | 4.53  | 44   | 4.59  | 45   |
| Alaska        | 7.23  | 3    | 7.29  | 3    | Nevada         | 7.12  | 4    | 7.07  | 4    |
| Arizona       | 5.14  | 28   | 5.13  | 29   | New Hampshire  | 6.21  | 7    | 6.45  | 6    |
| Arkansas      | 4.88  | 35   | 4.87  | 35   | New Jersey     | 3.92  | 48   | 3.63  | 48   |
| California    | 4.51  | 45   | 4.64  | 42   | New Mexico     | 5.31  | 23   | 5.30  | 23   |
| Colorado      | 5.67  | 14   | 5.70  | 13   | New York       | 4.16  | 47   | 3.60  | 49   |
| Connecticut   | 4.83  | 37   | 4.66  | 41   | North Carolina | 4.72  | 40   | 4.70  | 40   |
| Delaware      | 6.08  | 9    | 6.10  | 9    | North Dakota   | 4.98  | 33   | 5.06  | 31   |
| Florida       | 6.86  | 5    | 6.85  | 5    | Ohio           | 3.82  | 49   | 3.82  | 47   |
| Georgia       | 5.48  | 19   | 5.52  | 20   | Oklahoma       | 5.45  | 21   | 5.41  | 21   |
| Hawaii        | 5.24  | 24   | 5.28  | 24   | Oregon         | 6.04  | 10   | 6.02  | 10   |
| Idaho         | 5.03  | 32   | 5.08  | 30   | Pennsylvania   | 5.36  | 22   | 5.31  | 22   |
| Illinois      | 5.23  | 25   | 5.22  | 26   | Rhode Island   | 3.47  | 50   | 3.47  | 50   |
| Indiana       | 5.79  | 12   | 5.86  | 12   | South Carolina | 5.22  | 26   | 5.21  | 27   |
| Iowa          | 4.56  | 43   | 4.62  | 44   | South Dakota   | 7.57  | 2    | 7.56  | 2    |
| Kansas        | 5.04  | 31   | 4.99  | 33   | Tennessee      | 5.49  | 18   | 5.58  | 18   |
| Kentucky      | 4.76  | 39   | 4.75  | 38   | Texas          | 6.45  | 6    | 6.41  | 7    |
| Louisiana     | 5.04  | 30   | 5.05  | 32   | Utah           | 5.63  | 16   | 5.67  | 15   |
| Maine         | 4.67  | 42   | 4.64  | 43   | Vermont        | 4.42  | 46   | 4.57  | 46   |
| Maryland      | 5.13  | 29   | 5.23  | 25   | Virginia       | 5.68  | 13   | 5.58  | 17   |
| Massachusetts | 4.88  | 36   | 4.87  | 36   | Washington     | 5.95  | 11   | 5.93  | 11   |
| Michigan      | 5.15  | 27   | 5.20  | 28   | West Virginia  | 4.92  | 34   | 4.93  | 34   |
| Minnesota     | 4.68  | 41   | 4.71  | 39   | Wisconsin      | 4.78  | 38   | 4.77  | 37   |
| Mississippi   | 5.57  | 17   | 5.57  | 19   | Wyoming        | 7.66  | 1    | 7.64  | 1    |
| Missouri      | 5.65  | 15   | 5.68  | 14   | D.C.           | 4.06  | -    | 4.41  | -    |

The Tax Foundation recently released the 2007 version of the State Business Tax Climate Index as a tool for lawmakers, the media and individuals to gauge how their states' tax systems compare.

This chart is a comparison of how states' business tax climate did from fiscal year 2006 to fiscal year 2007. The higher the score, the more favorable a state's tax system is for business.

The SBTCI places 113 variables into five component indexes that each measure a different sector of a state's business tax climate. The five component indexes are the Corporate Tax Index, Individual Income Tax Index, Sales Tax Index, Unem-

ployment Tax Index and Property Tax Index. The total score for each state is calculated based on the scores of each component index.

According to the report, the 10 best states for business tax climate are Wyoming, South Dakota, Alaska, Nevada, Florida, Texas, New Hampshire, Montana, Delaware and Oregon.

The 10 worst states are Rhode Island, Ohio, New Jersey, New York, Vermont, California, Nebraska, Iowa, Maine and Minnesota.

To see the full report, visit [www.taxfoundation.org/files/bp52.pdf](http://www.taxfoundation.org/files/bp52.pdf).

## Vermont's Choices for Care Wins

# 2006 innovations Silver Society Award

By Jack Penchoff

Vermont has the second fastest aging population in the nation and, like other states, faces the challenge of funding Medicaid services for its older citizens.

To address that challenge, Vermont has embarked on a bold program that creates more choices for the state and its Medicaid recipients.

Choices for Care is the only Medicaid program in the country that gives a state flexibility in managing Medicaid care.

The program's innovative approach to serving its elderly population and expanding services earned recognition from an independent panel of judges who awarded Choices for Care The Council of State Governments' 2006 Silver Society Award.

The program was established after the federal government granted Vermont an 1115 Demonstration Waiver, which allows the state to provide consumers greater choices in where they received care.

"Traditionally, Medicaid only had an open door to nursing homes but not home and community based care," said Theresa Wood, deputy commissioner for the Vermont Department of Disabilities, Aging and Independent Living.

"We responded to what consumers' choices are and that is a preference for home-based care. And the state wants to prepare for the advent of baby boomers and a burgeoning Medicaid population," said Wood. "It's a win-win for the state and the consumers."

While the waiver gives Vermont greater flexibility in managing the care of its Medicaid recipients, it also places greater risk on the state. In exchange for the waiver, the state agreed to cap federal Medicaid funding for the next five years.

Vermont laid the foundation for this new program during the 1997-98 legislative session. That's when legislators passed a law that directs any savings from lower nursing home costs be redirected to home- and community-based services.

"That's revolutionary," said Wood, "to have a state administration and legislature agree to language like that. It was one of the first instances where the money follows the person."

Early indications are that the program is achieving its goals, saving money on nursing home placements and using the savings to expand services.

In the first year of the program, which ended Sept. 30, 2006, there were 156 fewer consumers in nursing homes, according to Wood.



"The resources from those fewer people in nursing homes served double the number we would have served in home-based and enhanced residential care," she said.

"Ordinarily we serve 100 new people each year. The savings enabled us to serve 205."

Developing the program not only required the collaboration of state government officials, it also needed the help of nursing home providers.

Wood and Lorraine Wargo, director of the department's Individual Support Unit, believe other states can adopt a similar strategy.

"We had a task force that brought everyone to the table," said Wargo.

The task force spent two years looking at long-term care issues and developing the Choices for Care model.

"There are concerns from nursing home providers," said Wargo. "It's important to get those players to the table early. They have to be there with you."

It was also important to have community-based services in place. "They need to be there. You have to provide an alternative," said Wargo.

## Vermont's Medicaid Program Stats

- 145,000 Covered Lives—25 percent of Vermont's Population
- 51,200 Children—34 percent of Vermont's Children
- \$920 Million in FY 2006 Total Medicaid Expenditures
- Largest Insurer in Vermont—9,000 Enrolled Providers

# GRAYING

## *Prisons*

*States Face Challenges of an Aging Inmate Population*



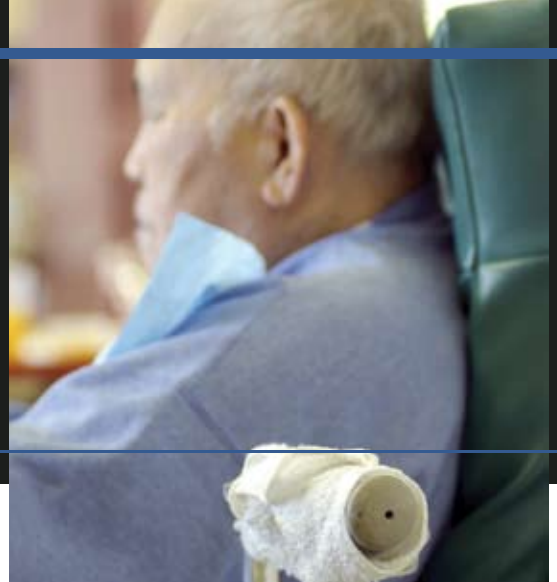
**Elderly inmates represent the fastest growing segment of federal and state prisons. The aging inmate population has created new challenges for states.**

By Carrie Abner

“Prisons aren’t geared to the needs and vulnerabilities of older people. In the prison environment, there are a number of unique physical tasks that must be performed every day in order to retain independence. They’re not the same tasks that are called for in the community.”

—Brie Williams, M.D.

*Geriatrician at the San Francisco VA Medical Center*



At age 89, Earl takes six pills a day and carries a bottle of nitroglycerin pills with him at all times in case he has a heart attack or stroke. His fingers are shriveled with arthritis and he’s had cataract surgery three times. He just received a wheelchair to help him get around.

From outside appearances, Earl may seem like most other elderly men in America with a growing list of age-related ailments. But while many of his peers reside in nursing homes and assisted living facilities, Earl will likely call Wisconsin’s Oshkosh Correctional Institution home for the rest of his life.

Earl represents a growing number of elderly inmates in state prisons across the country. As this population continues to rise, states are taking note.

## Elderly Inmates: A Growing Trend

According to the U.S. Justice Department’s Bureau of Justice Statistics, the U.S. prison population has grown from just over 319,000 in 1980 to nearly 1.5 million in 2005.

Elderly inmates represent the fastest growing segment of federal and state prisons. A 2004 report by the National Institute of Corrections states that the number of state and federal prisoners ages 50 and older rose 172.6 percent between 1992 and 2001, from nearly 42,000 to more than 113,000. Some estimates suggest that the elder prisoner population has grown by as much as 750 percent in the last two decades.

Experts say the growth of the elder inmate population is expected to continue. According to Jonathan Turley, a law professor at George Washington University and director of the Project for Older Prisoners, the population of prisoners ages 50 and older in the federal system grew from 11.3 percent of the total prison population in 1986 to 26 percent in 1989. He adds that even conservative estimates suggest that this population will represent 33 percent by 2010.

Why such a dramatic increase in the older prisoner population? Experts point to a number of reasons.

First, the rise in older prisoners reflects the general aging of society. In 2003, there were an estimated 36 million individuals age 65 or older in the United States, comprising just over 12 percent of the total population. According to the Federal Interagency Forum on Aging-Related Statistics, the older population grew from 3 million to 35 million in the 20th century.

Officials also point to the get-tough-on-crime reforms of the 1980s and 1990s as contributing factors to the growing numbers of older prisoners. Mandatory minimum sentences, three-strikes rules and truth-in-sentencing laws established in recent

decades are keeping more offenders in prison for longer periods of time. And inmates are living longer, meaning prisons continue to swell.

## Tending the Elderly Behind Bars: The Challenge for States

For states, the challenges associated with an aging prisoner population are real and growing, yet statistics on the numbers of elderly inmates are difficult to project. This is due in part to variations in the definitions states have established for elderly prisoners. For instance, while Ohio defines elderly inmates as those aged 50 and older, Minnesota sets the age at 55. Michigan considers those 60 and above as elderly, while in Colorado, this designation is reserved for inmates 65 and older. Other states have no official age designation for the elderly prisoner population.

What’s more, inmates tend to age faster than members of the general population. Research indicates that a prisoner’s physiological age is, on average, seven to 10 years older than their chronological age. Therefore, a 50-year old inmate may likely experience the age-related health problems of a 60-year old on the outside.

Dr. David Thomas, who chairs the Department of Surgery at Nova Southeastern University and previously directed the Florida Department of Corrections’ Office of Health Services, recalls one of his first encounters with older inmates. Having met a prisoner he thought to be 70 to 75 years old, he was surprised to learn that the inmate was just 54.

“Inmates appeared to be physically and medically older than their actual age,” he said.

Thomas and others point to a number of factors contributing to this phenomenon, including lack of access to health care services prior to entry, poor dietary and exercise habits, and substance abuse.

A 2000 study by the Florida Department of Corrections’ Office of Health Services found that almost two-thirds of inmates received their first significant health care experience, defined as any surgery or filled and started prescription, while in prison.

Stress also contributes to accelerated aging among inmates. “The stress of incarceration—including lack of support systems and a lack of trust in fellow inmates—leads to chronically stressful and debilitating environments,” said Thomas.

As a result, older inmates tend to develop age-related health

## State and Federal Inmates Age 50+ (1992 – 2001)

| Year | Inmates | Year | Inmates |
|------|---------|------|---------|
| 1992 | 41,586  | 1997 | 73,543  |
| 1993 | 44,302  | 1998 | 83,667  |
| 1994 | 50,478  | 1999 | 92,362  |
| 1995 | 55,281  | 2000 | 103,132 |
| 1996 | 63,004  | 2001 | 113,358 |

*Source of Statistics: Anno, B. Jaye, Camilia Graham, James E. Lawrence, and Ronald Shansky. Correctional Health Care: Addressing the Needs of Elderly, Chronically Ill and Terminally Ill Inmates. U.S. Department of Justice/National Institute of Justice. 2004.*

problems earlier. According to Turley, an elderly inmate will experience an average of three chronic illnesses during his or her term. The National Institute of Corrections lists arthritis, hypertension, ulcer disease, prostate problems and myocardial infarction among the most common chronic diseases among elderly inmates. Diabetes, Hepatitis C and cancer are also common.

The financial burden for states in providing adequate health care for older prisoners is staggering. In 1997, the Texas Criminal Justice Policy Council reported that health care for elderly inmates ran \$14.80 per day, nearly three times the health care costs for younger prisoners.

While a younger prisoner costs approximately \$22,000 to house annually, states pay an average of \$67,000 per year for older inmates.

And as the aging prisoner population grows, the costs for states are expected to rise. Experts estimated that annual costs for providing health care to elderly inmates in Texas could increase from \$27 million in 1999 to \$56 million in 2008.

In addition to the rising health care costs, the aging prisoner population presents additional challenges for the states, including general accommodations and protection against younger offenders.

Like the elderly population outside prison walls, older inmates need special adaptive devices to help overcome physical impairments. For many elderly, walkers, canes, hearing aids, eyeglasses, dentures and geriatric chairs are necessary to function well.

Beyond meeting the general needs of an aging population, however, states must also address the specific needs of the aging population in prison settings. One of the primary challenges for states is adapting prison facilities that originally were not designed with elderly residents in mind.

“Prisons aren’t geared to the needs and vulnerabilities of older people,” said Brie Williams, MD, a geriatrician at the San Francisco VA Medical Center and lead author of a recent study on aging female prisoners. “In the prison environment, there are a number of unique physical tasks that must be performed every day in order to retain independence. They’re not the same tasks that are called for in the community.”

The study of 120 elderly female prisoners in California found that 69 percent reported that at least one activity of daily living was very difficult to perform. Sixteen percent reported that they needed assistance with at least one daily activity, representing twice the rate of the general U.S. population 65 or older.

In many cases, inmates rely on younger prisoners to get around.

For some elderly prisoners, however, the general prison population can be threatening. The NIC cites vulnerability of abuse and predation and difficulty in establishing social relationships with younger inmates as some of the specific challenges associated with an aging prisoner population.

According to a 2004 NIC report, “the lack of personal protection for elderly inmates, who may be frail and therefore vulnerable to the threats of assault by younger predatory inmates, contributes to the emotional stress and physical deterioration they routinely experience, especially among those who may be already vulnerable owing to chronic or terminal illness and who have few options for change in their environment.”

## States React: Programs and Policies for an Aging Prison Population

Across the country, states are beginning to take steps to address the implications of an older prison population. From developing targeted programs and activities for elderly inmates to providing specialized geriatric care, state corrections departments are devoting an increasing amount of attention and resources to the needs of seniors.

In a 2001 survey by the Criminal Justice Institute, approximately 15 of the 44 participating states and territories indicated that they provided supervised recreational programs specifically designed for older and elderly inmates. And other states have established educational programs on wellness and aging issues as part of an overall preventive care program.

Ohio’s Hocking Correctional Facility offers a “50+ and Aging” program, which is designed to address the physical, psychological and social needs of older inmates. Such activities as chair aerobics, adult basic education and GED classes are provided as part of the program, as well as specialized recreational options, including bingo, shuffleboard, horseshoes and a walking program. Case managers also provide assistance to elderly inmates applying for Social Security and Medicare benefits.

Pennsylvania has also provided inmate health care education programs, and has even offered a healthy heart food line, featuring low fat, high fiber foods for inmates.

Specialized housing for elderly inmates appears to be another trend in the states. At least 16 states provide separate housing facilities for older prisoners; in seven states, these housing units are reserved for elderly inmates with special medical needs or for those otherwise eligible for hospice care.

The Minnesota Correctional Facility at Faribault, a medium-security facility for adult males, has a dedicated housing unit for inmates 55 and older with chronic health problems. Licensed practical nurses provide coverage 16 hours a day and around the clock nursing is offered in a clinic area.

Some states that do not have designated geriatric units have specified “chronic infirm” beds dedicated to older offenders. And approximately half the states offer hospice care for inmates.

At Angola State Penitentiary in Louisiana, once known as the bloodiest prison in America, death among inmates is now often due to natural causes. Facing a fast-growing population of elderly inmates, Angola is one of many prisons across the country that offers hospice care for inmates in the final stages of terminal illnesses. Fellow inmates build coffins and provide burial services for those who die inside.

A few states have even designated prisons for older inmates. Since 1996, Pennsylvania's State Correctional Institution at Laurel Highlands has been housing only elderly inmates and others who require long-term care or assisted living. Converted from a state mental hospital, the facility is designed to meet the needs of an older population, including long-term care inmates and wheelchair users.

Some officials argue that offering specialized facilities for older inmates and the chronically ill reduces the costs associated with their care, including medical, employment and transportation costs.

"Specialized camps provide economies of scale for the provision of targeted services," said Thomas. "Medical care, handicap facilities, specialized diets and specialized exercise regimens are all easier to provide when elderly inmates are in a single location."

He added that specialized facilities also experience fewer disciplinary problems, as older offenders are more protected from victimization by younger, more aggressive inmates.

## Let them go?

Debate around the aging prison population has even extended beyond the prison walls. Across the country, corrections professionals, academics and policymakers are considering whether some older inmates should be released through medical and early release programs.

A number of states have compassionate release programs in place for terminally ill inmates, but some experts claim that these programs are rarely used, due to bureaucratic and other obstacles.

In Georgia, some elderly inmates have been released under medical reprieve, a supervised release program for inmates who are considered low-risk for re-offending. Proponents for this approach argue that once released, inmates may be eligible for Medicare, Social Security or veterans benefits, relieving a portion of the states' financial burden for their care.

Officials caution, however, that any cost savings from early release must be weighed against public safety risks and must consider the transfer of costs to other state programs.

"Although corrections may reduce costs through early release, the cost to taxpayers doesn't necessarily go away," said Carl Wicklund, executive director of the American Probation and Parole Association.

With little savings and limited employment opportunities, elderly offenders may not be able to adequately care for themselves. As a result, said Wicklund, "society may still be burdened by the costs for caring for an offender, even though he or she may no longer pose a threat to the community."

Others agree, and advocate that some cost savings associated with early release programs be used to assist with the community re-entry transition. Testifying before the California Senate in 2003, Turley warned that "some of that money (from early re-

## Average Health Care Cost per Inmate (1991 – 2000)

| Year | Daily Average | Year | Daily Average |
|------|---------------|------|---------------|
| 1991 | \$5.04        | 1996 | \$6.59        |
| 1992 | \$5.62        | 1997 | \$6.97        |
| 1993 | \$5.90        | 1998 | \$6.86        |
| 1994 | \$6.07        | 1999 | \$7.34        |
| 1995 | \$6.53        | 2000 | \$7.39        |

*Source of Statistics: Anno, B. Jaye, Camilia Graham, James E. Lawrence, and Ronald Shansky. Correctional Health Care: Addressing the Needs of Elderly, Chronically Ill and Terminally Ill Inmates. U.S. Department of Justice/National Institute of Justice. 2004.*

lease) has to be put back into the post-release plan. ... It's not that expensive to do that. But it can be the difference between zero recidivism and greater recidivism. It's called a soft landing."

## Looking Ahead

As America's prisoners continue to grow older and sicker, the costs to states will continue to rise. While states are beginning to address the needs of an increasingly aged prison population, experts warn that more planning must be undertaken to avoid a potential crisis down the road.

"States must prepare in the budgetary process to spend more on an aging inmate population," warned Thomas. He adds that funding requirements for the specialized diets and health care necessary for older prisoners must be considered.

Some officials also project that states may reconsider sentencing policies that keep offenders in prison for longer terms in an effort to curb prison growth.

As states try to find policy options for an ever-growing number of elderly inmates, prisoners like Earl continue to get older and sicker, requiring more care. To mitigate costs to taxpayers in the future, states should plan now.

—Carrie Abner is a senior policy analyst for Public Safety and Justice at The Council of State Governments.

## The Project for Older Prisoners

Founded in 1989, the Project for Older Prisoners (POPS) was designed to combat prison overcrowding and assist aging and disadvantaged prisoners. Since its establishment, POPS has provided guidance to more than 500 prisoners, and has conducted research on legislative reform at the national and state levels. For more information about the POPS program, visit [www.gwu.edu/~ccommit/law.htm](http://www.gwu.edu/~ccommit/law.htm).

# A

# TIME for Change



*Child Placement Compact Ready for Update*

**The current Interstate Compact for the Placement of Children was enacted by the states in 1960. Many child welfare stakeholders say the compact is outdated and it's time for change.**

By Laura Coleman

A lot has changed since 1960.

In the past 40 years, the legal system has evolved to include administrative law provisions; technology has become an indispensable part of everyday life, from business and research to entertainment; and the interstate highway system has provided a seamless way for people to travel across the country.

At least one thing, however, has remained the same: the Interstate Compact for the Placement of Children.

Drafted in 1960, the compact is the only public law that ensures children placed across state lines for foster care or adoption are placed with safe and suitable families. About 532,000 children are currently in out-of-home placements, and 5.5 percent of those are interstate placements. Sixty-one percent of children placed across state lines are permanent placements.

In its current form, the ICPC has caused unnecessary delays and the process doesn't take into account technologies developed after 1960, says John Mountjoy, director of the National Center for Interstate Compacts at CSG.

“I think since it was developed more than 40 years ago, it hasn’t benefited from advances in society,” he said. “The interstate system was new, there wasn’t the ability to share information over e-mail and fax, and there wasn’t the volume of cases we see now either. It was developed for a particular time. It just needs to be updated so it can take advantage of the things that now exist: transportation, information sharing and modifications to administrative law and enforcements.”

But with the support of states, a revision of the compact could be in place soon.

In March 2004, The Council of State Governments and the state human service leadership of the American Public Human Services Association (APHSA) adopted a policy resolution to remedy these deficiencies of the old compact. They assembled a drafting team of human services administrators, state and local child welfare directors, compact administrators, and representatives from national organizations to rewrite the compact.

The team finished the drafting process in April 2006. Ohio enacted the new compact in June, but it needs the support of 34 more states to replace the current law.

## What’s the Difference? The ‘Old’ Compact

The existing compact includes a complete home study by the receiving state. The receiving state assesses criteria such as the social and medical histories of the placement family, their backgrounds, parenting and discipline styles, employment and financial histories, and professional and personal references. That state also conducts a physical evaluation of the home and criminal and child abuse background checks. If all those assessments are adequate, the placement is determined to be “not contrary to the welfare of the child.”

APHSA administers the compact, but the agency is not currently authorized by the compact to enforce its rules. In addition, since 1960 states have “filled in the blanks,” unilaterally interpreting the compact, changing the statute, process and procedures for interstate placements. In other words, there is no longer a common agreement among the states.

Remedying the enforcement mechanism is what the new compact is about, says Mary Ball Morton, compact administrator from Delaware for both the ICPC and the Interstate Compact for the Placement of Juveniles. “I don’t want to mislead,” she said. “I think the intentions and meat of the current compact do the right thing, but it needs that stronger enforcement piece to be a consistently working tool.”

## The ‘New’ Compact

The proposed ICPC provides a solid legal framework for ensuring the timely placement of children cross state lines, the suitability of prospective families, and the provision of needed support services. The updated version was composed by many stakeholders, including state human service administrators, state and local child welfare directors, compact administrators and representatives from national organizations like the United States Department of Health and Human Services and the Child Wel-

fare League of America.

To Robin Arnold-Williams, the acting chair of the proposed compact under APHSA, the complex nature of the child welfare system warranted inviting a variety of stakeholders to the table.

“There is a whole variety of very strongly held opinions on everything in child welfare,” she said. “The proposed draft really does try to take a look at everybody’s views on things and tries to come up with what’s best for children and families.”

The new draft of the compact specifically addresses details such as who the compact applies to, jurisdiction, the assessment process and enforcement.

### Applicability

The draft of the proposed compact does not cover children placed by their parents into residential treatment facilities, with a relative or with a non-relative as long as that placement is not an initial step to adoption. It does not apply to foreign adoptions.

Residential facility placements require that the sending state notify the receiving state. The current compact requires approval by the receiving state prior to such placements.

The draft includes all placements made as a preliminary step to adoption, whether they are made by a public or private child placing agency, a private person or an attorney.

### Jurisdiction

Under the proposed language, jurisdiction means the authority of the courts and judicial officers to take and decide cases. The language also adds three circumstances in which the sending state court will have authority to terminate jurisdiction:

- If guardianship is created in the receiving state with agreement of the sending state.
- If a tribe has petitioned for a received jurisdiction from the court in the sending state.
- If the child is reunified with the parent in a receiving state and the parent is subject of allegations or findings of abuse and neglect. This requires concurrence of the receiving state.

### Assessments

The draft defines assessment as the “evaluation of the prospective placement to determine whether the placement meets the individualized needs of the child, including, but not limited to, the child’s safety and stability, health and well-being, and mental, emotional and physical development.”

According to the compact’s current language, the receiving state must only determine that the placement “does not appear contrary to the interests” of the child.

### Enforcement

The draft of the compact provides for mediation and binding dispute resolution, remedial training and specific technical assistance. It also provides for judicial action by member states of the Interstate Commission, which it also creates, to enforce compliance.

The Interstate Commission would be comprised of one vot-

“The system has been broken for so long that we just can’t afford to have kids fall through the cracks. We can’t afford for placements to be delayed. What we’re concerned about is the kids. It’s about creating and promoting a new system that will positively impact a child’s outcome.”

—John Mountjoy  
Director of the National Center for Interstate Compacts



ing representative from each member state. That representative would be appointed by the executive head of the state human service administration who has ultimate responsibility for the child welfare program.

In addition, the legal framework of the compact has ironed out some of the kinks the old compact neglected, said Mountjoy.

“Rather than having to go back to every single signing state legislature every time you need to make changes, the legal framework allows that to happen within the rules. It’s much quicker, much more responsive to the changing world and how the placement of adoptive and foster kids is handled,” he said.

“The whole structure of the compact came as part of the Interstate Compact for Juveniles,” said Arnold-Williams.

The ICJ has been adopted by 30 states and addresses the management monitoring, supervision and return of juveniles, delinquents and status offenders who are on probation or parole and who have run away from their sentencing states.

“We are going to have to explain to legislatures to help them feel comfortable with the rule-making being done with ICPC,” said Arnold-Williams. “They obviously must have been comfortable with that because of ICJ, so they should be comfortable with ICPC.”

To Ball Morton, there is a relationship between the two compacts.

“If we’ve kept a child here in Delaware and we didn’t have the right placement—it could be a residential treatment need or being with a family elsewhere, but something different than we would be able to find here—the child might have to move around a lot, go from home to home to home here in Delaware,” she said. “If you have these mechanisms to find places in other states and can use the compact, ensure supervision, I’m sure it would save some children from ending up in the juvenile justice system.

“The juvenile compact sends children back to their families and ensures they get probation services,” Ball Morton explained. “What we try with ICPC is to have them not even get to the probation level. We help them find what they need, even if it’s in other states.”

## Keeping the System From Failing

Mountjoy likes to think of a compact project as three stages.

“The first stage is exploratory, the second is education and adoption, and the third is transitioning to the new agreement,” he said. “We sent out final copy of the new compact and a survey that asked if states would support the compact in its current form with no changes. Thirty-seven of 40 states said they would. It gives us great promise going into the 2007 legislative sessions.”

Mountjoy said once 35 states join the compact, the language of the old compact will be used for at least 12 months. “Once you get there, the new interstate commission may decide to lengthen that time,” he said.

But what about the states that were party to the old compact that choose not to join this one?

After the 12-month period, the new compact rules will take effect and will only allow the new members to do business among themselves. States that have not joined the new compact after 12 months after it has been signed by the 35th state will have no meaningful way to place children in new compact states. That means they will have no way to prevent states from sending children without permission or notice.

“All players will be interested in good discussions. And we had that sitting around discussing and building the new compact,” said Arnold-Williams. “It necessitated compromise, and that will play out again in state legislatures. All stakeholders will have to discuss if they can accept the provisions we set forth. It should have those good debates, but I am very optimistic we can get it done.”

“The system has been broken for so long that we just can’t afford to have kids fall through the cracks,” said Mountjoy. “We can’t afford for placements to be delayed. What we’re concerned about is the kids. It’s about creating and promoting a new system that will positively impact a child’s outcome.”

Ball Morton agrees. “We’re talking about children here, and we’re talking about folks who need to have timely placement.”

—Laura Coleman is the associate editor for *State News* magazine.

To learn more about the Interstate Compact for the Placement of Children, visit [www.csg.org/programs/ncic](http://www.csg.org/programs/ncic).

• 2006  
innovations  
 awards



## Illinois River Mud Builds Chicago Park

By Mary Branham Dusenberry

It was, perhaps, the world's biggest mud pie.

Illinois state officials approved the mudslinging on Chicago slag fields—all in an effort to return displaced soil to the land on Lake Michigan.

The pilot project—**Mud to Parks**—is gaining national attention, and garnered Illinois a CSG Innovations Award for the Midwest region.

“We’ve got a real resource at the bottom of the river,” said Lt. Gov. Pat Quinn. “If we use our heads and common sense, we can help the river and at the same time, help other parts of our state and country.”

The slag field that served as a pilot project was the 573-acre U.S. Steel South Works redevelopment site on the south side of Chicago. Quinn has high hopes the program can be used in other areas, and said the state is in talks with Louisiana officials to take some of the fertile Illinois soil to the marshlands there.

Mud to Parks was the brainchild of Dr. John Marlin, a senior scientist with the Waste Management Research Center, a division of the Illinois Division of Natural Resources located at the University of Illinois.

“Like most of the Midwest, Illinois has always had, and probably always will have, a problem with sediment filling in reservoirs and backwaters on rivers,” Marlin said.

### Fast Facts

- Mud to Parks was created to address severe sedimentation on the Illinois River and its backwater lakes.
- The program takes a displaced resource—mud in the bottom of the waterways—and moves it to a place where it can be used—such as a Chicago park on Lake Michigan.
- The lieutenant governor's office granted \$75,000 to the Waste Management Research Center for program startup costs.
- The program is funded through grants and general research funds.

Marlin had worked as a student with professors who had modest success with using dredge material as topsoil next to Peoria Lake.

“The big problem,” he said, “is the farmland is so fertile next to the lake the farmers don’t need or want additional material.”

“There’s enough mud in Peoria Lake to fill a football field 10 and a half miles high,” he said. “It’s hard to place it locally.”

But upstream 168 miles, Chicago had an industrial site with very little soil. To recover that land using traditional methods would have meant many truckloads of soil scraped off farmland and construction sites would have to travel through urban areas.

Marlin’s plan was to dredge Peoria Lake and ship the mud by barge. But even that would require new techniques. Dredge material is typically 90 percent water and 10 percent solid, so Marlin said the hydraulic dredging technique wouldn’t work.

“What we’ve been looking at are high solid dredging techniques that bring up mud rather than a soupy mixture,” he said. Using that mechanical dredging technique, Marlin said, workers were able to get “pure mud out of the lake instead of a little bit of mud mixed with water.”

That mud, with a consistency of pudding, was shipped by barge directly to the Chicago slag field, where it was placed in mining trucks and taken to the site. There it went through a process of weathering and movement. After a few months, a bulldozer spread the soil two to four feet deep, and the area was seeded with rye grass.

Today the area is filled with plant life.

“We essentially reclaimed that area by slabbing mud all over it,” Quinn said.

Quinn’s office in 2004 granted \$75,000 to WMRC for the project. He got involved after hearing Marlin’s presentation. He said it required a change in how dredge material is considered.

“What are your resources?” he said. “Coal or oil or soybeans or corn. We have all of those, but maybe, right before our very eyes, is a resource we’ve overlooked for decades. We have to deal with the legacy of sedimentation at the bottom of the river. If we can use common sense and ingenuity, we can help a lot of our country build parks, do many positive environmental things with this resource.

“The Illinois River mud is the best you can find,” he said. “Our mud is your treasure.”

To find out more about Mud to Parks, visit [www.wmrc.uiuc.edu/index\\_sections/about\\_us/2005\\_annual\\_report/mud\\_to\\_parks.htm](http://www.wmrc.uiuc.edu/index_sections/about_us/2005_annual_report/mud_to_parks.htm).

# Kansas, Counties Collaborate on Drug Purchases

By Mary Branham Dusenberry

In one Kansas county, a 5 mg tablet of Zyprexa cost \$5.18. That same tablet would cost \$11.14 in another county.

That was before Kansas state and county officials got together to purchase prescription medicines in a collaborative effort.

“Pharmaceutical costs for jail inmates and state prisoners were becoming a budget buster for the state and counties,” said Randall Allen, executive director of the Kansas Association of Counties. “We came together at the table around a common need. ... There were data available to describe the devastating financial impact of higher costs.”

In December 2004, the Kansas Department of Corrections negotiated with its contract health care provider, Correct Care Solutions, to offer bulk pharmaceutical pricing to state and local governments through CCS’s pharmaceutical provider, Diamond Pharmaceuticals.

While the state has seen no financial gain, according to Viola Riggin, contract consultant with the Kansas Department of Corrections, the program has saved more than \$7 million across the state, with small rural counties saving as much as \$6,000 a month and larger metropolitan areas saving more than \$200,000 a month. The program—the **Kansas Pharmaceutical Collaborative**—will be recognized with a CSG Innovations Award for the Midwest region.

Betsy Gillespie, director of the Shawnee County Jail, said there are 95 county jails in Kansas “and there is no centralized system for county jails to talk to each other and have someone who can provide advice.”

Enter TeamTech Inc., a Kansas-based consulting firm.

Kathleen Harnish-Doucet, a TeamTech facilitator, said Gov. Kathleen Sebelius wanted to streamline state government.

“All services really are local and if you were going to truly streamline government, you have to work through the state to the local level,” Harnish-Doucet said.

It was at the first state-county Health and Human Services Summit that officials picked a project to demonstrate collaboration does work. County representatives discussed the ever-rising cost of providing health care to inmates, according to the state’s Innovations program application. The population of prisoners with mental health issues has increased significantly in the past few years due to the closing of a state mental hospital, according to Allen.

Mark Zilner, CEO of Diamond Pharmaceuticals, said some Kansas counties have seen savings up to 60 percent over pricing at local pharmacies.

## Fast Facts

- The Kansas Pharmaceutical Cooperative has saved the state’s local jails more than \$7 million since it was implemented in December 2004.
- The Cooperative uses the state’s bargaining power with a private contractor to negotiate savings to smaller agencies (state and local governments).
- The program requires no additional funding at the state or local level.
- Colorado has adopted the method and utilized the Kansas Department of Corrections bid structure to offer the same discounts to its local governments.

But that success wouldn’t have happened if the right people hadn’t been at the table for negotiations.

“There’s way too much history on having the county and state in adversarial roles,” Gillespie said. She credits the governor for setting the tone for discussion.

“When this took off was when the state got up from the chairs around the tables and the counties sat down and the state gave assistance,” said Joel Wright, a team facilitator with TeamTech. “A lot of people had to visualize their roles differently,” said John Waltner, special projects director for Harvey County, Kans.

Harnish-Doucet said for a successful collaborative government effort within the state, “you’ve just got to get out and meet people.”

Riggin said a key was getting information out about the success of the program. Zilner said it was not a “high pressure sale” to the counties, but his company did a cost analysis and provided counties with the information. Some county officials, skeptical at first, eventually signed up to participate.

Waltner, who is also mayor of Hesston, Kans., said the Collaborative “seems to point to a way local governments can get good information to make good decisions that have to do with the specific things they’re dealing with.”

Harnish-Doucet said the state will look at other areas where state and local governments can work in a collaborative manner.

To learn more about the Kansas Pharmaceutical Collaborative, visit [www.accesskansas.org/](http://www.accesskansas.org/).



## Minnesota Uses Design Build-Best Value for Road Project

Minnesota hit the trifecta with its ROC 52 road project.

“Usually in the triangle of safety, quality and cost, you can pick two of the three, but you can’t have all three,” said Terry Ward, ROC 52 project manager with the Minnesota Department of Transportation. “We were able to deliver all three with overwhelming public support.”

The state used a design build-best value delivery method in its **11 Miles in 1,000 Days** reconstruction project of 11 miles of highway near Rochester and the world-renowned Mayo Clinic. Highway 52, nicknamed ROC 52 because it runs through Rochester, is the principle route between Rochester and the Twin Cities of Minneapolis and St. Paul.

“It cuts right through the heart of the Rochester community,” Ward said. “It’s really the economic engine of southeastern Minnesota.”

The project was needed to reduce congestion, improve safety, replace deficient bridges and pavement and eliminate the confusing mixed frontage road system, according to the state’s application for the CSG Innovations Award.

Ward said the project was originally set up for completion in 11 years through 15 stages. But, he said, based on funding

and the new delivery method, the project was completed within three and a half years.

The Design-Build method speeds the project by allowing construction to start soon after the design is begun, instead of waiting for full design completion. It also saves money, according to Minnesota’s Innovations application, when future inflationary costs are factored in the analysis.

The total project cost \$239 million. It marked the first time Minnesota used the Design Build-Best Value approach.

Ward said some one concern some states have is that nonlocal or nontraditional contractors will take business from the local contracting community.

“Our contractor used local materials, local contractors and local labor to complete ROC 52,” he said. “It looked very similar to a traditional design build project as far as companies work on the project.”

To learn more about 11 Miles in 1,000 Days, visit [www.roc52.com/](http://www.roc52.com/).

—Mary Branham Dusenberry

### Photo Credits:

Photos of the planning groups for the Kansas Pharmaceutical Collaborative on pages 17 and 18 were provided by Kathleen Harnish-Doucet, a TeamTech facilitator for the state.

Photos of Illinois Mud to Parks Program, pictured at different stages in the process on the magazine cover and pages 17 and 18, were provided by Dr. John Marlin, a senior scientist with the Waste Management Research Center.





## Fast Facts:

- Implemented by legislative action in 2004 to cut down on suicides in Kentucky's jails and provide better services for arrestees with mental illnesses.
- Program costs: \$2.2 million annually.
- Funded by a \$5 increase in court costs in both district and circuit courts.
- As part of the program, mental health professionals go into jails to provide services to arrestees.

# Kentucky Program Cuts Suicide Rate in Jails

By Laura Coleman

When a person is arrested in Kentucky, it is likely that the arresting officer will ask him three critical questions to assess the need for treatment for mental illness.

That's just the first step in **Kentucky's Jail Mental Health Crisis Network**, administered by the state's Department of Mental Health and Mental Retardation Services. The program boasts an 80 percent reduction in suicides in Kentucky jails during fiscal year 2006.

It is one of eight national winners of CSG's Innovations Awards.

The program, which began in July 2004, involves a four-step process to clearly define protocols for integrating mental health services into state detention centers, said Connie Milligan, regional director of the program and director of intake and emergency services for Bluegrass Regional Mental Health-Mental Retardation Board. Milligan and Ray Sabbatine, a consultant to the mental health-mental retardation board and a former jailer in Lexington, helped develop the program.

First, an arresting officer administers a questionnaire related to behavioral indicators of suicide, mental illness or negative reactions to the arrestee's charge. The answers to these questions can warrant an immediate call to the Telephonic Triage Line, described below. The booking/screening officer then administers a second questionnaire.

The availability of a toll-free Telephonic Triage Line that offers 24-hour response by licensed mental health care professionals at Bluegrass Regional Mental Health-Mental Retardation Board is the second component. A mental health care professional uses a mental health and suicide risk assessment instrument to identify a level of risk related to current and potential red flags for suicidal thoughts or mental illness.

"The triage does a risk assessment, then determines a risk rate for the inmate," said Rita Ruggles, the program's administrator at Kentucky's Department of Mental Health and Mental Retardation Services.

That risk rate is tied to jail housing and management protocols. Triage professionals then contact a community healthcare provider who must respond within a certain amount of time. For example:

- **Critical risk level:** An individual is actively trying to take his life. Four-point restraints are no longer acceptable because of safety risks. A local mental health care provider must respond within three hours to evaluate the person face-to-face.
- **High risk level:** A local mental health care provider must respond within 12 hours. Safe or single-cell housing is used along with frequent supervision.
- **Moderate risk level:** A local mental health care provider must respond by the next business day. The individual can be placed in general housing but will receive individualized observation to determine if he develops symptoms that need further assessment.
- **Low risk level:** The individual can be housed in the general population.

Ruggles said in fiscal year 2006, there were 8,989 calls to the triage line and 45 percent of calls indicated a need for face-to-face evaluation. In 75 percent of calls, the person experienced at least one symptom of mental illness.

Milligan said 45 percent of people who received a phone assessment also receive face-to-face assessment.

"If they need follow-up services, they are encouraged to go for them," she said. Milligan said the program will eventually evolve so clinicians will develop a release plan for those individuals.

Approximately 80 percent of jails in the state participate in the network.

The Jail Mental Health Crisis Network is easily transferable to other states, Ruggles said.

"We could actually set up this 1-800 line to be a national line so the cost to replicate the program in another state would be to pay for their service on the line," she said. "Then the state would have to have the availability of mental health professionals to provide ground response at the local level."

For more information on the Jail Mental Health Crisis Network, visit <http://mhmr.ky.gov/kdmhmrs/default.asp>.

## Fast Facts

- Money Follows the Person has allowed 10,156 individuals from 2001-2005 to move from nursing facilities into the community.
- The program allows money allocated for Medicaid-based nursing facilities to apply to Medicaid-based community programming.
- Costs of community-based programs are about 20 percent less than institutional costs.

# Texas Program Helps Medicaid Patients Stay Home

By Laura Coleman

Since Texas' **Money Follows the Person** program came into effect four and a half years ago, the state's residents housed in Medicaid-certified nursing facilities have more options.

"Money Follows the Person is an opportunity for nursing facility residents to access Medicaid-based community-based programming without having to go on a waiting list," said Marc S. Gold, manager of the Promoting Independence Initiative. "People can go home and the state will pay for services to be brought to their home or into assisted living or adult foster care."

Gold said the reason there are waiting lists is because by definition, nursing facility services are an entitlement under Medicaid. Community-based care, however, is not an entitlement. The program garnered Texas one of eight CSG Innovations Awards.

"States can limit the number of community placements if they choose. Then people go on waiting lists to get those types of services," said Gold. "This program allows money allocated for nursing facilities to go with them when they leave the institutional setting."

In 2001, Texas' legislature attached a rider to the Department of Human Services' appropriation. Then, in the following three years, state officials developed rules and policies for the program and received a grant from the Centers for Medicare and Medicaid Services to develop transition teams to identify obstacles to transition and develop solutions. In 2005, the 79th legislative session codified the bill and the concepts were reinforced by executive order.

From Sept. 1, 2001, through Dec. 31, 2005, 10,156 individuals have transferred from nursing facilities into the community. Of that number, 5,597 individuals remain in the community.

"This has had a tremendous impact on the aging population, with approximately two-thirds of the transferred population over age 65," Gold wrote in his application for the Innovations Award. "There are significant numbers of persons in their 80s and 90s and even 12 residents over 100 who have transferred. Of major import is the concept of system change. Texas is a leader in the rebalancing of its long-term care."

This program is cost-neutral for Texas, said Gold. Money Follows the Person is funded through current Medicaid appropriations and took just three months to implement. Providing supplemental services, such as relocation specialists to help identify nursing facility residents who want to transfer, costs \$1.3 million annually.

"I think we won the award because as I pointed out during our presentation, this was a new idea. It generated widespread support among advocates, consumers and government officials," said Gold. "It has had an immediate impact in quality of life for aging individuals or those with physical disabilities. It also helped promote other public policy-supported innovation and is one of the bases for the federal law of the same nature."

According to Gold, states seeking to implement policies like Money Follows the Person, must consider:

- The occupancy rate of Medicaid-certified nursing facilities.
- Having the appropriate 1915(c) waiver or other Medicaid community-based programs in place.
- The state's home health provider network.
- Identifying and collaborating with appropriate stakeholders.
- Financing concerns.
- Resistance by nursing facility providers.
- The development of supportive services, such as relocation specialists and community coordinating groups.

"We are very proud of the program. It's definitely kicking off strong," said Gold. "It's become part of our public consciousness in Texas; it's become old hat because we assume it. It helps get people back into the community because that is the future of long-term care."

For more information on the Money Follows the Person program, visit [www.dads.state.tx.us/business/pi/index.html](http://www.dads.state.tx.us/business/pi/index.html).



# alternate

## North Carolina Program Brings Immigrants in Compliance

When a state experiences a 400 percent increase in immigration in a 15 year period—and a large portion of the percentage are illegal immigrants—chances are, that state is losing revenue through unpaid taxes.

Enter North Carolina’s **Guest Worker Compliance Program**, administered by the state Department of Revenue. It was selected as an alternate in the South region for CSG’s Innovations Awards.

The program works to educate the public about tax policies and compliance with revenue laws. The program’s main components include recruiting bilingual employees, translating key information, public outreach and education, and enforcement of revenue laws.

“We work very closely with community-based organizations. What we’re trying to do here is enforce the laws, and when you’re dealing with taxes people are focused on money and what’s being lost and gained,” said Alan Felton, North Carolina assistant secretary of revenue and tax compliance.

“But we look at it as an effort to bring immigrants in compliance with U.S. and North Carolina law. We try to target areas like the Catholic church, state fairs and seminars to get our message out,” he said. “We don’t get involved with the immigration

status but what we’re saying is, if you live in North Carolina and work in North Carolina, you have a tax obligation and we are going to enforce that.”

The program has recently gone live with a mini data warehouse.

“We’ve already uncovered lots of data that will show lots of compliance problems,” said Felton.

He offered this example: Under federal laws contract workers get paid by 1099 forms. However, many immigrants are paid by 1099s, but do not have Social Security numbers. With information like this, the mini data warehouse has uncovered more than \$300 million in lost state revenue through untaxed income.

“We found one person who was paid a million and half dollars with no taxes paid,” said Felton. “And we never would have known it without the data warehouse.”

The program, which began in 2004, costs the state \$500,000 annually, and is funded through a budget allocation from the General Assembly.

For more information on the Guest Worker Compliance Program, visit [www.dornc.com](http://www.dornc.com).

—Laura Coleman



## Utah Clicks to Make Applications Simpler

By Laura Coleman

In most states, when families apply for government services, they fill out numerous applications, answer duplicated questions and spend more time than necessary. The **Utah Clicks/Universal Application System (UAS)** has made this process more customer-friendly.

The program, which was launched statewide in May 2005 as a partnership between Utah State University and the state department of health, provides access to a Web-based intra-agency application process designed to help families apply for multiple programs.

By filling out an online application, families can apply for programs such as Medicaid, WIC, CHIP and Head Start. Because UAS allows families to complete and submit paperwork online for multiple programs, the need to visit multiple offices is minimized. The application is available 24 hours a day, seven days a week, and is available in English and Spanish.

For Lois Bloebaum, the manager of the Reproductive Health Program at the Utah Department of Health, a program like this was a dream come true.

“Ninety percent of the credit goes to USU. We had been dreaming that wouldn’t it be great if women could access an application from their home or business computers or public libraries where they could do this quick screening process online and facilitate earlier entry to prenatal care,” she

said. “The screening process asks families questions that are shared by numerous programs so they don’t have to fill out four applications.”

Adrienne Akers, senior researcher for Utah State University, said families indicated that they didn’t know where to get the services they needed, and this provided the impetus for change.

“Families said that they call programs different things in different states, they couldn’t get out of work when the offices were open,” she said.

Akers said the federal government recognized families’ struggles with these issues, and offered grants so states could work from within for a remedy. The initial grant provided \$150,000 a year for four years. Approximately half the funds went into the development of the Utah Clicks technology.

Akers said the prototype for the program is sound for several reasons.

“Ours was done at a reasonably low price and ours was successful,” she said. She said that the creators of the software exercised good principles of software development. “They automated those parts of the process that made sense as opposed to automating all the parts,” she said. “They didn’t try to remove the human element all together.

“We found out that 55 percent of people applying said they are applying from home,” said Akers. “If you look at national statistics, the number of people who have Internet access is growing. Everybody knows how to use the Internet.”

On the application for the Innovations Award, Akers said 97 percent of users indicated they would recommend Utah Clicks to other families, contributing to the success of promoting the program only through word-of-mouth and newspaper articles.

Bloebaum said while there were challenges in implementation, she thinks the program would be easily transferable to other states. Texas and Pennsylvania also offer online application processes.

“I think that we have sort of been the trailblazers and worked out a lot of the process, so I can definitely see it,” she said.

To learn more about Utah Clicks, visit <https://utahclicks.org/index.cfm>.

### Fast Facts

- Utah Clicks allows citizens to use an online application to apply for government services.
- Services like Medicaid, WIC and Head Start participate in the program.
- Start-up costs for the program were funded through a federal grant that allocated \$150,000 annually for four years.

# 'Brokers' Save Washington Interpreter Services

By Mary Branham Dusenberry

Better quality, less cost.

That's what Washington experienced after it implemented the **Spoken Language Brokered Interpreter Services** in January 2003. The program earned Washington one of eight national CSG Innovations awards.

Thomas R. Gray, manager of the Office of Transportation and Interpreter Services, said the program—which provides interpreter services for Washington's estimated 160,000 Limited English Proficient Medicaid clients—has saved the state \$1 million a month.

The move to implement a "brokered" service also saved the program. Gray said the legislature had cut the program from its proposed budget, but reinstated it after the new model was proposed.

"We saved more than double what we were required to save under the legislation," Gray said. "In the first six months, we were supposed to save \$2.6 million, and we saved over \$5 million. In the following biennium, we were supposed to save \$12 million and we saved over \$24 million."

The interpreter service was moved within state government, which implemented a brokerage model similar to the state's medical transportation service. That means the interpreter services are scheduled through a broker, which serves as a "gatekeeper," Gray said. The broker reviews requests for a medical interpreter, as well as the services rendered to ensure the state's Medicaid program is billed correctly for services.

Before this program began in 2003, medical providers would contact an agency, which would send an interpreter to the provider at the time of the Medicaid client's appointment. The bill would be submitted to the agency, which would then submit the bill to the state for payment.

"An interpreter could generate a lot of bills and it could go through the system without appropriate oversight," Gray said. "There really was no gatekeeper function in paying the bills. We were doing prepayment review. You can only call medical providers to verify so many appointments (before it becomes a burden for them).

"Basically, there were a lot of extra billings being generated that we didn't believe were appropriate," Gray said. "The amount of charges seemed to be exaggerated."

The brokers now ensure that the clients served through the program are Medicaid clients, and that the billing is submitted correctly, according to Gray. The same call center infrastructure brokers used covers both the medical transportation and interpreter services, cutting costs for both programs, he said.

## Fast Facts

- The Spoken Language Brokered Interpreter Services established strict controls over the scheduling process for medical interpreter services.
- Washington is the only state to use a "brokerage model" for providing interpreter services for Medicaid clients.
- The Spoken Language Brokered Interpreter Services has increased quality, lowered costs, decreased complaints and is considered a model for the delivery of other services.

Gray said the new system allows for sanctions of interpreters "if they do anything we don't believe is appropriate. We have a built-in mechanism to monitor the quality of the services to make sure they're appropriate."

The broker also can increase resources by recruiting more medical interpreters. That's important, Gray said, because Washington has long been a top relocation spot for new immigrants to the U.S.

"We really believe in this model because it's really worked for us," Gray said.

He said other states have contacted Washington to gather information about the program. Gray recommends other states considering interpreter services for Medicaid clients should make sure there is a gatekeeper function. "Make sure the services are high quality and are provided appropriately," he said.

Washington requires medical and social service interpreters to be certified, through a state testing service.

"The federal law says you have to ensure effective communications," Gray said. "To do it just because of that limits the program. The real issue is when people understand what they're being told medically, we believe we get better medical outcomes.

"We also believe we will save more money," he said. "If people have better medical outcomes, they're not going to the emergency room as much. We're not paying out unnecessary money for medical care. It really is the best of all worlds."

To learn more about the Spoken Language Brokered Interpreter Services, visit <https://fortress.wa.gov/dshs/maa/InterpreterServices/>.



## Oregon Schools Strive for Energy Efficiency

Oregon didn't have a stick, so it used a carrot.

"In Oregon, each school district passes a bond measure to build a school," said Betty Merrill, manager of Building Technologies with the Oregon Department of Energy. "There is no central approval."

Since the state couldn't require use of better energy efficient systems (the stick), it offered a carrot: the **High Performance Schools Program**—which provides education, grants and free technical assistance to K–12 school districts for the design and construction of high performance schools.

Not only do these schools save 20 percent more energy than a standard building, "because of the integrated design process, the school district ends up with a school that has more daylighting, better acoustics and improved indoor air quality so it enhances the learning environment," Merrill said.

The state Department of Energy provides \$50,000 grants to school districts, as well as technical staff who work with districts on everything from orientation of the building on site, determining uses of different spaces in the building and the

use of techniques and materials to enhance the sustainability features in the building.

Merrill said states interested in a similar program should adopt a goal of developing high performance schools statewide.

In Oregon, 12 schools designed and constructed HPS, and Merrill said 14 more schools will be built in Oregon, provided that districts approve the bonds.

Sustainable buildings, Merrill said, are important for school districts. "If your utility rates are ratcheting up 10 percent a year, it can make a huge difference," she said.

The average efficiency above code for the HPS in Oregon is above 30 percent, with one school reporting its efficiency as 53 percent above code, according to the program's Innovations application.

"It's a fiscal issue," Merrill said. "You can put the money into electric bills or you can put that money into classrooms."

For more information on the High Performance Schools Program, visit [www.oregon.gov/ENERGY/](http://www.oregon.gov/ENERGY/).

—Mary Branham Dusenberry

### Photo Credits:

Photos of Washington's Office of Transportation and Interpreter Services and the call center for the state's Spoken Language Brokered Interpreter Services, on pages 22 and 23, are courtesy of Tom Gray, chief of the office.





eastern

## Fast Facts

Goals of New Haven Regional Children's Probate Court:

- Divert children and families from welfare system
- Improve case management and delivery of services
- Empower families to become engaged, active caregivers

## Court Helps Troubled Families

By Jack Penchoff

When troubled families walk into the **New Haven Regional Children's Probate Court**, they are entering a system dedicated to dealing with their unique problems.

The court is a model of interbranch cooperation among the executive, judicial and legislative branches of Connecticut state government. That collaboration earned the court recognition as one of eight national winners of CSG's 2006 Innovations Awards.

The probate court system in Connecticut operated with the same structure for 300 years. Nearly every town has an elected probate court judge to handle general estate proceedings and an increasing case load of guardianship and custody matters. That's 123 separate courts.

Things began to change in 2003 when Casey Family Services, a program of the Annie E. Casey Foundation, conducted a study of the state's probate court system.

The study concluded that there were few support and mental health services for families involved in the probate system; there was a lack of timely or clear communication from social workers to the probate court; and there was no monitoring of families after guardianship decisions were made.

"We had information, but not the in depth information we have now," said Judge Frank J. Forgione of the North Branford Probate Court and administrative judge of the New Haven Regional Children's Probate Court.

Researchers, academics and judicial experts developed a plan for the first regional probate court to address the concerns raised by the report. In 2004, the Connecticut General Assembly authorized the pilot program in the New Haven region. In 2005, legislators authorized six more regional children's probate courts.

The New Haven court was designed to cover all children's probate matters in 10 towns and cities. The region mirrors the Department of Children and Family Services region. The DCF investigates and provides information for the courts.

The regional court also hired four masters' level social workers to monitor and follow up with families.

The regional court also allows caseloads to be more evenly among judges, said Forgione. Before the regional court was established, judges in the small towns surrounding New Haven might handle a dozen cases in a year. Meanwhile, the New Ha-

ven probate judge was dealing with 50 or 60 in a month. Now, all cases in the region are evenly divided.

The reorganization into regions allows the court system to be more effective in placing children with family members.

"We take the teamwork approach," said Forgione. "We look at a family network and try to find someone in the family for an appropriate placement."

In one case, for example, a woman petitioned the court for guardianship of her 16-year-old sister. The sisters shared the same mother but different fathers. When the 16-year-old's mother died, she lived with her father in New York. The father was subsequently in an auto accident and while hospitalized was diagnosed with Alzheimer's disease.

The older sister wanted guardianship so she could enroll her younger sibling in a Connecticut school.

The girl was 16 and only in the ninth grade. The probate court helped the teenager with her placement needs and provided the sisters with a list of Alzheimer's support groups for teens.

The court is also working with the family to find counseling for the girl to deal with the grief from losing her parents and the adjustments she has had to undergo in her new home environment. An evaluation of the 1,855 cases handled during the court's first year concluded:

- Children were safer, with no reported cases of abuse or neglect;
- Placements were stable with all children still with their court-assigned guardians, even though two-thirds of those children had previously been through multiple placements;
- Children's well-being had improved with an increase in grades, better behavior in school and involvement in community activities.

Forgione credits the interbranch cooperation with helping make the courts a success.

"We fostered interagency relationships," he said. "We nurtured that. It was no small deal."

To find out more about New Haven Regional Children's Probate Court, visit [www.jud.state.ct.us/probate](http://www.jud.state.ct.us/probate).

## Fast Facts

- 2 million searches performed in first year
- An average of 1,100 units available daily
- 8,000 units advertised on the Web site were rented
- 33 percent of listed units had at least one accessibility feature

# New Jersey Housing Resource Center Matches Needs To Individuals

By Jack Penchoff

Affordable housing for low-income New Jersey residents is in short supply. And for those who are disabled, the supply is even shorter.

High housing costs in the Garden State, verified by the most recent U.S. Census figures which show New Jersey has the highest housing costs in the nation, intensify the problem.

To help overcome those barriers for state residents, officials designed the **New Jersey Housing Resource Center** to match an individual's housing needs with available units. While other states have online housing clearinghouses to help residents find affordable housing, New Jersey expanded the concept to give low-income residents greater choices. The service also provides disabled residents as many as 21 disability related search criteria.

The program is a cooperative effort of the New Jersey Housing and Mortgage Finance Authority; the New Jersey Department of Human Services, Division of Disability Services; and the New Jersey Housing the Mortgage Finance Agency. In addition, those agencies reached out to United Way of New Jersey. Residents without computer access can use United Way's information call center to access the Resource Center.

Because of expanded search capabilities on the Web site and the collaboration among agencies to get the project online in June 2005, the program was selected as one of eight national winners of 2006 CSG's Innovations Awards.

"Finding affordable housing is tough," said Susan Bass Levin, commissioner of the New Jersey Department of Community Affairs. "The Housing Resource Center makes it easier with the click of a button."

The resource center depends on technology and interactive features to provide low-income and disabled residents the help they need.

But it's customer service and creative ideas that make the program work.

Landlords and property owners list their available units for free. Then, consumers can search for all units in a chosen community and narrow choices down to categories such as "doorways that are 32 inches or wider" and have "kitchen counters with a minimum knee clearance of 27 inches."

Homebuyers also have the option of refining searches with more than 90 criteria, including the Median Family Income calculator to help search for housing by income. Each unit is profiled on the Web site with a photo, map and accessibility.

"We update it every day," said Levin. "It only works if it's updated."

In the first year of the program, potential homebuyers performed more than 2 million searches. Thirty-three percent of the 8,000 units advertised on the Web site featured at least one accessibility feature.

"I think it is important that having agencies on the same page is real and not a cliché," said Levin. "It's difficult enough to find affordable housing without government making it harder."

A grant from the U.S. Department of Health and Human Services—the Real Choice Systems Change Grant—funded the program in its first year. This fiscal year, the program's \$227,000 annual budget is funded by contributions from the three cooperating agencies.

Levin said her department has had positive feedback from those looking for housing, property owners and public housing administrators.

"When a project like this works," she said, "it makes you feel good about government."

To learn more about the New Jersey Housing Resource Center, visit [www.state.nj.us/dca/hmfa](http://www.state.nj.us/dca/hmfa).



## alternate

# New York Battles Fraud Against Immigrants

Immigrants are easy prey for scam artists. New immigrants are often unfamiliar with the laws, culture and sometimes the language. In New York State, the Consumer Protection Board and the Governor's Citizenship have joined forces to deliver information to immigrants about potential fraud.

New York has nearly 4 million immigrants, with more than 20,000 immigrants each from 27 countries.

In response to complaints about dishonest immigration consultants who make false promises that end up costing immigrants thousands of dollars and cause harm to their immigration status, the Consumer Protection Board and the Governor's Citizenship Unit developed **New York Immigration Fraud Awareness and Prevention**, a program to reach immigrants through community based organizations.

The program was selected as an alternate in the East for CSG's 2006 Innovations Awards.

The program is designed to help immigrants identify common scams and provide helpful tips to immigrants when they are searching for information and guidance. This information is provided in more than 18 languages through a toll-free hotline funded by the Bureau of Refugee and Immigration Affairs, and directly to immigrants through community-based organiza-

tions, in collaboration with citizenship services providers under contract with BRIA. This creative approach has proven to be particularly effective in providing important information directly to the most vulnerable consumers.

Several firms claiming to assist immigrants were shut down as a result of the program. In one instance, a company called New Vision was closed when the state determined it was selling phony IDs to immigrants from an office in the Empire State Building.

In another case working with immigrant organizations, the state helped federal officials investigate a Florida-based organization, Haitian American Community Organization. That company filed more than 10,000 applications for work permits and driver's licenses, many of which were fraudulent, according to a federal indictment handed up this year. The organization charged individuals \$450 apiece and netted more than \$3 million, according to federal authorities. Most of the work-permit applications were fraudulent and denied.

To learn more about Immigration Fraud Awareness and Prevention, visit [www.nysconsumer.gov](http://www.nysconsumer.gov).

—Jack Penchoff

# Innovations Awards Finalists by Region

## *eastern*

- Connecticut's New Haven Regional Children's Probate Court
- Delaware's Foster Care Reform in Delaware
- Maine Bureau of Motor Vehicles Evidence of Insurance Online Submittal
- New Jersey's Career Ladders
- New Jersey Helps
- New Jersey Housing Resource Center HRC
- New York's Home Performance with ENERGY STAR
- New York's Immigration Fraud Awareness and Prevention
- New York's The Leadership Academy
- Rhode Island's Governor's Fiscal Fitness Program

## *midwestern*

- Illinois' Mud to Parks
- Iowa's CRM Billing Project
- Kansas Pharmaceutical Collaborative
- Kansas' Shawnee County Re-Entry Program
- Michigan Timely Application and Permit Service
- Minnesota's 11 Miles in 1000 Days
- Ohio's Multi Agency Radio Communications System

## *southern*

- Georgia's Commission for a New Georgia
- Kentucky's Jail Mental Health Crisis Network
- Kentucky's Promise Not to Tell
- Mississippi's Supervision Fee Agent Collection Program
- North Carolina's Guest Worker Compliance Program
- North Carolina's Sharing Our Stories – Cultural Connections
- Texas's Money Follows the Person
- Virginia's Council on Virginia's Future
- West Virginia's Medicaid Health Improvement Demonstration Project

## *western*

- Arizona Hiring Gateway
- Colorado's Greening State Government
- Hawaii's Supporting Employment Empowerment (SEE) Program: SEE Hawaii Work
- New Mexico's Tempo (DD/MI Collaborative Project)
- Oregon's High Performance Schools Program
- Utah's Utah Clicks/Universal Application System
- Washington's Spoken Language Brokered Interpreter Services
- Washington's Statewide Integrated Intelligence System and the Washington Joint Analytical Center (WAJAC)



# Partnership Potential

## *U.S.-Canadian Collaboration Has Economic, Policy Benefits*

**Cross-border collaboration with Canada could benefit the United States not only economically, but also in developing sound policies on the environment, health and aging, and security.**

By Jennifer Burnett and Meggan Taylor

The partnership between Canada and the U.S. is one of the most dynamic and significant international relationships in the world.

The two countries share a border that stretches more than 5,500 miles and are inextricably entangled in issues ranging from law enforcement and environmental cooperation to trade and security. Although political disagreements emerge at times, Canada and the U.S. enjoy a unique rapport that has persisted throughout both nations' histories.

The most commonly discussed attribute of the U.S.-Canadian partnership is trade—and for good reason. Bilateral trade between the U.S. and Canada approaches an amazing \$1.4 billion a day. States and regions have recognized this massive potential for mutual economic benefit and have led the way in establishing trade partnerships with their northern neighbors. Canada is the largest export market for 39 U.S. states.

The ties that bind Canada and the U.S. go well beyond economic connections, however.

“Canada and the U.S. are absolutely interdependent—economically, socially and environmentally,” said George Costaris, manager, Political/Economic Relations and Public Affairs of the Detroit Consulate General of Canada.

Increasing interest in regional and national issues such as labor mobility, water usage regulations and border security measures reveals the breadth and complexity of cross-border concerns. Geographic proximity further intensifies the reciprocal impacts stemming from the actions of each country. Therefore, cross-border collaboration is an important component of prosperity on both sides of the border.

Fortunately, there are many examples of such cooperation. In Michigan, where bilateral trade approaches \$70 billion, many

**We need to work together to tap into the best and brightest in our countries, identify best practices, share them, and implement them for the betterment of our citizens.**

—Dr. Keith Martin,  
Canadian Parliament Member

felt that creating an additional land border crossing to facilitate transportation was necessary.

“We determined that there was a need for another border crossing at the Michigan-Ontario border. The state, provincial and two federal governments joined together to create what is now known as the Detroit River International Crossing Project,” said Costaris.

The primary purpose of this group is to identify a long-term strategy to meet the needs of the transportation network serving the border between Southeastern Michigan and Southwestern Ontario while minimizing adverse environmental impacts.

Another illustration of international collaboration across regional jurisdictions can be found in the Northwest. The 2010 Olympics are scheduled to take place in Vancouver, British Columbia, and offer an extraordinary opportunity for the entire region, including Washington state. Gov. Christine Gregoire has created a task force to oversee the coordination of Washington’s Olympic planning and strategic initiatives over the next four years.

Congressman Rick Larson, (D-Wash.) was appointed co-chair of this task force, which will investigate opportunities and impacts

in four key areas: business and economic development, tourism, border security and transportation. Larson believes working cohesively will help ensure this endeavor is successful.

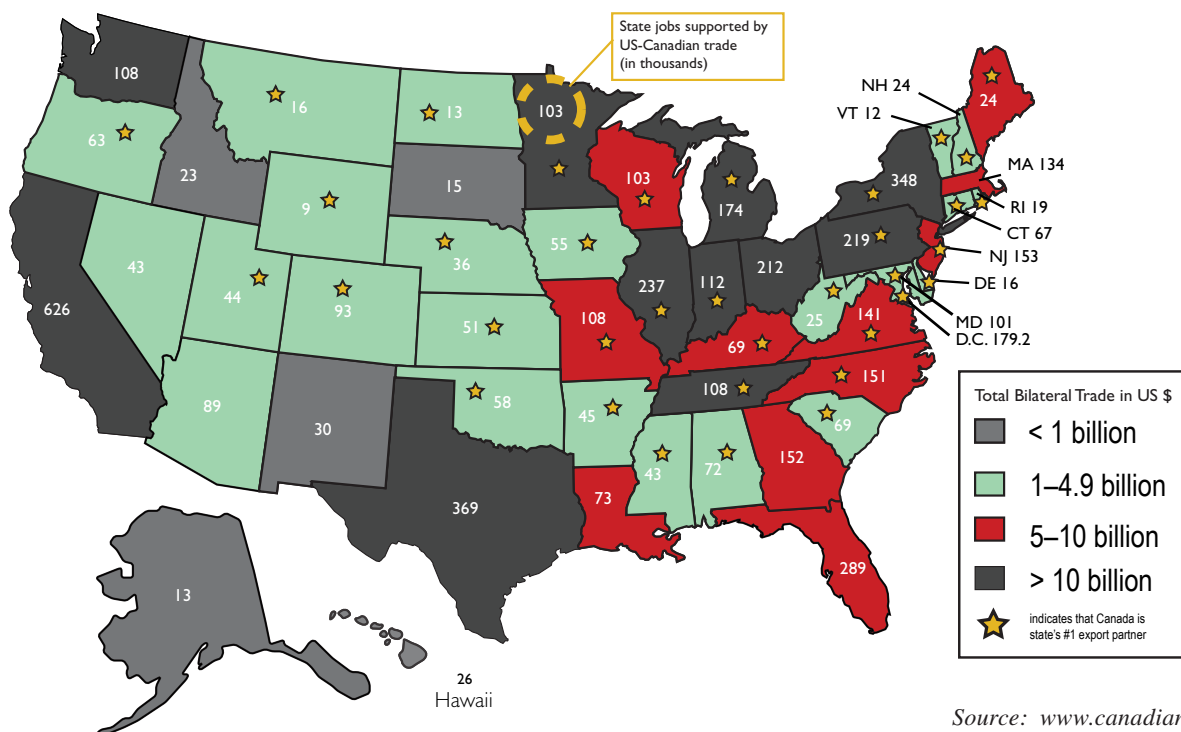
“We must work to take advantage of the economic opportunities that these 2010 Olympic and Paralympics games in Vancouver, British Columbia, will bring to the United States,” he said, “and we need to ensure that our federal agencies are working with each other, with Canadian officials, and with our state’s officials on security in the region.”

He stresses the importance of policy that adequately addresses the safe and efficient flow of goods and people across the border.

“The United States needs a policy that allows good traffic to flow into our country across the northern border while keeping the bad traffic out,” he said. “We also need to make sure that changes in federal law do not create logjams at our border. This will become a particular concern as Washington looks to benefit from the tremendous economic opportunity that the games will bring.”

These are just two of many examples in which a state has helped identify and implement a mechanism aimed at improving this important and dynamic international relationship.

## The U.S.-Canadian Trade Relationship



Source: [www.canadianembassy.org](http://www.canadianembassy.org)



Keith Martin, member of Parliament

Representatives from The Council of State Governments, local universities and other research institutions recently discussed cross-border issues at the Annual Kentucky Canadian Studies Roundtable. The one-day conference focused on “Defining a Canadian Identity in North America and the World.”

This year’s U.S.–Canadian relations forum included a frank and honest discussion with the keynote speaker,

Dr. Keith Martin, a member of Canadian Parliament. Martin addressed the group on “Opportunities for Canadian and United States Cooperation at Home and Abroad.”

Martin, a member of Parliament since 1993 who serves as the official opposition critic for foreign affairs, highlighted several areas for increased U.S.–Canadian cooperation:

### Trade

Ninety-five percent of the U.S.-Canada trade relationship is outstanding, according to Martin. More than 300,000 cross-border visits occur each day between the two countries.

“I see an enormous untapped potential on what we can do together. The U.S. does so many good things in so many areas that it would be prudent for those initiatives to be shared more vocally around the world,” he said.

### Global Warming

Martin believes Canada and the U.S. have the greatest opportunity to work together in environmental improvements. Canada, the largest oil supplier for the United States, is stressing the importance of energy efficiency and emissions control. According to Martin, the easiest and cheapest way to limit greenhouse gases and reduce demand on fossil fuels is efficient building construction.

“We can have a huge impact on reducing harmful greenhouse gas emissions by doing a better job of conserving what we burn. The technologies already exist, we just need to use them,” he said.

Incorporating energy efficiency into buildings from the ground up can have a huge impact on reducing harmful greenhouse gases and expensive energy demand, and according to Martin, there is much room for increased cooperation between Canada and the U.S.

### Afghanistan

Currently, 2,300 Canadian troops are responsible for the most unstable, violent part of Afghanistan—Kandahar. Martin said evidence has shown the main terrorist training camp before the Sept. 11, 2001, attack on the United States was in Afghanistan.

Martin believes the three major challenges facing Afghanistan and the allied troops stationed there are the poppy crop, Afghan security forces, especially the police, and the insurgency from Pakistan.

According to Martin, Canada is employing a 3D approach: Diplomacy, Development and Defense. He believes coalition countries should:

- Increase development assistance, particularly for education, health care and infrastructure
- Work with Afghans to build a viable economy by destroying the viability of the poppy crop. Martin advises purchasing the poppy crop, destroying it, then providing funds to farmers for alternate crops.
- Adequately train Afghan security forces, especially the police. The police force has become a major destabilizing element within the country because offices are grossly underpaid, and many have taken up banditry and thuggery.
- Deal with the insurgency from Pakistan using the 3D approach.

### Terrorism

According to Martin, the biggest threat facing North America is home-grown terrorists—those who are born and educated in the West. Martin believes countries must increase investment in domestic intelligence operations to deal with this kind of terrorism. He stressed the importance of working closely with Muslim leaders and communities to identify individuals who are marginalizing themselves from their communities and trying to mount terrorist acts against their country of habitation.

None of the Sept. 11, 2001, hijackers came from Canada, but many lived undetected in the U.S. for years. Martin believes both countries must learn from the 9/11 Commission Report to improve intelligence operations against terrorist cells.

The root of terrorist support is found in countries such as Saudi Arabia and other Persian Gulf states, according to Martin. He believes Canadian and U.S. support for brutal and despotic regimes must be addressed, or a war without end will ensue. He believes the Palestinian/Israeli conflict must be addressed with a two-state solution.

### Genocide Prevention

“We can work together to build a rules-based mechanism to prevent genocide,” Martin said. “The U.S. has done an outstanding job in places like southern Sudan. We have a test case in Darfur at this point in time. If we do not intervene now and support the UN Security Resolution 1706 for a peacemaking force to go into Darfur, than Rwanda II will occur.”

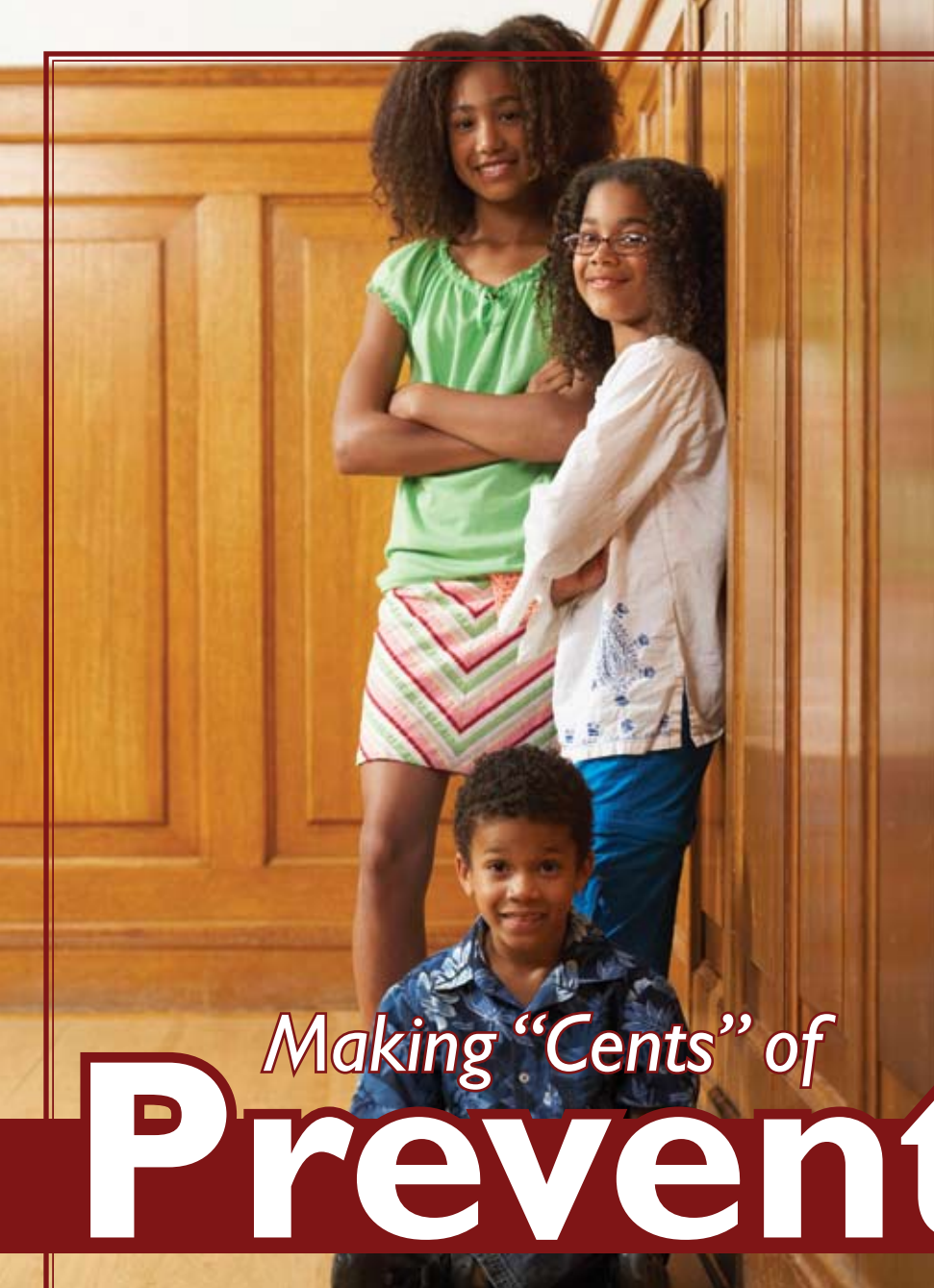
### Other Issues

Martin believes health care, prevention of social ills and the demographic time bomb are three additional areas where the U.S. and Canada can work together for solutions. The aging populations of both countries will have a dramatic effect on social programs and economics, and the issue must be addressed proactively, he said.

According to Martin, one of the best prevention programs in the world is the Head Start Program found in areas like Ypsilanti, Mich.

“We need to work together to tap into the best and brightest in our countries, identify best practices, share them, and implement them for the betterment of our citizens.”

—Jennifer Burnett and Meggan Taylor are research analysts with *The Council of State Governments*.



# Making “Cents” of Prevention

**Child maltreatment is a significant public health problem in communities across the country. But prevention efforts can have a positive impact.**

By James M. Hmurovich and Jane Ascroft

Child maltreatment is a significant and preventable public health problem in our country today. It permeates society everywhere—touching communities of all sizes, schools, places of employment, houses of worship, medical facilities and neighborhoods. Child maltreatment devastates a child’s psychological and physical well-being, tears families apart and costs society billions of dollars.

State leaders often are called on to respond to child maltreatment when an especially horrific case makes news headlines or the cost of services to protect abused and neglected children rises dramatically. When this happens, the media and the public often proclaim that the Child Protective Services (CPS) system is “broken” or “mismanaged” and children deserve better.

This attention often results in a call for reforms and “fixes to the system.” While these calls for reform are well-intentioned and sometimes needed, that focus misses the real opportunity to hold a public discussion on an even more difficult task: preventing abuse and neglect from occurring.

The U.S. Department of Health and Human Services estimates that in 2004 872,000 children were determined to be victims of child abuse and neglect. More than 62 percent of these children experienced neglect, the most common form of maltreatment and the leading cause of maltreatment-related fatalities. Approximately 17.5 percent of maltreatment victims in 2004 were physically abused; 9.7 percent were sexually abused; and 7 percent were psychologically maltreated. In addition, 14.5 percent of the children were victims of other types of maltreatment, including abandonment, threats of harm and congenital drug addiction.

A grim reality of child abuse is that the younger the child, the greater the risk of maltreatment. Very young children are two to three times as likely to be abused as older ones.

Very young children are also much more likely to be the victims of fatal child abuse. The fatal victimization rate of the youngest children—those who are less than 4 years old—is 88 times as high as the rate for children ages 12 to 17 (see Figure 2). Of the estimated 1,490 victims of fatal child abuse in 2004, 45 percent were younger than 1 and 81 percent were younger than 4.

It is not the absence of a common commitment to reduce and eliminate child maltreatment from occurring; it is more a question of how to accomplish that goal.

Child maltreatment is a problem that intersects populations without regard to socioeconomic status, race or ethnicity. Child maltreatment is also exceedingly complex; there is no single cause. Though it is difficult to understand all cases, a number of factors are associated with an elevated risk of child abuse and neglect, including:

- The stress and unsafe environments brought about by parental substance abuse and mental health problems;
- Family history of domestic violence;
- Social isolation or lack of social support;
- Lack of parental understanding of children's needs and child development; and
- Poverty.

Where there are multiple risk factors, the likelihood of abuse becomes even greater.

Protective factors—those characteristics that protect against maltreatment and contribute to general child and family well-being—are the most promising strategies that support prevention. A supportive family, household rules and structure, secure attachment between parents and children, extended family support, and nurturing parenting skills are some examples of protective factors. Others include access to health care and social services, parental employment, supportive relationships outside the family, and adequate housing.



Abuse and neglect have enormous costs for children and their families and for society. A growing body of research shows that abuse and neglect of infants and toddlers in particular can interfere with healthy brain development and cause a range of physical, mental and language or learning problems. In essence, neglect or abuse that occurs at a young age initiates a domino effect on the development of the child that can lead to poor school performance, an increased need for special education services, juvenile delinquency and adult criminality, and in some cases, a risk of later abuse or abusive behavior towards others.

Research by the U.S. Centers for Disease Control and Prevention also has shown that maltreated children are at greater risk of experiencing later in life adverse health outcomes, including alcohol and other drug abuse, smoking, obesity, depression, sexual promiscuity and some chronic illnesses.

Child maltreatment also costs federal, state and local governments billions of dollars to pay for child protection and welfare services, injury treatment and hospitalizations, developmental services and special education, substance abuse and mental health treatment, law enforcement, juvenile secure detention costs and incarceration. According to the Urban Institute, federal, state and local agencies spent \$23.3 billion on child welfare services alone in 2004.

Some parents are socially isolated, have few resources to help them through difficult times, face stresses with which they can-

Prevent Child Abuse chapters have a history of serving as dependable and vital private partners to states developing comprehensive prevention plans.

One example is the Community Partnerships for Protecting Children (CPPC) program that is transforming Iowa's child protection system by better engaging the families it serves and involving community members and organizations in family support efforts.

For six years, Prevent Child Abuse Iowa has been the key private partner in state agency efforts to expand the CPPC statewide. In addition to marketing the program around the state and building connections between local CPS offices and community members, PCA Iowa has advocated before the governor, state legislature and administrative officials. As a result, legislative support for the CPPC has grown exponentially, and the program will soon be in all 99 Iowa counties.

"The partnership between PCA Iowa and the state agency is uncommon in the government world; in few other ways do the private and public sectors work together this closely," said Steve Scott, executive director of Prevent Child Abuse Iowa. "This joint effort at the state level models well what the state agency encourages CPPC sites to develop and implement at the community level."

A major component of the Prevent Child Abuse America strategic plan is to develop partnerships with like-minded and/or mission-related agencies. More importantly, it is clear that the states are the real laboratories for change. The adage that the "federal government won't let us do that" often is without basis. Often the state plan required for federal spending is crafted in a manner that actually hinders the development of consistent and effective inter-agency delivery of basic human services to families. And often a state legislator with a passion for real and effective change can be the catalyst for a reinvigorated public policy that truly protects and promotes healthy experiences for children.

"State legislators will benefit by working in partnership with Prevent Child Abuse America and its state chapters to assure that state policies are in place to prevent children from being abused or neglected," said Delaware state Rep. Deborah D. Hudson, chair-elect for CSG.

Prevent Child Abuse America and its state chapter network can be a valuable resource to state and local officials who want to take steps to strengthen families and reduce child abuse. Prevent Child Abuse America believes the most effective and humane solution to the child maltreatment problem is to prevent abuse and neglect from occurring. Child maltreatment prevention efforts include activities, strategies or programs to reduce risk factors and increase protective factors identified in the research literature as associated with child maltreatment.

Prevent Child Abuse America broadly defines prevention so it encompasses activities that target not only families identified as at greater risk of abuse or neglect, but also efforts that have the potential to impact all families, and the community and society at large. This is known as primary prevention.

For information on Prevent Child Abuse America or one of its 43 state chapter affiliates, visit [www.preventchildabuse.org](http://www.preventchildabuse.org).

not cope, and/or lack important parenting skills. Parents in these circumstances are at greater risk of abusing their children. There are ways to reduce the likelihood of abuse by providing parents with social support, respite child care and education they need to be good parents. States can meet these goals through programs that have proven to lead to better results for children and families, such as:

- Provide instruction and support, often through home visits, to families of newborns;
- Offer parenting instruction and support for parents as their children move through different developmental stages;
- Instruct both children and adults how to recognize and respond to the risks of child sexual abuse;
- Expand community supports for families to provide needed help and reduce isolation;
- Expand public awareness of how individuals, community agencies, and public institutions can all help make children safer and families stronger; and
- Offer support programs that bring research-based interventions to prevention through family support.

The logic of this position is well understood and accepted. How to accomplish it in an environment of budget restraint, limited tax increases and ever-increasing budgetary demands is the real challenge. The answer is neither simple nor universal. Each state must start this process by deciding on a common vision for healthy and safe child development. Once that position has been established through an inclusive public policy process, all subsequent enabling statutes, administrative codes and agency policies must support that position.

There must be a clear timetable for change measured by both the governor and legislature so progress toward the common vision can be measured. States must develop leadership and strategies that promote inter-agency policy integration, improved inter-agency information sharing and services that are not focused on funding source, but on desired outcome.

As the public policy is developed, the prevention of child maltreatment must be made a part of every decision on child well-being, not apart from those decisions. A fiscal policy that supports and promotes the public policy must then be developed. Public policy is often dictated by a fiscal policy that focuses on the amount of money to be spent and accepts the past practices of how that money has been spent.

Prevention cannot be understood as a program that fits nicely as a line item in a budget. It is a public policy position that focuses and integrates practices and procedures in all government agencies, regardless of those agencies' primary purpose and mission. In this context, even departments of work force development, education and public safety can join with the state agency assigned to take the lead in order to support and promote this important public policy.

Using the collective knowledge of government officials, community agencies and families themselves, logical, common sense approaches to prevention can be developed that bring about a shift in funding from "back end" intervention services to "front end" or preventive services.

—James M. Hmurovich is the president and CEO of Prevent Child Abuse America. He is the former Indiana welfare director and a former deputy commissioner for the Indiana Department of Correction. Jane Ascroft is the director of public policy at Prevent Child Abuse America.



# Treasures of the Gulf

## State Treasurers Help Gulf Coast Area to Rebound

By the National Association of State Treasurers

It's been more than a year since hurricanes Katrina and Rita ripped into the Gulf Coast. The area is recovering, and state treasurers are doing their part to assist in the efforts.

Treasurers in Gulf Coast states have been instrumental in ensuring funding is available to assist with immediate needs, including providing local governments with access to liquidity, covering state debt service and securing tax incentives on Capitol Hill.

With assistance from State Treasurer John Kennedy, for example, Louisiana is issuing tax-exempt private activity bonds and Gulf Tax Credit Bonds pursuant to the Gulf Opportunity Zone Act of 2005. (GOZA)

Alabama continues to see positive results from State Treasurer Kay Ivey's decision to restart the state's Linked Deposit Program. This program, established by the legislature in 1988, allows the state treasurer to place state funds in Alabama banks at 2 percent below the market interest rate. The bank agrees then to lend the funds to Alabama individuals or businesses at 2 percent below the normal charge to help victims of disasters secure emergency short-term loans.

Mississippi was removed from financial rating agencies' negative watchlist last December with help from State Treasurer Tate Reeves. The agencies all reaffirmed the state's longstanding General Obligation Bonds AA ratings.

### Louisiana

GOZA allocated nearly \$8 billion in tax-exempt private activity bonds to Louisiana to finance the cost of qualified private sector projects in hurricane-impacted areas. Projects that can be financed with bond proceeds include the acquisition, construction and renovation of commercial property, qualified low-income residential property, and public utility property in hurricane-impacted areas.

The Louisiana State Bond Commission sold \$400 million in bonds to help hurricane-impacted political entities in Orleans Parish make debt service payments and avoid defaults. The sale will be used by 13 Orleans area agencies, which qualified for debt service assistance, for debt service relief.

The state pays the principal on the Gulf Tax Credit Bonds bonds, local government entities pay the state back over time, and the federal government pays bond buyers with federal income tax credits instead of interest. It was the first time any

state had sold such a large principal amount of bonds carrying a federal tax credit.

### Mississippi

Immediately after Hurricane Katrina hit Mississippi, Reeves said "our goal is to prepare for the worst, hope for the best, and expect somewhere in between."

His initial plans included ensuring the state's fiscal solvency, providing loans for local governments, working for the passage of GOZA and making regular conference calls to reassure Wall Street that Mississippi could recover.

Today, Mississippi's fiscal outlook is much brighter. The previous fiscal year ended with a \$70 million unallocated surplus. Total state bond indebtedness has actually declined in the last two and a half years. The state's fiscal year '07 budget sets aside 2 percent for rainy day funds.

A major reason for the positive economic news in Mississippi is the amount of capital flowing to the area due to investment opportunities.

### Alabama

Atmore, Ala., restaurateurs Chris and Beth McElhane were the first Alabamians to take advantage of the Linked Deposit Program since it restarted. They used the loan to renovate their restaurant after Hurricanes Dennis and Ivan damaged the structure. Ivey met with the McElhaneys about the program.

"I hope the example set by the McElhaneys will show other Alabamians who have been hit hard by recent disasters that this money is available and can be used to help them rebuild their lives," Ivey said.

State treasurers from across the country will also do their part to assist with hurricane recovery efforts. On Dec. 6, the National Association of State Treasurers is sponsoring the "Lend a Hand to New Orleans" community service project, following their Treasury Management Conference in New Orleans.

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

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*In August 2005, Louisiana State Treasurer John Kennedy spoke with a displaced family from New Orleans awaiting transportation to the Astrodome in Texas. Photo courtesy: Louisiana State Treasurer's Office.*

## State Officials Gather for Eastern Leadership Academy



*Pictured are MNA Tony Tomassi, back row left, Jeff Shaw, Robert Strong, Rep. John Morley III, MPP Dr. Shafiq Qaadri, Marwan Kreidie, Jeff Terbrusch, Wali Abdul-Salaam, Rob Mujica, Sen. Roberto Arango, Sen. Jose Emilio Gonzalez; Rep. Robert Duchesne, middle row left, Rep. Donald Pilon, MPP Bas Balkissoon, Rep. Javier Rivera-Aquino, Rep. Toni Walker, Kerry A. Kelley, Mary Kate McLaughlin, Jennifer Cohan, Matthew Millea, Assemblyman Michael Benedetto; Rep. Chris Barstow, front row left, James Nestor, Sen. Jeanette White, Assemblywoman Ginny Fields, Rep. Sandra Major, Rep. Helene Keeley, Judge Christine McEvoy, Luis Hidalgo, MNA Jonathan Valois.*

The Council of State Governments' Eastern Regional Conference held its second annual Robert J. Thompson Eastern Leadership Academy (ELA) in Philadelphia Sept. 17-21. The program, presented by the University of Pennsylvania's Fels Institute of Government, helped the region's best and brightest officials develop their leadership skills and examine the significant policy issues.

Lawmakers and state officials from all branches of government from nine Eastern states, Puerto Rico and the Canadian provinces of Ontario and Québec participated in the academy.

By focusing on the most important regional trends facing state government officials today, scholars from the University of Pennsylvania and outside experts provided a context for par-

ticipants to analyze policies and programs, evaluate information and communicate successfully with constituents and colleagues.

This year's dynamic program focused on leadership, regionalism and ethics in government; consensus-building, topics in health care and education; and strategies for time management and media relations.

Participants praised the program as thought-provoking, insightful, and a great source of professional and academic inspiration. They also remarked favorably on the nonpartisan nature of the academy.

Speakers included Delaware Gov. Ruth Ann Minner; Kathleen Hall Jamieson, director of the Annenberg Public Policy Center; Alan Rosenthal, a professor at Eagleton Institute of Politics at Rutgers University; New Jersey Assembly Speaker Joseph J. Roberts Jr.; Delaware House Majority Leader Wayne A. Smith; Donald F. Kettl, director of Fels Institute of Government; Honorable William Bablitch, retired Wisconsin Supreme Court justice and former House majority leader; U.S. Air Force Lt. Col. Dr. Daniel J. Miller Jr., leadership trainer; and Feather Houstoun, president of the William Penn Foundation.

The program is unique because it brings together officials from the legislative, executive and judicial branches of state government who rarely cross paths; today's most important policy problems demand solutions that cut across the usual boundaries of state government.

Participants were chosen by members of the CSG/ERC Executive Committee and ELA alumni based on their leadership potential.

## EMAC Issues Report on Hurricanes

In the wake of one of this country's worst natural disasters, the Emergency Management Assistance Compact (EMAC) still facilitated delivery of people and equipment to Louisiana and Mississippi after the devastation of Hurricanes Katrina and Rita.

That was the primary achievement cited in the just-released 2005 Hurricane Season Response After-Action Report (AAR). According to the report, despite demands put on the system by the catastrophic events, the compact and its leadership worked effectively—delivering unprecedented levels of personnel and resources to the affected areas.

The AAR is the culmination of nearly 10 months of intensive review. It identifies the compact's major accomplishments as well as areas that need improvement. The report notes that the 2005 civilian EMAC response was 23 times larger than the 2004 deployment of resources under EMAC—from 800 in 2004 to nearly 20,000 in 2005. In addition, EMAC deployed more than 46,500 National Guard members in the 2005 hurricane response.

The report also includes suggestions for improvement, such as:

- Developing a major educational and public awareness campaign to ensure that all relevant parties understand EMAC's purpose, restrictions and operational parameters;
- Improving accountability of personnel deployed under EMAC; and
- Increasing funding to maintain and grow EMAC.

Findings from the AAR were based on surveys, facilitated focus groups and interviews with stakeholders and emergency responders who were deployed during the Hurricanes Katrina and Rita responses. These representatives came from a wide variety of disciplines, including search and rescue, law enforcement, medical resources, human resources, public works and many others.

The AAR is available on the EMAC Web site at [www.emac-web.org](http://www.emac-web.org). However, because of its size, it could take approximately 15-20 minutes to download.

EMAC is administered by the National Emergency Management Association (NEMA).

## Group Examines Educational Issues of Military Children

The Council of State Governments (CSG), in cooperation with the U.S. Department of Defense Office of Personnel and Readiness, convened a national advisory group in October and November to examine the creation of a new interstate agreement impacting the children of military families.

Military families move between posts on a regular basis. While reassignments can often be a boon for career personnel, they can present challenges to the children of military families. According to the Military Education Coalition, the average military student changes schools more than twice during high school and most military children will be in six to nine different school systems in their lives, from kindergarten to 12th grade.

The advisory group focused on the issues surrounding the interstate movement of school-aged military children, the impact such movement have on academic performance and other activities as well as possible solutions to improve educational outcomes for these children. The advisory group, composed of representatives from several public organizations as well as local, state and federal policymakers and education officials, developed recommendations to be included in the upcoming Educating Military Children Compact.

The group examined such issues as:

- *The transfer of records.* Children in military families often are placed in classes incorrectly because of time lapses between entry into school and the arrival of transcripts.
- *Course sequencing.* Varying prerequisite course requirements among states can result in repetitive course content or incorrect placement.
- *Graduation requirements.* In some states, specific courses are required for graduation, which may prevent students from graduating on time.
- *Exclusion from extra-curricular activities.* Students who enroll in school after auditions, tryouts, elections and membership recruitment periods often are eliminated from activities that promote connection to their new school communities.
- *Redundant or Missed Entrance/Exit Testing.* Children who move frequently can be penalized for missing state mandated tests required to enter or exit various levels of the educational system. Tests are often specific to the state, so entrance/exit tests taken in other states are not recognized.
- *Kindergarten and First Grade Entrance Age Variances.* Children enrolled in kindergarten in one state may not meet age requirements when they transfer to another state. Children who have completed kindergarten in another state are sometimes denied entry into first grade if they do not meet the age requirement.
- *Power of Custodial Parents While Parents are Deployed.* Due to circumstances created by military deployment, there are times when children are placed in the care of designated guardians. Legislation is needed to protect the children of these families so they may continue to attend their school or relocate to the neighborhood school of their newly appointed guardian.

Under the project, a separate drafting team is working to develop an interstate compact to address these and other issues impacting school-aged military children. The draft agreement is expected to be completed by the summer of 2007 with a national comment period in the fall. The new compact should be available for legislative consideration in January 2008.

For more information, contact John Mountjoy, director of CSG's National Center for Interstate Compacts, at (859) 244-8256 or [jmountjoy@csg.org](mailto:jmountjoy@csg.org).

## CSG-WEST Convenes Colorado River Forum

Legislators from throughout the West joined in a daylong forum Aug. 10 to review the latest issues surrounding management of the Colorado River Basin. The seven states comprising the Colorado River Basin are California, Arizona and Nevada in the lower basin, and Colorado, Wyoming, Utah and New Mexico in the upper basin.

The Breckenridge, Colo., forum—chaired by Arizona Rep. Tom O'Halleran—included discussions about planning for shortages, as well as cooperative reservoir management. Lawmakers and experts looked at current water supply and demand challenges and international management issues. In addition, staff provided participants an overview of compacts, treaties, legislation, court decrees and federal administrative actions that regulate the use and management of the Colorado River, also referred as the "Law of the River."

Speakers from all seven Colorado River Basin states, as well as key federal officials, and a wide-range of urban, rural, environment, academic, regional and international stakeholders,

offered perspectives on river basin management.

The Colorado River Basin is the fastest growing region in the nation, and population in the lower and upper basins is expected to grow by 39 and 26 percent respectively by 2025. Conflicts arise because the river is over-appropriated by 1.8 million to 4.0 million acre feet of water due to increased use by urban, agricultural, industrial, environmental, and tribal water consumers.

Long term solutions to water shortages include conservation, weather modification, desalination, efficient water management practices, conjunctive management, storage and agriculture to urban transfers.

Copies of the forum's presentations can be obtained at the CSG-WEST Annual Meeting Web site at [www.state.co.us/gov\\_dir/leg\\_dir/lcsstaff/CSG2006/Powerpoint.html](http://www.state.co.us/gov_dir/leg_dir/lcsstaff/CSG2006/Powerpoint.html). Click on "Colorado River Basin Forum."

For more information, contact Edgar Ruiz, CSG-WEST water policy staff, at (916) 553-4423.

This calendar lists meetings as designated by CSG's Annual Meeting Committee. For details of a meeting, call the number listed. "CSG/" denotes affiliate organizations of CSG. Visit [www.csg.org](http://www.csg.org) for updates and more extensive listings.

Other meetings have value to state officials. Purchase a meeting listing by calling (800) 800-1910 or by e-mailing [sales@csg.org](mailto:sales@csg.org). Announce your meetings to thousands in the state government market through an advertisement or a Web listing.

## November 2006

- Nov. 4–8 **American Public Health Association—134th Annual Meeting and Exposition**—Boston, MA—Boston Convention and Exhibition Center. Visit [www.apha.org](http://www.apha.org) for more information.
- Nov. 10–13 **CSG/Southern Legislative Conference—Fall Conference**—Savannah, GA—Hyatt Regency Savannah. Contact Nai Hallman at the SLC at (404) 633-1866 or visit [www.sclatlanta.org](http://www.sclatlanta.org).
- Nov. 16–19 **CSG/The National Hispanic Caucus of State Legislators—4th National Summit of Hispanic State Legislators**—San Juan, Puerto Rico—Caribe Hilton. To register, call (202) 434-8070. For more information, visit [www.nhcsl.com](http://www.nhcsl.com).
- Nov. 29–Dec. 1 **State International Development Organization—Annual Meeting**—Phoenix, AZ. Contact Chris Whatley at (202) 624-5460 or [cwhatley@csg.org](mailto:cwhatley@csg.org) or Ellen Golden at (202) 624-5460 or [egolden@csg.org](mailto:egolden@csg.org) or visit [www.sidoamerica.org](http://www.sidoamerica.org).
- Nov. 29–Dec. 3 **CSG/The National Black Caucus of State Legislators—30th Annual Legislative Meeting**—Jackson, MS—Jackson Marriott Hotel. Visit [www.nbcsl.com](http://www.nbcsl.com) for more information.
- Nov. 30–Dec. 3 **CSG—2006 Annual Trends and Leadership Forum**—Phoenix, AZ. Contact Wanda Hines at (859) 244-8103 or [whines@csg.org](mailto:whines@csg.org).

## December 2006

- Dec. 3–6 **CSG/National Association of State Treasurers—Treasury Management Conference and Exposition**—New Orleans, LA—Sheraton New Orleans Hotel. Contact Kerry Holt at [kholt@csg.org](mailto:kholt@csg.org) or (859) 244-8175.
- Dec. 7–9 **CSG/Border Legislative Conference—XIV Border Legislative Conference**—Phoenix, AZ. Contact Edgar Ruiz, program director at (916) 553-4423 ext. 102 or [eruiz@csg.org](mailto:eruiz@csg.org) or Martha Casteneda at (916) 553-4423 or [mcastaneda@csg.org](mailto:mcastaneda@csg.org).

## January 2007

- Jan. 13–16 **CSG/NASTD—Technology Professionals Serving State Government—2007 Southern Region Winter Seminar**—New Orleans, LA—Royal Sonesta Hotel. Contact Pamela Johnson at (859) 244-8184 or [pjohnson@csg.org](mailto:pjohnson@csg.org) or visit [www.nastd.org](http://www.nastd.org).
- Jan. 26–28 **CSG/NASTD—Technology Professionals Serving State Government—2007 Executive Board Meeting**—Lexington, KY—Embassy Suites. Contact Pamela Johnson at (859) 244-8184 or [pjohnson@csg.org](mailto:pjohnson@csg.org) or visit [www.nastd.org](http://www.nastd.org).
- Jan. 26–28 **CSG/National Association of State Personnel Executives—2007 Mid-Year Meeting**—Arlington, VA—Hyatt Arlington. Contact Leslie Scott at (859) 244-8182 or [lscott@csg.org](mailto:lscott@csg.org), or visit [www.naspe.net](http://www.naspe.net).

## February 2007

- Jan. 26–28 **CSG/NASTD—Technology Professionals Serving State Government—2007 Executive Board Meeting**—Lexington, KY—Embassy Suites. Contact Pamela Johnson at (859) 244-8184 or [pjohnson@csg.org](mailto:pjohnson@csg.org) or visit [www.nastd.org](http://www.nastd.org).

## March 2007

- Feb. 12–16 **CSG/National Emergency Management Association—2007 NEMA Mid-Year Conference**—Alexandria, VA—Alexandria Hilton Mark Center. Contact Karen Cobuluis at (859) 244-8143 or [kcobuluis@csg.org](mailto:kcobuluis@csg.org).

## June 2007

- June 10–13 **CSG Spring National Committee and Task Force Meetings**—San Juan, Puerto Rico. Contact Wanda Hines at (859)244-8103 or [whines@csg.org](mailto:whines@csg.org).

## July 2007

- July 14–18 **CSG/Southern Legislative Conference**—Williamsburg, VA. Contact Nai Hallman at the Southern Legislative Conference at (404) 633-1866 or visit [www.sclatlanta.org](http://www.sclatlanta.org) for additional information.
- July 21–25 **CSG/National Association of State Personnel Executives—2007 Annual Meeting**—Williamsburg, VA—Contact Lisa Collins at (859) 244-8179 or [lcollins@csg.org](mailto:lcollins@csg.org) or visit [www.naspe.net](http://www.naspe.net).

## August 2007

- Aug. 11–15 **CSG/Eastern Regional Conference—47th Annual Meeting and Regional Policy Forum**—Quebec City, Quebec—Hilton Hotel. Contact Pamela Stanley at (646) 383-5711 or [pstanley@csg.org](mailto:pstanley@csg.org) or visit [www.csgeast.org](http://www.csgeast.org).
- Aug. 25–27 **CSG/Southern Governors' Association (SGA)—73rd Annual Meeting**—Biloxi, MS. Contact Liz Purdy at (202) 624-5897 or [sga@sso.org](mailto:sga@sso.org) or visit [www.southerngovernors.org](http://www.southerngovernors.org).
- Aug. 25–30 **CSG/NASTD—Technology Professionals Serving State Government—30th Annual Conference and Technology Showcase**—Minneapolis, MN—Hyatt Regency. Contact Pamela Johnson at (859) 244-8184 or [pjohnson@csg.org](mailto:pjohnson@csg.org) or visit [www.nastd.org](http://www.nastd.org).

## September 2007

- Sept. 16–19 **CSG/CSG-WEST—Annual Meeting**—Jackson Lake Lodge, WY. Contact Lolita Urrutia at (616) 553-4423 or [csgw@csg.org](mailto:csgw@csg.org).
- Sept. 16–19 **CSG/National Association of State Treasurers—NAST Annual Conference**—Sunriver, OR.

## November 2007

- Nov. 11–14 **CSG Annual State Trends and Leadership Forum**—Oklahoma City, OK. Contact Wanda Hines at (859) 244-8103 or [whines@csg.org](mailto:whines@csg.org).

## March 2008

- March 10–14 **CSG/National Emergency Management Association—NEMA Mid-Year Conference**—Washington, DC—JW Marriott. Contact Karen Cobuluis at (859) 244-8143 or [kcobuluis@csg.org](mailto:kcobuluis@csg.org).

## August 2008

- Aug. 16–20 **CSG/Southern Legislative Conference**—Oklahoma City, OK. Contact Nai Hallman at the Southern Legislative Conference at (404) 633-1866 or visit [www.sclatlanta.org](http://www.sclatlanta.org) for additional information.

## December 2008

- Dec. 4–7 **CSG Annual State Trends and Leadership Forum**—Omaha, NE. Contact Wanda Hines at (859) 244-8103 or [whines@csg.org](mailto:whines@csg.org).

Although the federal government tends to get more attention, state officials are often on the front lines of cutting-edge trends and issues. On the other hand, sometimes in the community of state governments, the more things change, the more they stay the same.

In print since 1958, *State News* (formerly *State Government News*) has chronicled many of the changes ... and continuities.

Here's what we reported on:

## 40 Years Ago—November/December 1966

### Elections Decided More Than Officeholders

The November 1966 elections were about more than picking executive officers, and judges. A December 1966 article in *State Government News* highlighted several of the proposed constitutional amendments and other propositions:

- **Bond issues.** California voters authorized \$230 million for college and university construction; New York voters authorized \$200 million to acquire and develop recreational lands; and Texas voters authorized \$200 million for water development.
- **Annual sessions.** New Hampshire voters approved annual legislative sessions. Utah voters rejected a proposal for annual sessions.
- **Governors' terms.** Massachusetts voters approved joint election of the governor and lieutenant governor in Massachusetts, while Louisiana voters made their governor eligible for successive terms. West Virginia voters rejected a similar proposal to allow the governor to run for successive terms.
- **Government.** Several states adopted measures to strengthen state legislative, executive and judicial branches, and to aid local government.
- **Taxes.** Idaho and Massachusetts voters upheld the sales taxes initiated by their legislatures, while Nebraska's voters turned down a flat-rate income tax and repealed the state property tax.

## 25 Years Ago—November/December 1981

### Changes in Motor Fuel Taxes

More states passed motor fuel tax increases in 1981 than ever before, according to a story in the November, 1981 *State Government News*. Of 40 state legislatures considering higher motor fuel charges, 22 enacted tax measures. Three other states slated increases in subsequent years.

The need for the increases came because of declining federal revenue sources for roads and highways. The tax increase was just one way states dealt with falling highway revenues. They also raised other standard highway user charges, such as license, title, registration and truck weight fees.

### Update

*Several states considered at least temporary drops in the motor fuel taxes because of soaring gas prices after Hurricane Katrina. The Wisconsin Assembly asked Gov. Jim Doyle to let them*

*debate a temporary rollback of gasoline taxes during a special session, according to a September 2005 Stateline.org story.*

*In West Virginia, the Senate sought a temporary rollback because of the possibility that the wholesale gas tax would increase 5 to 8 cents per gallon in 2006. Missouri considered an option of knocking off 10 cents of the state's gas tax for two weeks. Washington's legislature had adopted a gas tax hike, and a citizens group worked hard to have that repealed.*

## 10 Years Ago—November/December 1996

### The Retooling of Welfare

Oregon began revamping its welfare system long before the federal government's welfare reform system, according to an article in the November 1996 *State Government News*.

Even before the federal reform, Oregon was the only state to require 100 percent participation by welfare recipients in work or work preparation programs on a statewide basis. The state was third in the nation—behind Wisconsin and Indiana—in welfare caseload reduction for a one-year period.

The Oregon Option, as it was called, required all welfare applicants to begin a work search during the application process. Applicants eligible for welfare who don't find a job during the application phase then move into the JOBS employment preparation program, a federally funded effort dating back to the 1980s.


The state had focused on speedy employment for welfare recipients for several years. Caseloads dropped from 44,000 in March 1994 to less than 30,000 in August 1996. Before the new emphasis on work, 60 percent of Oregon's welfare recipients returned to the welfare system within 18 months and stayed. After the program was adopted, only 15 percent returned to welfare within 18 months and remained.

### Update

*Many states scrambled earlier this year to meet stiff new federal standards for moving poor people from welfare to work, according to a July Stateline.org story. But three states—Georgia, Arkansas and New Hampshire—had already revamped their Temporary Assistance for Needy Families (TANF) programs to comply with new rules. California, Michigan and Washington were working out details on new laws designed to boost the number of welfare recipients who land and keep jobs.*

*States that hadn't enrolled at least 50 percent of poor parents in work-preparation programs by Oct. 1 faced heavy fines.*

*The Bush administration held up Georgia's revamped welfare system as a model for other states to follow. The state achieved work-participation rates by making the work rules clear to welfare applicants from the beginning, monitoring their compliance daily and cutting assistance if they failed to attend assigned work programs or counseling sessions, according to the Stateline story.*



**We ourselves feel that what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop.**

—Mother Teresa



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