The debt ceiling agreement signed by the president Aug. 2 raises more questions than answers about how Congress will implement the reductions and their impact on county budgets. "We do not yet know exactly how Congress will meet the savings targets in the new debt limit deal," said NACo Executive Director Larry Naake.

The budget deal gives overall figures that over the next 30 days will be translated to the budget committees. They will then allocate funds to the appropriations committees, who will have the discretion to reduce or eliminate programs. The debt ceiling agreement requires an initial reduction of $917 billion over 10 years and, by Dec. 31, an additional $1.2 billion to $1.5 billion in reductions over the same time frame.

The agreement changes the 2012 Budget Resolution, which had $24 billion more in spending authority than the House-passed resolution. The House and Senate Appropriations Committees will do the necessary work on allocating funds.

Going forward, the legislation creates a special "super committee" that will identify future spending cuts. In order to protect the current fragile economy the agreement is back-loaded, meaning that the reductions will be lower in FY12 and FY13 and will increase in the out years.

The required cuts in federal "non-security discretionary" funding will eventually hit states and local governments hard. The debt limit deal likely will lead to well over half a trillion dollars in cuts in non-security discretionary funding over the next 10 years. A cut of approximately $7 billion in discretionary funding is seen for 2012 compared to 2011.

Some important dates and facts

- The required cuts in federal "non-security discretionary" funding will eventually hit states and local governments hard. The debt limit deal likely will lead to well over half a trillion dollars in cuts in non-security discretionary funding over the next 10 years. A cut of approximately $7 billion in discretionary funding is seen for 2012 compared to 2011.
- Members elected Linda Langston, Linn County, Iowa supervisor, as second vice president during the annual business meeting. Langston, who has been significantly involved in NACo’s health policy development, joins the new leadership team, headed by President Lenny Eliason, Athens County, Ohio commissioner; First Vice President Chris Rodgers, Douglas County, Neb. commissioner; and Immediate Past President Glen Whitley, Tarrant County, Texas judge.
- During his inaugural speech, Eliason announced that his presidential initiative would concentrate on raising the awareness of the link between a healthy lifestyle and the prevention of chronic diseases. “Counties can demonstrate ways to live healthy while reducing health care costs,” he said. “This next year, we will give you the tools to make the needed changes to help us all live healthier more productive lives.”
- He will also continue NACo’s efforts to raise awareness about the role of county governments and to serve military families and veterans, both initiatives started under his predecessor, Whitley.

NACo’s 2011 leadership team takes the stage at NACo’s Annual Conference. (l-r) Lenny Eliason, president; Chris Rodgers, first vice president; Linda Langston, second vice president; and Glen Whitley, immediate past president, along with Larry Naake, executive director. A full conference report, including a photo review, begins on page 6.

Eliason assumes NACo presidency, Linda Langston elected second VP

By Beverly Schlotterbeck

EXECUTIVE EDITOR

NACo members elected new officers and adopted more than 100 new policy resolutions at the association’s Annual Conference in Multnomah County, Ore.

Members elected Linda Langston, Linn County, Iowa supervisor, as second vice president during the annual business meeting. Langston, who has been significantly involved in NACo’s health policy development, joins the new leadership team, headed by President Lenny Eliason, Athens County, Ohio commissioner; First Vice President Chris Rodgers, Douglas County, Neb. commissioner; and Immediate Past President Glen Whitley, Tarrant County, Texas judge.

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New policy positions at the business meeting dealt with issues as diverse as the upcoming Farm

See ANNUAL page 16
Eliason’s initiative to focus on health

By Maeghan Gilmore
Program Director, Community Services

NACo President Lenny Eliason’s inaugural speech laid out plans for his presidential initiative over the next year. His main focus will be on healthy lifestyles and prevention of chronic diseases. During his tenure he will work closely with NACo’s Healthy Counties Initiative to promote healthy living and lifestyle choices in communities across the country.

In Athens County, Ohio, Eliason has been instrumental in the Live Healthy Appalachia Initiative (www.livehealthyap palachia.org/index.html) which partners with the local hospital, health department, city of Athens, county and city school system along with Ohio University to promote and enhance healthy lifestyles and reverse the rise of chronic diseases in their region.

Live Healthy Appalachia has committees dedicated to ‘healthy kid stuff,’ gardening, environmental health, healthy shopping and cooking, exercise and recreation for all, community health and the Coronary Health Improvement Program (CHIP).

Eliason was a participant in the first CHIP class in Athens County, which helped participants improve key biometric measures, such as levels of blood pressure, blood sugar, cholesterol, hearthburn, angina and depression.

He was also instrumental in developing a health summit in Athens County to highlight the importance of nutrition and lifestyle for improving health and well-being. The summit focused on proper nutrition and healthy lifestyle choices to help reduce and prevent many of the chronic diseases that drive up health care cost. The county is currently working to schedule its next summit.

NACo’s Healthy Counties Initiative is guided by the Healthy Counties Advisory Board, a public-private board that assists NACo in identifying the priorities and activities of the Healthy Counties Initiative, and provides input and expertise on program implementation.

The initiative will provide counties with prevention and health promotion resources to develop local efforts that can reduce the incidence of chronic diseases, improve overall community health and ultimately lessen the cost burden on county health care services.

Over the next several months, Healthy Counties will sponsor webinars and an educational forum.

NACo questions draft Guidance for ‘Waters of the U.S.’

By Julie Uhler
Associate Legislative Director

Recently, the Environmental Protection Agency (EPA) and the Army Corps of Engineers (Corps) released a joint Draft Guidance on “waters of the U.S.” with comments due by July 31. This guidance has implications for counties with public infrastructure, such as roads, ditches, flood control channels and culverts. It also has implications for other Clean Water Act (CWA) programs beyond Section 404, the dredge and fill permit program.

In response to the draft guidance, NACo submitted a letter requesting the EPA and Corps withdraw the Draft Guidance and instead move forward through a formalized rule-making process. NACo also requested a more detailed analysis on how the proposed changes will impact all CWA programs, beyond Section 404, for federal, state and local governments, and private parties, as well as an analysis of the time needed and associated costs.

Several concerns were raised within the letter. Following is a report on those concerns.

No Formal Rule-making Process Used

Based on comments from multiple counties, NACo has reason to believe that EPA and Corps regional offices may rely on this Draft Guidance to claim federal jurisdiction over water bodies and conveyances that are currently not under federal jurisdiction. In other words, the guidance will be used more as a rule, rather than a guidance document. If that is the case, it is more appropriate the document go through a transparent, formalized rule-making process.

State and local governments were not consulted on federalism and preemption issues

While the Draft Guidance acknowledges that new “waters of the U.S.” designations have consequences for state, tribal and local governments, these relevant groups were not consulted during the crafting of this guidance. This is puzzling since state and local governments share CWA duties with the federal government. Nor does the guidance analyze specific effects it may have on state and local governments. NACo believes better policy results when all levels of government work together to craft workable plans.

Analysis Needed on Effect on All CWA Programs

According to the Draft Guidance, there is only one definition of “waters of the U.S.” within the CWA and it must be applied consistently for all CWA programs that use the term “waters of the U.S.”

However, the Draft Guidance and supporting economic analysis focuses primarily on the 404 permit program and fails to give consideration to the effects the change will have on other CWA programs, such as the National Pollutant Discharge Elimination System (NPDES), total maximum daily load (TMDL) and other water quality standards programs, state water quality certification process, or spill prevention, control and countermeasure (SPCC) programs.

Because of the guidance’s complexity, there may be unintended consequences to state and local programs that have not been analyzed. It is essential these issues be identified before moving forward.

Section 404 Wetlands Permit Program – The effect of the guidance could be most deeply felt in this program. The EPA and Corps state the purpose of the Draft Guidance is to provide clarity and to reduce costs and delays with the permitting process. Nonetheless, while the EPA and Corps maintain this guidance document is non-binding and does not have the force of law, the agencies acknowledge they will use the document to claim jurisdiction of certain percent more waters under the CWA 404 permit program.

Based on counties’ experiences, although the jurisdictional determination process may create delays,
Culverts, roadside ditches could fall under EPA’s jurisdiction

WATERS DRAFT from page 2

The EPA is studying ways to expand the current NPDES program, which may encompass smaller, less financially stable counties.

NACo asked if MS4s run into navigable or interstate waters or their jurisdictional tributaries, will relevant MS4s then become “waters of the U.S.?” Likewise, if a MS4 runs into a “waters of the U.S.,” how will MS4 discharges to a water of the U.S. be treated? Will they be covered under the NPDES program or required to comply with a new federal mandate in these tight fiscal times? NACo believes the EPA must clarify whether and how the NPDES program is affected by the Draft Guidance.

Other areas of concern include stormwater runoff from logging roads, impact on upcoming pesticide permits, Endangered Species Act and National Environmental Policy Act, water quality designations and total maximum daily loads.

Increase of “Waters” under Jurisdiction, and Contradicting Provisions

Tributaries – According to the EPA and the Corps, a tributary is “jurisdictional,” subject to federal regulation, if it has a bed, a bank and an ordinary high water mark (OHWM). This would include tributaries that have been “channelized” and lined in concrete. By NACo’s estimate, a large number of county-owned public infrastructure projects, including road-side ditches, flood control channels and culverts would become jurisdictional under this definition.

In conversations with the Corps and the EPA, the agencies have stressed continuation of their current exemption of maintenance of ditches. However, while an exemption exists on paper, in reality, a number of counties have been required to obtain 404 permits to cut down vegetation or clean out debris in man-made ditches. Delays in the process and associated financial requirements cause financial hardship for counties.

Additionally, the new interstate waters and significant nexus definitions could be problematic for counties. According to an EPA representative, if tributaries (ditches) meet the bed, bank and OHWM, and flow into interstate waters, regardless of distance, they could be regulated. An interstate water does not have to be traditionally navigable to be jurisdictional. Interstate water jurisdiction could be claimed over several miles or several thousand miles depending on the circumstances, and waters flowing directly or indirectly into interstate waters could also be regulated. This means a number of traditional intrastate waters could be regulated as “waters of the U.S.” impacting a state’s authority over its “waters of the state.”

Jurisdictional waters must have a significant nexus to navigable or interstate waters. A significant nexus is defined as water that, “either alone or in combination with similarly situated waters in the region, significantly affect the chemical, physical or biological integrity of traditional navigable or interstate waters.” This definition uses the watershed approach to determine jurisdiction — if one “similarly situated” water is jurisdictional — it is likely that similar features in the same watershed will also be jurisdictional. It will also apply to all CWA programs, beyond the 404 permit program.

The document’s significant nexus argument is full of contradictions. On one hand, the significant nexus appears to set up specific parameters on determining jurisdiction for traditionally navigable or interstate waters. The guidance document implies there is a limit to waters and conveyances falling under federal jurisdiction. However, later in the document it states determinations will be made from a watershed basis, thus negating the perceived limit on federal jurisdiction. It would be difficult to find an area of the country that is not in a watershed or in overlapping watersheds. Conceivably, all waters and their conveyances to these waters could then be considered jurisdictional.

NACo believes many of the definitions used in the Draft Guidance are unnecessarily broad and may lead to further confusion and lawsuits. To lessen confusion, since there is no appeals process associated with jurisdictional determinations, NACo recommended the agencies implement a transparent and understandable appeals procedure for entities to challenge agency decisions without having to go to court.
County officials in West Virginia are raising awareness about what they say is a growing nuisance: if not deadly menace — “sovereign citizens” and so-called “paper terrorism.”

“We’re seeing a growing number of people claiming to be ‘sovereign nation’ in our area here,” said Mike Rutherford, Kanawha County sheriff. His first encounter with a ‘sovereign’ was in 2005, when a state employee, claiming exemption from federal jurisdiction, falsified state employee, claiming exemption from federal jurisdiction, falsified state Social Security numbers, often use bogus deeds to claim ownership of luxury homes, justifying their actions with a mix of ‘common-law’ theory, so-called sovereign immunity and references to the Old Testament.”

As a result, they don’t obtain Social Security numbers, often use bogus deeds such as fake driver’s licenses or other identification cards, and create their own license plates. “It’s a really wacky ideology, frankly, and it’s complicated,” Beirich said.

Patti Hamilton, executive director of the West Virginia Association of Counties, is getting the word out to county officials in her state. “In August, I’ll be meeting with the court clerks,” she said, and she will later meet with county commissioners and sheriffs.

While encounters with sovereigns in West Virginia have been benign thus far, in other states they have turned deadly. Last year, during a traffic stop in West Memphis, Ark., two police officers were shot and killed by a sovereign father and son, Jerry Kane, 45, and his son Joseph, 16, and two Crittenden County, Ark. sheriff’s deputies who pursued the duo were later wounded by the Kanes.

Why Now?

Beirich said extremist, anti-government movements tend to come in waves that correspond with changes in the political landscape, coinciding with elections of people who are perceived to be left out of power. “We’re seeing a growing number of people claiming to be ‘sovereign nation’ in our area,” said Mike Rutherford, Kanawha County sheriff. His first encounter with a ‘sovereign’ was in 2005, when a state employee, claiming exemption from federal jurisdiction, falsified Social Security numbers, often use bogus deeds to claim ownership of luxury homes, justifying their actions with a mix of ‘common-law’ theory, so-called sovereign immunity and references to the Old Testament.”

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Several mileposts along road to deficit-reduction goals

DEBT CEILING from page 1

tee must report allocations for FY12 to the Appropriations Committee based on the new discretionary caps set forth in the act. Unlike the House, the Senate never passed a 2012 budget resolution.

As soon as practicable — The chair of the Senate Budget Committee will hold its first meeting.

Between Oct. 1 and Dec. 31 — House and Senate must vote on a balanced budget amendment to the Constitution.

• By Nov. 23 — The Joint Committee will vote on language to authorize sequestration of both defense and non-exempt discretionary spending cuts ("Joint Committee"). By that date, the speaker of the House and the Senate majority leader each must name a co-chair of the Joint Committee from among the committee members.

• Sept. 16 — The Joint Committee must report allocations for FY12 to the Appropriations Committee on or before Sept. 30. If the Joint Committee fails to report the allocations to the Appropriations Committee by Sept. 30, the president of the Senate and the House minority leader, Senate majority leader, and House minority leader each must name a co-chair of the Joint Committee from among the committee members.

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Some sovereigns are ‘paralegal-guerillas’

SOVEREIGN from page 4

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Cuts on this scale would require states and counties to increase their own Medicaid spending to compensate — which could require tax increases — or to make painful cuts to providers and beneficiaries, or to other programs.

“We are in for a long ride of budget uncertainty in protecting our programs. Keep the pressure on your congressional delegations because at some point over the next few months, meetings will occur that will make the actual cuts and we need to be watching,” Naake said.

Legal Notice

If You Purchased Municipal Derivatives from January 1, 1992 to the Present

You Could Get a Payment from a Class Action Settlement

A partial Settlement has been reached with Morgan Stanley, one of the Defendants, in a class action lawsuit alleging bid rigging in the sale of municipal derivatives. The case, In re Municipal Derivatives Antitrust Litigation, MDL No. 1950, No. 08-02511, is pending in the United States District Court for the Southern District of New York.

Who Is Included in the Settlement?

This Settlement includes all state, local and municipal government entities, independent government agencies and private entities that purchased:

(a) By negotiation, competitive bidding or auction municipal derivatives directly from an Alleged Provider Defendant or Co-Conspirator, or through an Alleged Broker Defendant or Co-Conspirator,

(b) Any time from January 1, 1992 through the present in the U.S. and its territories or for delivery in the U.S. and its territories.

The Alleged Provider and Broker Defendants and Co-Conspirators are listed on the website referenced below.

What Does the Settlement Provide?

The Settlement affects only the claims against Morgan Stanley. The case is continuing against the other non-settling defendants. Morgan Stanley has paid $4,950,000 for the payment of claims, plus an additional $1,550,000 to pay certain administrative and litigation costs. Morgan Stanley will also provide information to the attorneys for the Class and cooperate in connection with claims against the non-settling defendants.

What Do I Do Now?

• Remain in the Settlement. To remain in the Settlement Class and participate in the Settlement, you do not need to do anything now. If the Court approves the Settlement, you will have until the settlement deadline to submit a claim form.

• Exclude yourself from the Settlement. If you do not want to remain in the Settlement Class, you must exclude yourself. You must send a written request for exclusion to Morgan Stanley by the settlement deadline, postmarked no later than October 11, 2011.

• Object to or comment on the Settlement. If you remain in the Settlement Class and want to object to or comment on the Settlement or any of its terms, you must file an objection with the Court and deliver a copy to Class Counsel by October 11, 2011.

For more information: 1-877-310-0512  www.MunicipalDerivativesSettlement.com

Who Represents You?

The Court has appointed the law firms of Hausfeld LLP; Boies, Schiller & Flexner LLP; and Susman Godfrey LLP to serve as Class Counsel and represent all members of the Class. If you want to be represented by your own lawyer, you may hire one at your own expense.

When Will the Court Decide Whether to Approve the Settlement?

The Court has scheduled a hearing on November 23, 2011, at 9:30 a.m. at the U.S. District Court for the Southern District of New York, 500 Pearl Street, New York, NY 10007. The Court will consider whether to approve the Settlement as fair, reasonable and adequate, and whether to approve Class Counsel’s request for reimbursement of litigation expenses.

You or your lawyer may ask to appear and speak at the hearing but are not required to. If you want to be heard by the Court, you must file an objection by November 11, 2011, with a written request with the Court and deliver a copy to Class Counsel and Morgan Stanley. The Court may change the time and date of the hearing. Any change will be posted on the website.

For more information on this lawsuit, your rights, or to obtain a list of defendants, call or go to the website shown below or write to Municipal Derivatives Settlement, c/o Rust Consulting, Inc., PO Box 2500, Furlough, MN 55021-9500.

August 8, 2011 | 5

NEWS • County News
Counties share survival strategies at Technology Summit

Many counties are struggling with shrinking revenues and an increase in demand for services. NACo’s 2011 Technology Summit showcased chief information officers (CIO) and county officials discussing survival strategies that ranged from smart sourcing to cloud computing needs.

Bert Jarreau, NACo CIO, led off the summit stating that every county CIO has suffered budget and staffing cuts. “Wayne County, Mich., for example,” he said, “lost 50 percent of their IT people in the last three years. That’s slash and burn.”

Among the speakers was David Edwards, Wayne County’s deputy CIO. The county’s data center was a single point of failure for all county operations. Edwards said. Maintenance and support costs were rising, and then one day, water rose ankle deep in the facility. Edwards said the county wasn’t doing a good job of being in the “data center business.” Building a new data center would be too expensive and maintenance costs would continue, regardless. So the county decided to outsource its data center management to Secure-24, a private firm.

This partnership solved the data center issues of disaster recovery with redundant centers. Management, security and other necessities were taken over by Secure-24 at a fraction of the cost of owning and operating the county’s own center. The county also began to offer data center services to both public and private entities, which further lowered its costs.

“We redirected our efforts to what we were good at,” said Edwards. “The result was no loss in staff and a refocusing on other priorities.”

Multnomah County, Ore., and the City and County of San Francisco discussed their cloud services for enterprise email.

Multnomah County deployed Google Apps for Government for their email, calendaring and contacts solution delivered as a service to 3,600 of its employees, becoming one of the first local governments nationwide to use cloud-based email and calendaring services. The county selected Google for its lower cost and larger storage capacity. With the change, the county was able to reduce the number of its servers from 15 to 1. With Google Apps for Government, “We got chat, video chat, Google sites and archiving that we didn’t have before,” said Sherry Swackhamer, CIO, Multnomah County. “We were already behind on Exchange and Outlook upgrades and were not looking forward to doing it again.”

San Francisco did just the opposite and transitioned its 23,000 employees onto Microsoft Exchange Online, which included email, calendaring and contacts functions hosted by Microsoft to replace its seven different email systems in use across 60 departments.

The challenges and benefits with San Francisco’s Microsoft selection included easier scheduling between departments, improved security and better disaster readiness.

“San Francisco is very decentralized,” said Jon Walton, CIO. “Microsoft is working well in that environment and provides the county a total merging of numerous email systems.”

During lunch, hybrid cloud partnerships and regional collaborations were discussed by Marguerite Beirne, CIO, Westchester County, N.Y., which has developed digital printing, network and office systems service, geographic information systems (GIS) and emergency support. These services were developed with the goal of reducing costs, increasing efficiency and reducing duplication of services.

Faced with new regulations requiring better welfare case outcomes, Alameda County, Calif., needed to gain a better understanding of case status and program performance. Lori Jones, director of social services, and Don Edwards, assistant agency director, deployed a data analytics or business intelligence system to give workers an agency-wide comprehensive view of individual cases, which gave workers deeper insight, enabling service flexibility, avoiding regulatory sanctions and saving money by reducing fraud and waste.

The final workshop dealt with San Diego County’s secrets to their success of IT outsourcing. In 1999, San Diego County made an unprecedented decision to outsource most of its IT service delivery operations to Computer Sciences Corporation (CSC) for $700 million. This agreement nearly fell apart in 2002, when nearly 50 disputes over service prompted the county to send CSC a letter of default.

The contract was later re-bid and awarded to Northrop Grumman in 2006 who then unexpectedly transferred ownership to Hewlett-Packard (HP) ahead of the 2013 end date.

Even with numerous turnovers of contracts, Susan Green, assistant CIO, said the county was still able to reach its goals and have success with outsourcing. The county was able to spread the cost over multi-year contracts, upgrade its IT to a level consistent with that of other organizations, increase the number and quality of services county customers have access to online, and ensure every county employee has access to online services.

Bob Woodruff, an ABC correspondent and founder of the Bob Woodruff, Family Foundation for Traumatic Brain Injury, presented a dynamic and moving speech about America’s promise and individual triumph over significant odds at the Annual Conference’s Opening General Session, July 17.

Many counties are struggling with shrinking revenues and an increase in demand for services. NACo’s 2011 Technology Summit showcased chief information officers (CIO) and county officials discussing survival strategies that ranged from smart sourcing to cloud computing needs.
Larry Long, executive director, County Commissioners Association of Ohio, swears in Lenny Eliason as NACo's new president while Eliason's wife and family look on.

Linn County, Iowa Supervisor Linda Langston thanks her supporters in her successful bid for NACo second vice president.

Armstrong County, Pa. Commissioner Jim Scahill riles up the crowd like he was at a Steelers game, twirling a Terrible Towel, getting people ready for the 2012 Annual Conference in Allegheny County (Pittsburgh), Pa.

NACo Second Vice President Linda Langston and her husband, Dave, celebrate her victory in the second VP race.
The Eliason family's official NACo portrait: (l-r) daughter-in-law and son Ashley and Sam Eliason, wife Lisa with grandson Max Rhodes, Lenny, daughter, granddaughter and son-in-law Meghan, Julia and Andrew Rhodes.

Gem County, Idaho Commissioner Michele Sherrer (l) and Carol Moehrle, public health director, Idaho North Central District, review Looking for the Light at the End of the Tunnel: a national survey of county elected officials on the economy, budgets and politics.

Japan Local Government Center Executive Director Masaaki Akagi takes notes during the workshop, "Leading Together: 10 Ways to Enhance Collaboration."


Commissioner Sharon Ullman, Ada County, Idaho, questions panelists at a workshop about working with the media.
Glen Whitley, NACo president, takes an opportunity to chat with Aron Ralston before the General Session as he signs copies of his book, "127 Hours," for NACo officers.

Photo by Jack Hernandez

NACo Past President Don Stapley (center) remains cool and collected even as his fellow past presidents Jim Snyder (l) and Bill Hansell give new meaning to talking behind someone’s back.

Board members and NACo past presidents Harvey Ruvin (r) and Jim Snyder keep up with the folks at home during the board meeting.

Mountaineer Alison Levine, an adjunct professor at the U.S. Military Academy at West Point, served as keynote speaker for the Women of NACo (WON) Leadership Luncheon. Here, she explains her role in helping women living at the base of the Rwenzori Mountains in Uganda become employed as mountain guides and porters.

Jan and Rodney Doucet, Lafourche Parish, La., enjoy the end-of-the-conference Inaugural Celebration. Rodney is a parish councilman.
The hats have it at the Inaugural Celebration. Well chapeaued are (l-r) Commissioner Lew Gaiter, Larimer County, Colo.; Commissioner Bill Buckhanan, Teller County, Colo.; and Commissioner Gary Gray, Hughes County, Okla.

(Above) Commissioner Cheryl Williams considers what she learns in the workshop “The ‘New Normal’ in County Staffing” and what it will mean for Collin County, Texas.

(l-r) Riki Hokama, council member, Maui County, Hawaii, and Stanley Chang, council member, Honolulu City and County, catch up before the Board of Directors meeting on July 18.

Dennis McCloskey, Broomfield County, Colo. council member, took to the open road for his trip to the Annual Conference. The trek took him two and a half days on his BMW 1200LTC. On his return, he detoured to visit his son in California. Altogether he rode 5,000 miles. McCloskey is the vice chairman of NACo’s Transit Subcommittee.

Supervisor Diane Dillon, Napa County, Calif., discusses ESRI products with ESRI representative Joe Johnson at the conference exhibit hall.
NACo President Lenny Eliason dedicates some time to his number one constituent, his wife, Lisa, during his inaugural reception.

It’s not a bad idea to have an umbrella at the ready while in Portland, and Jonika Broeders, the 4-year-old granddaughter of Delta County, Mich. Commissioner Tom Elegeert and wife Gladys, appears well prepared.

Tony Sandridge, supervisor, Tate County, Miss., was one of many workshop participants who came to learn about NACo’s new interactive, online game — Counties Work — where students can run a virtual county.

The sign at the conference center says it all: See you next year in Pittsburgh.
NACo’s Annual Conference provides an opportunity to recognize and honor counties and individuals for a variety of achievements, and to present scholarships to deserving students from the outgoing president’s home county.

County Courthouse Award winner in the Urban County category, Commissioner Raymond L. Vaughn, Jr., Oklahoma County, Okla. (second from right), seen here with (l-r) NACo Second Vice President Chris Rodgers, commissioner, Douglas County, Neb.; Becky Johnson, public affairs director, SIEMENS; and Larry Naake, NACo executive director.

County Courthouse Award winner in the Rural County category, High Sheriff Scott Story, Waldo County, Maine (second from right), seen here with (l-r) NACo Second Vice President Chris Rodgers, commissioner, Douglas County, Neb.; Becky Johnson, public affairs director, SIEMENS; and Larry Naake, NACo executive director.

County Courthouse Award winner in the Suburban County category, Sheriff Steve Waugh, Yavapai County, Ariz. (second from right), seen here with (l-r) Larry Naake, NACo executive director; Becky Johnson, public affairs director, SIEMENS; and NACo Second Vice President Chris Rodgers, commissioner, Douglas County, Neb.

NACo’s Corporate Partner of the Year Award went to CVS Caremark. Accepting the award from NACo President Glen Whitley is Kirby Bessant, CVS Caremark vice president of consumer programs.

(Right) Shannon McMillan (second from left) shows off her NACo presidential scholarship check. CH2M Hill sponsors the scholarship, which is awarded to a college-bound student in the outgoing president’s county (Tarrant County, Texas). Also pictured are: (l-r) NACo President Glen Whitley; Roger Flint, CH2M Hill; and Larry Naake, NACo executive director.
For 29 years, NACo’s outgoing president has awarded a David Davenport Presidential Scholarship to a college-bound student in his county. Pictured here is this year’s winner, Andrew Gibson (second from right), and (l-r) David Davenport, NACo President Glen Whitley, Gibson and Larry Naake, NACo executive director.

May County, N.J. was another honoree for its efforts during National County Government Month. Accepting the award from NACo President Glen Whitley is Lenora Boninfante-Kodyte, communications director for Cape May County.

(Right) Bernalillo County, N.M. was honored for its efforts in raising the public’s awareness of county government during National County Government Month. Lenton Malry, Bernalillo County neighborhood programs coordinator, accepted the county’s award during the Opening General Session.

Winners of the Outstanding Program Champion Awards for the NACo Prescription Discount Card Program were honored at a reception sponsored by CVS Caremark. Two of the winners, Keith Langenhahn, Marathon County, Wis. (center left) and Don Larson, Brookings County, S.D. (center right), show off their awards. Also pictured are NACo First Vice President Lenny Eliason (l) and Aaron King, consumer programs director, CVS (r). Not pictured, but also an award winner is Allan Angel, Kent County, Del.

Art and Culture honored at annual conference

BY JACQUELINE BYERS
DIRECTOR, RESEARCH AND OUTREACH

Arts and culture programs in Erie County, Pa. and Clayton County, Ga. took home honors from NACo’s Arts and Culture Commission at the commission’s annual dinner held during the annual conference.

Erie County, won the 2011 Arts and Culture Award for its Poet Laureate Program, an annual competition to select a poet who spearheads poetry activities in the county.

The Arts and Culture Award is awarded on a competitive basis. Members of the Arts Commission judge all of the entries and select the winner. For 2011, there were two outstanding entries. In addition to Erie County, the judges awarded an Honorable Mention to the ArtVan for Nonperforming Schools, in Clayton County, Ga., which helps achieve reading readiness through the arts in low-performing schools in the county.

The County Leadership in the Arts Award, sponsored by Americans for the Arts and NACo, was presented to Erie County Commission Chairman Joe Giles also for the Poet Laureate Program. The annual County Leadership in the Arts Award honors an outstanding county leader or county board for their support of arts activities.

The last award, the Arts Advocacy Award, went to Carole Morse, president of PGE Foundation and PGE manager of Community Investment Initiatives. Each year the Arts and Culture Commission asks the Conference-hosting county’s arts commission to select a local recipient for its Arts Advocacy Award. Each recipient is someone who has provided outstanding support for the arts in the host county. Morse manages charitable contributions and community investments for Portland General Electric, which is based in Multnomah County, Ore., the host city.
In a riveting talk, he underscored the progress the American military has made in treating its most severely wounded and his own struggles to heal from traumatic brain injuries, which included regaining the memory of his five children’s names and other details the improvised explosive device literally blasted from his consciousness.

He and his family created the nonprofit foundation to provide resources and support to injured service members, veterans and their families, especially those with “invisible injury.”

While he has no scientific proof, Woodruff said being surrounded and supported by family aided his recovery. His foundation wants to ensure that injured veterans are not forgotten and can receive the same kind of care that benefited him.

**Ron Sims**

The former King County, Wash. executive also explained why he was leaving the Obama administration after two years at the end of July.

“So many people say, ‘Why do you want to go home? And I point out that my family never moved’ to Washington, D.C., he said. “There’s 2,000 miles between me and my family, and I loved the job … But after a while, you don’t want to go to (summer) camp any more, you just want to go home.”

**Francisco Sanchez**

Exports are good for domestic workers — demand keeps people at work in factories — so it would stand to reason that doubling exports will be good for job markets throughout the United States.

That’s the hope that Francisco Sanchez, under secretary for international trade at the U.S. Department of Commerce, communicated to the general session audience July 17. While touting the Obama administration’s National Export Initiative, which spurs federal government departments to double exports by the end of 2014, Sanchez praised counties that have publicized exporting as part of their local economic development strategies, including:

- Fairfax County, Va.’s “Exporting 101” workshop
- Martin County, Fla.’s Export Resources website, and
- The Belknap County (N.H.) Economic Development Council.

He pointed out that only 1 percent of U.S.-based companies export, and that 58 percent of that 1 percent only sell to one market.

See SPEAKERS page 15
**Workshops cover array of county-wide issues**

**SPEAKERS from page 14**

so there was much to do to diversify the export market.

**Aron Ralston**

Many people who hear Aron Ralston's story — how he cut part of his right arm off when he was pinned by a boulder in a climbing mishap — express sympathy for his experience. He corrects them.

His ordeal, chronicled in his book *Between a Rock and a Hard Place*, and the film adaptation "127 Hours," serves as a seminal experience.

"I look at what happened in that canyon as the best thing that has ever happened to me," he told the General Session audience July 18.

Ralston compared his experience to the dire fiscal picture the assembled county officials had been facing. From this crisis, he said, they could emerge with a new perspective. That was where the comparisons ended, though.

In 2003, he fell into a narrow canyon during a weekend hiking expedition in Utah, in a place remote enough that even if people knew where to look when they noticed he was missing, they thought it would be nearly impossible for them to find him in time.

He recounted the details of his five days in the canyon, how his will to live — more so than a simple will to live — sustained him, despite "vaporizing" pain, and his feelings when he finally emerged from that small crack between two rock walls where he had prematurely carved his epitaph.

"I stepped out of my grave and into my life," he said. "I probably never in my life smiled more than that moment."

(Charles Taylor, Charlie Ban and Beverly Schloterbeck contributed to this report.)

**Salud Carbajal**, supervisor, Santa Barbara County, Calif.  
**Susan Robinson**, director, federal public affairs, Waste Management

**What Participants Learned:**

As cost of waste management rises and landfills approach capacity, counties are looking for innovative ways to manage waste.

Santa Barbara County, Calif. officials along with Waste Management and Republic Services, Inc. discussed innovative strategies available to America’s counties to improve waste management and create new sources of revenue from incentives such as grants or tax reductions.

Santa Barbara County has joined the cities of Santa Barbara, Goleta, Solvang and Buellton to identify and evaluate the feasibility of various trash conversion technologies that provide alternatives to landfilling of solid waste in southern Santa Barbara County.

"There are a lot of counties in California looking at zero waste solutions," Carbajal said. "The best thing they can do is look for an option that benefits them and their citizens both environmentally and fiscally."

Robinson went through the different types of programs counties could use such as single-streaming recycling, where items such as paper and plastics are mixed together in a single bin. This generally increases participation in recycling.

Huycke spoke about organics recycling, a program that takes food waste and composts it helping divert waste from landfills.

(Staff Contact: Jared Lang, jlang@naco.org, 202.942.4224.)

**Leading Together:**

Ten Ways to Enhance Collaboration Among County Officials

**Who Spoke:**

Jonathan Morris, director of custom course services, University of Kansas Public Management Center

**What Participants Learned:**

Nobody governs in a vacuum, neither individuals nor county boards, so collaboration is necessary to achieving almost anything.

Morris offered 10 tips for making collaboration more effective.

1. Value opportunities to collaborate  
2. Leverage strengths  
3. Seek out opportunities to collaborate  
4. Drive actions with data to back them up  
5. Align with a common purpose  
6. Expand social networks  
7. Invest in relationships  
8. Know yourself  
9. Get smarter, and  

Several workshop attendees felt Morris’ point about investing in relationships resonated with them.

"Build relationships when you are relaxed and have no reason to talk to someone else," Morris said. "Don’t wait until a crisis."

(Staff Contact: Amanda Odorimah, aodorimah@naco.org, 202.942.4225.)

**See WORKSHOPS page 16**

**Ralston chronicles life-changing ordeal**

**Conferences provide excellent workshops for learning timely and relevant information about issues important to county government. The following report highlights educational sessions from the Multnomah County Conference.**

**Sunday, July 17**

**The Path to Zero Waste**

Who Spoke:  
**Mike Huycke**, general manager, Republic Services, Inc.

**Photos by David Hathcox**

Commissioner Wayne Dunn, Wood County, W.Va. asks about waste management costs at “The Path to Zero Waste” workshop.

**SPEAKERS**

**Mike Huycke**, general manager, Republic Services, Inc.

**Post-Conference Report**

**Who Spoke:**

**Mike Huycke**, general manager, Republic Services, Inc.

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The goal of this project is to establish a long term plan for the disposal of the community’s waste. Conversion Technology may be a way to reduce the environmental impact of the community’s waste, reduce landfill dependence and provide green energy for the community.

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Robinson went through the different types of programs counties could use such as single-streaming recycling, where items such as paper and plastics are mixed together in a single bin. This generally increases participation in recycling.

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**See WORKSHOPS page 16**

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“Stepped out of my grave and into my life,” he said. “I probably never in my life smiled more than that moment.”

(Charles Taylor, Charlie Ban and Beverly Schloterbeck contributed to this report.)
Development vs. Services: How Small Counties Cope

Who Spoke:
Paul J. Pearce, commission-chair, Skamania County, Wash.

What Participants Learned:
Marketing a county doesn’t mean stopping at the border. Pearce drove this home while discussing how his county and four others along the Columbia Gorge between Washington and Oregon marketed themselves for development.

When trying to attract or retain businesses, “It’s more important that the county seems more than the county or state they end up,” he said. “Sometimes even if your county doesn’t end up being home to the business, it may still benefit peripherally.”

Hayes presented a variety of alternatives for counties to deliver services. He listed the virtues and drawbacks of various privatization and consolidation options and explored examples in which those different choices would be effective.

(Staff Contact: Jacqueline Byers, byers@naco.org, 202.942.4285)

Local Public Health:
Development vs. Services: How Small Counties Cope

Who spoke?
Patrick Libbey, former executive director, National Association of County and City Health Officials

Gary Oxman, M.D., health officer, Multnomah, Washington and Clackamas counties, Ore.

John Wiesman, health director, Clark County, Wash.

What participants learned:
Public health policymakers and county elected officials don’t always see eye-to-eye on the goals of public health, and this can complicate efforts to share services across county lines, according Libbey, citing research by the Robert Wood Johnson Foundation.

Libbey said some county commissioners see public health as “services,” whereas public health leaders see it as an overarching “system.”

Oxman addressed the challenges involved in taking a regional approach. He said while it can — but doesn’t always — have money, often it doesn’t have stronger regional response to urgent health issues, and more consistency in public health practice, disease prevention and protocols. Benefits accrue to all counties involved, even when they vary in size as much as the three counties he’s responsible for: populations 720,000; 130,000; and 40,000, respectively.

Before sharing services each county had a health officer, who was a physician. He cited an example in which each doctor “to the tune of about a hundred bucks and hour in

Athens County, Ohio Commissioner Lenny Elison was a featured speaker at a workshop on using community partnerships to promote health.

salary and benefits” reviewed state immunization orders and signed off on them. “We have one doc doing that now,” he said in an interview. “So we are saving money at the micro level, and we are improving efficiency at the micro level.” He said this frees up capacity to do other things that are more important and add more value to improving the community’s health.

Wiesman recounted his experiences with a cross-jurisdictional approach to the H1N1 epidemic in 2009, involving four counties and a Native American tribe. They used an incident command structure common among police and fire departments, but not used as often in public health, he said. It’s essential to recognize cultural differences, even in close neighboring counties, in communicating during a public health crisis, he added. “For preparedness, we actually are prepared to do this with any kind of outbreak or public health emergency. So, while it was situational to H1N1, we have a framework and structure that we’re ready to go to any public health emergency response.”

(Staff Contact: Stephanie Osborn, sosborn@naco.org, 202.942.4235)

What Participants Learned:
Marketing a county doesn’t mean stopping at the border. Pearce drove this home while discussing how his county and four others along the Columbia Gorge between Washington and Oregon marketed themselves for development.

When trying to attract or retain businesses, “It’s more important that the county seems more than the county or state they end up,” he said. “Sometimes even if your county doesn’t end up being home to the business, it may still benefit peripherally.”

Hayes presented a variety of alternatives for counties to deliver services. He listed the virtues and drawbacks of various privatization and consolidation options and explored examples in which those different choices would be effective.

(Staff Contact: Jacqueline Byers, byers@naco.org, 202.942.4285)

Make Your Land Resources Count: Parks, Trails and Preserves Impact Local Economies

Who Spoke:
J. Dee Frankfourth, associate national director, Conservation Services Program, Trust for Public Land

Jane LeMaster, administration division director, Department of Transportation, Gwinnett County, Ga.

Joseph A. Scorsio, public development manager, Pierce County, Wash.

What Participants Learned:
Nationwide, county park systems deliver a strong return on county investments.

Gwinnett County, Ga. and Pierce County, Wash. along with

See WORKSHOPS page 17

County Courthouse Awards among prestigious ceremonies

ANNUAL from page 1

Bill reauthorization, stalled efforts to reauthorize the federal surface transportation programs and commercial oil shale leasing.

Speakers
Delegates heard from nationally renowned speakers, Bob Woodruff, Aron Ralston, HUD Deputy Secretary Ron Sims and Undersecretary of Commerce for International Trade Francisco Sanchez.

Outgoing HUD Deputy Secretary Sims and Woodruff, ABC correspondent and founder, Bob Woodruff Family Foundation for Traumatic Brain Injury, presented dynamic and moving speeches about America’s promise and individual triumph over significant odds at the Annual Conference’s Opening General Session, July 17.

Ralston, who cut off part of his right arm when he was pinned by a boulder in a climbing mishap, chronicled his ordeal and its impact on his life. His story was the subject of the film “127 Hours.” Sanchez touted the benefits of exports to local economies and the administration’s efforts to double exports by 2014.

Winners
Several prestigious award ceremonies are traditionally staged at NACo’s annual conferences; among them are the County Courthouse Awards. The County Courthouse awards are the highest honors presented by NACo’s Large Urban County Caucus and Rural Action Caucus. They are presented in partnership with SIEMENS Corp. This year marks the partnership’s 10th anniversary.

This year the awards were presented to:
• Waldo County, Maine High Sheriff Scott Story, who was honored for his efforts to instill a sense of community among incarcerated people, with the ultimate goal of reducing the number of repeat offenders. His Maine Coastal Regional Reentry Center and partnership with the Volunteers of America have netted a 78 percent employment rate and a 15 percent recidivism rate among the post-incarceration population.
• Yavapai County, Ariz. Sheriff Steve Waugh, who was recognized for developing and implementing a program that expedites the psychiatric analysis and treatment of those deemed mentally unsuit- able to stand trial. Restoration to Competency has reduced the defendants’ overall length of stay — from court order to restoration — by as much as 65 percent. Seeing the results, Waugh invited four surrounding counties to par- ticipate. Thanks to the Yavapai County program, they have saved a collective $283,080.
• Oklahoma County, Okla. Commissioner Raymond L. Vaughn, Jr., who was selected for his dynamic leadership in the wake of GM’s closing an assembly facility in Oklahoma City in 2005. Through Vaughn’s determined leadership, the county raised $55 million to acquire the 3.8 million-square-foot plant and lease it back to Tinker Air Force Base on a low-cost, long-term basis plan. This resulted in investments by the Air Force, ranging between $50 million-$100 million over five years to transform the plant, while also creating an additional 1,400 civilian jobs.

Next year’s Annual Conference will be held July 13–17 in Allegheny County (Pittsburgh), Pa.
Conference workshops include HR Doctor Phil Rosenberg

More than 460 county programs in 21 categories were recognized at the annual Achievement Award reception at NACo’s Annual Conference in Multnomah County, Ore. This year’s winning programs represent 29 states and 97 counties.

Jacqueline Byers, NACo director of research, said this year’s judges noted how county governments were finding innovative ways to meet the needs of their residents during difficult economic times.

“I continue to be amazed and pleased at the great work that counties are doing despite revenue challenges and increasing demands for public services,” Byers said.

The Achievement Award program serves as a way to recognize the hard work of county staff on new and effective county programs. In addition to each program receiving an Achievement Award certificate, each reception attendee also received an Achievement Award Winner lunch bag filled with giveaways to promote the county staff as award winners.

This year’s ceremony also featured keynote speaker Charles Thompson, executive director, International Municipal Lawyers Association.

The reception individually recognized the most innovative programs in each category that received the Best of Category distinction. The 2011 Best of Category award winners include: Maricopa County, Ariz.; Kern County, Calif.; Los Angeles County, Calif.; Orange County, Calif.; San Bernardino County, Calif.; and San Diego County, Calif.

Also: Boulder County, Colo.; El Paso County, Colo.; Broward County, Fla.; Lee County, Fla.; Miami-Dade County, Fla.; Charles County, Md.; and Hennepin County, Minn.

Additionally, Westchester County, N.Y.; Hamilton County, Ohio; Multnomah County, Ore.; Chesterfield County, Va.; and King County, Wash.

Cerro Gordo County, Iowa, and Isle of Wight County, Va., won the honor of the Best Rural Program, which recognizes the most innovative program from a county with a population of less than 50,000.

Abstracts from all award winning programs can be found on the NACo website at www.naco.org/achievementawards.

For more than 40 years NACo’s Annual Achievement Award program has given national recognition to new and innovative county programs. It is a non-competitive awards program that seeks to reward county innovation and share successful programs from across the country.

In order to qualify, county programs must have been implemented in the last five years, have measurable results, and have innovative methods to modernize and streamline county government.

DeLancey said gas production occurs in 20 of Wyoming’s 23 counties, with Sublette County leading the pack. Its population grew 73 percent from 2000 to 2010, largely fueled by the energy industry. Such growth can come with consequences, she added, such as improved roads, agriculture, demand for social services and increased crime.

(Staff Contact: Amanda Odorimah, aodorimah@naco.org, 202-942-4225)

• The “New Normal” in County Staffing: Impacts on HR, Health Care and Retirement Planning

Who Spoke:
Tam K. Burgau, personnel director, Jackson County, Wis.
Phil Rosenberg, president, The HR Doctor, Inc., Coral Springs, Fla.
Peter O. Torvick, consultant, The Cordes Company, Hopkins, Minn.

What Participants Learned:
Indebtlde changes in the economy have sent shockwaves throughout all facets of public administration.

Rosenberg stressed that all managers and leaders, despite their titles, serve as human resources personnel, and predicted that many managerial functions, including perhaps human resources, will soon be outsourced.

Burgau reflected on the reactions to Gov. Scott Walker’s changes to public employee health insurance and retirement benefits in Wisconsin. She said the overall changes were not dramatic, but the perspective of changing was akin to Green Bay Packers fans adjusting to a new quarterback after years of Brett Favre in the backfield.

Torvick, the NACo Financial Services Corp. managing director-in-waiting, presented a myriad of defined benefits and defined contributions options from which counties could choose to manage retirement benefits.

(Staff Contact: Steve Swendiman, sswendiman@naco.org, 202-942-4225)

• Addressing the Crisis of Suicide in Our Counties

Who Spoke:
Robert Bossarte, Ph.D., chief, epidemiology and populations research, assistant professor, University of Rochester VISN 2 Center of Excellence for Suicide Prevention, Canandaigua, N.Y.
Steve Dobscha, M.D., chief of psychiatry and clinical director, mental health and clinical neurosciences division, Portland VA Medical Center, Portland, Ore.
Conference workshops address international trade, broadband benefits

WORKSHOPS from page 17

Elena Tindall, suicide prevention coordinator, behavioral health projects manager, Mental Health Department, Santa Clara County, Calif.

What Participants Learned:
Tindall shared the loss of her husband to suicide six months prior, and from her grief the three primary steps that can help address the needs of families of suicide victims: Eliminating the stigma of suicide, treating the survivors’ trauma and reducing the second guessing that plagues loved ones.

Tindall spoke of a spate of teen-age suicides being a clarion call for suicide prevention services. She stressed that a process be outcome oriented and involve all stakeholders.

Bossarte gave an epidemiological survey of suicide among veterans, mainly because there is no national clearinghouse for suicide information, but the Veterans Administration has a refined process for reporting attempts.

Dobscha presented analysis on the local veteran population, which saw a disproportionate number of male suicides in 2008, but a significant success rate in intervening after attempts were made via drug overdose.

(Staff Contact: Amanda Odorimah, aodorimah@naco.org, 202.942.4225.)

Tuesday, July 19

• Think Locally, Act Globally: The National Export Initiative and Your Local Economy

Who spoke?
Courtney Greigore, director, National Export Initiative, U.S. Department of Commerce;
Mark Calhoun, senior managing director, Business Services Division, Washington State Department of Commerce, and
Valerie Brown, supervisor, Sonoma County, Calif., co-chair of NACo’s International Economic Development Task Force and NACo past president

What participants learned:
More than 95 percent of the world’s consumers are outside the United States, so that’s where counties should be looking to maximize their export potential, which creates local jobs, Greigore said. And it’s estimated that 87 percent of growth globally in the next five to 10 years will be outside the U.S. “That really causes us to think globally, Brown added.

Greigore gave an overview of the National Export Initiative (NEI), which the Obama administration created last year. The number of U.S. jobs supported by foreign exports was down slightly in 2010 (9.2 million jobs) compared to 2008 (10.2 million jobs), she said.

Currently, only 1 percent of U.S. companies are exporting abroad, and of them, 58 percent are exporting to a single market, typically Canada and Mexico.

“If we increase exports by $1 billion in goods and services, we create and support 5,000 U.S. jobs,” Greigore said.

The NEI is based on five pillars: enforcing trade rules, increasing access to export financing, promoting policies that lead to economic growth, reducing trade barriers and improving trade advocacy and trade promotion, she said.

Calhoun said state economies are increasingly global in terms of markets and competition. Four percent of companies in his state export goods and services abroad, mainly to Asian countries, which is above the national average. For nations like Germany, the rate is closer to 15 percent to 20 percent.

He said his state works closely with local governments on training and capacity building.

During a robust question and answer period, William Ramos, director of intergovernmental affairs for U.S. Commerce Secretary Gary Locke, noted that minority-owned firms are 30 percent more likely to export than non-minority firms. He cited the example of a Mexican-American woman who started a small business exporting confetti to Mexico. Minority groups in every county have a “diaspora” to which they can market.

Riverside County, Calif. Supervisor Robert Bossarte, chief of Epidemiology and Populations Research at the University of Rochester, presents statistics on veterans’ suicide attempts in the workshop “Addressing the Crisis of Suicide in Our Counties.”

Marion Ashley said his county created a trade minister position — “We just pretended we’re a country” — and the county has bilateral trade agreements with several nations. “Our exports are keeping our local economy alive,” he said. “With an unemployment rate between 14 and 15 percent, exports have been a bright spot . . .”

(Staff Contact: Stephanie Osborn, sosborn@naco.org, 202.942.4235.)

• Getting Connected: Broadband Benefits for Local Government

Who spoke?
Ken Ulman, Howard County, Md., executive director
David Ferdinand, chairman, Cayts County, Idaho Board of Commissioners
Charlie Arteaga, IBM distinguished engineer

What participants learned:
Ulman explained how his county took the lead in coordinating a 10-county grant application for broadband stimulus funds, and how it will benefit central Maryland’s economy. The region includes urban and largely suburban counties.

He likened broadband to the TVA (Tennessee Valley Authority) in its need for coordinated planning and its ability to boost regional economies. “It’s not a nice-to-have thing; it’s a must-have thing,” Ulman said.

Ferdinand offered a more rural perspective — on the problems faced by geographically large yet sparsely populated counties. Using stimulus funds, his county undertook a project to map broadband availability and identify gaps.

Both agreed that broadband availability has the potential to spur economic development, be it agricultural, industrial or high-tech. In addition, access to broadband benefits the educational and medical sectors.

(Staff Contact: Amanda Odorimah, aodorimah@naco.org, 202.942.4225.)

• State Partnerships for Sharing Federal Transportation Funds with Local Governments

Who spoke:
Gail Achterm an, chair, Oregon Transportation Commission, Salem, Ore.
John Baker, transportation economist, Oregon Department of Transportation, Salem, Ore.
Shirley Kalkhoven, mayor, Nehalem, Ore.

What Participants Learned:
Achtermann summed up the difference between road officials and residents. “Constituents don’t care who owns the road, they just want to be able to get from place to place,” she said.

She suggested transferring ownership of some road properties among different government entities that can take better care of them. For instance, the state can better address the needs of large bridges than counties.

She also encouraged counties to be bold in presenting their skills in maintaining roads when vying for competitive funding.

Kalkhoven promoted participation in area transportation commissions, arguing that the increased funding that ACTs can secure is worth the tradeoff in autonomy.

Baker explained how Oregon earns and distributes its federal formula highway funds.

(Staff Contact: Bob Fogel, bfogel@naco.org, 202.942.4217.)

(Chuck Bet, Christopher Johnson and Charles Taylor, County News staff, contributed to this report.)
NACo is pleased to bring you a webinar series designed around disaster response and recovery. Mark your calendars and register for these upcoming sessions ... 

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News From the Nation’s Counties

CALIFORNIA

It remains business as usual in TULARE COUNTY, where supervisors imposed “status quo” concessions on 1,293 union employees in 10 bargaining units.

The contract terms range from freezing merit increases and flexible promotions, to maintaining 40-plus hours in unpaid furloughs, to suspending employees’ ability to sell their sick-leave.

County Administrative Officer Jean Rousseau told the Porterville Recorder furloughs alone will save the county $2 million in one year.

“It’s frustrating because our folks have been very patient for the last two years and, economically, we’re not coming out of it as fast as we’d like,” he said. “That’s why we’re looking at the status quo package for another year.”

FLORIDA

• In response to several tragic accidents, PALM BEACH COUNTY plans to become the first in Florida to require day care center vans to include alarms intended to prevent children being left in vehicles.

The County Commission initially approved the deal, which will come up for a final vote Aug. 16. A similar law failed in the State Legislature. Tennessee and Louisiana already require alarms for day care vans.

The alarms are intended to remind drivers and other employees to check the entire vehicle every time they unload children.

Another proposed day care center regulation would require more than one day care center employee in the vehicles that transport children, the Sun Sentinel reported.

• Sheriff Chris Nocco gave the PASCOCO COUNTY Commission an unexpected windfall when he returned $1.1 million in unspent money for county commissioners to use at their discretion.

County Administrator John Gallagher said it wasn’t unusual for the sheriff’s office to return unspent dollars, but this amount is virtually unprecedented. And for the first time, it comes with no strings attached.

“I met with the sheriff last week, but I had no idea what to expect,” Gallagher said.

The money would be more than enough to cover the expense of keeping the county’s last two public swimming pools open in 2012, the Tampa Tribune reported.

• People might head to the beach to relax, but BAY COUNTY wants to draw the line at laziness.

If you like to take your tent and umbrella to the beach with you and leave it there, your items could soon be thrown in the trash. County commissioners say the beach is becoming more and more littered with abandoned tents and umbrellas and something needs to be done.

County staff is working with Panama City Beach officials on a leave-no-trace ordinance to help solve the problem, WJHG-TV reported.

City officials have already sent letters to condo and hotel owners asking that tents be moved above the dune line, or near the buildings, overnight. Beach services will now dispose of tents that appear to be abandoned.

• ST. LUCIE COUNTY Administer Faye Outlaw has been named 2011 “County Leader of the Year” by American City & County magazine.

The annual award recognizes outstanding leadership in county government.

A profile of Outlaw and her contributions to St. Lucie County will appear in the July issue of the magazine.

The award recognizes her efforts to address the county’s economic challenges and reduce unemployment during the recession, as well as position it for a solid future.

She also recently received the Florida City and County Managers Association’s 2011 Career Excellence Award.

• ILLINOIS

COOK COUNTY’s massive jail might have an exodus, right into the hands of immigration authorities.

Councilman Jesús García’s measure would prohibit the jail from holding inmates based on an Immigration and Customs Enforcement (ICE) request unless they have been convicted of a felony or two misdemeanors, and unless the county gets reimbursed.

The jail now holds detainees requested by ICE for up to 48 hours after theirposting bond. Sheriff Tom Dart’s office says the jail turns over about a half dozen inmates to the federal agency each business day.

Dart told radio station WBEZ that his staff was exploring legal options for releasing some of these inmates. The sheriff said his review began after he noticed that SAN FRANCISCO COUNTY Sheriff Michael Hennessey had ordered his department to quit honoring certain ICE detainers beginning June 1.

If Dart’s office follows Hennessey’s path or if Garcia’s legislation wins approval, Cook County could become the nation’s largest local jurisdiction to halt blanket compliance with ICE holds.

• MARYLAND

FREDERICK COUNTY commissioners have paved the way for the construction of more senior housing near schools that are overcrowded.

Commissioners exempted senior housing projects from the schools’ portion of the county’s growth-control policy if 80 percent or more of the homes would be occupied by at least one person who is 55 years old or older.

It changes the former policy that exempted senior housing if the residents were 62 years old, according to The Gazette.

The policy, known as the Adequate Public Facilities Ordinance, uses formulas to determine if roads, schools and water and sewer systems can support new development.

• MINNESOTA

Even with two new quarterbacks, the Minnesota Vikings don’t seem like they’ll be able to move the football into RAMSEY COUNTY.

No Minnesota Vikings stadium plan will be taken up during the state legislature’s special session, and possibly not even this year.

Ted Mondale, chairman of the Metropolitan Sports Facilities Commission, said the impasse over the state budget proved to be a formidable obstacle to ironing out the final details of the team’s bid to build a $1 billion stadium in Ramsey with at least $300 million in financial support from the state and $350 million from the county.

“The clock simply ran out on us,” Mondale said to the Pioneer Press. “I’m still optimistic we can get it done this fall.”

• MONTANA

Main street medical marijuana stores are in danger in YELLOW-STONE COUNTY where commissioners are considering a ban on storefront sales.

Commissioner Jim Reno wants not only to ban storefront sales of pot but also to restrict sales from within 1,000 feet of schools, churches and parks.

“We’re going to do it because the law allows it,” Reno said. “Citizens don’t like marijuana being sold in their communities.”

Reno didn’t know how many storefront providers may be in the county because he said they are not required to get business licenses to operate there, he told the Billings Gazette.

• NEVADA

CLARK COUNTY is conducting a pilot project to streamline its business license process for area contractors and enable data-sharing among the county and some of its cities.

The county, along with the cities of North Las Vegas, Henderson and Boulder City, have two options: either create a central database that will store contractor information that can be accessed by each local government, or they’ll integrate their various individual systems, Government Technology reported.

The goal is to enable a contractor to walk into Clark County offices, register for a business license and then be able to select other jurisdictions at the same time for additional licensure, according to Laura Fucci, Clark County’s chief information officer. Currently contractors have to make a trip to each city they want to work in to repeat the licensing process.

• NEW YORK

A $2,500 grant from the National Rifle Association Foundation will help RENSSESAER COUNTY expand its Probation Department’s Response Team from seven members to 10, according to The Record.

Probation officers assigned to the response team supervise higher-risk criminals.

“This grant will help us train and equip more of our probation officers so that they can better protect our community by ensuring that those placed under our watch are adhering to the terms of their sentence,” said Rensselaer County Executive Kathleen M. Jimino.

But not everyone is pleased.

“This is an extreme example of a private group taking over payment of what should be paid by public funds,” Susan Lerner, executive director of Common Cause New York, told the Times Union.

The County Legislature’s vote to accept the grant was unanimous.

• OREGON

Three Oregon counties might use a financial Band-Aid now to avoid having to use a tax hike later.

MULINO, WASHINGTON and CLACKAMAS counties could return $16.8 million in taxes to Comcast this fall in lieu of pay-
In four counties in the New River Valley of southwestern Virginia, doing business with more than 30 local service providers has become a lot more convenient.

And faster for the representatives of the organizations, too. Meeting with the supervisors from Montgomery, Pulaski, Giles and Floyd counties, along with the Radford City Council, used to mean separate appointments, separate processes and often, five trips that often involved waiting for government meetings with indeterminate schedules to progress toward “showtime” for the agency’s executive.

By standardizing the forms and processes for budget requests from each of the five localities, both sides now save some time and frustration in what ends up being a crucial part of service delivery.

Montgomery County started the process about nine years ago. Assistant County Administrator Carol Edmunds said what became the New River Valley Joint Budget Process started as a way to communicate among jurisdictions, all of which used the same services.

“We always wanted to find out how other jurisdictions were looking at the budget requests,” she said. “We started our budget process much earlier than everyone else, so we and the agencies we contracted with had an incomplete idea about where everyone stood with funding.”

She and other Montgomery County administrators wondered how everyone involved could possibly have the same information, and it became obvious — give everyone the same information at the same time.

The county sends letters to local agencies on behalf of all five localities with step-by-step guides to submitting budget proposals. Agencies reply with hard and electronic copies with budget, revenue and expense forms, prior year’s audits and copies with budget, revenue and expense forms, prior year’s audits. It takes one week to receive responses, and it became obvious — give everyone the same information at the same time.

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Because Virginia, like most states, is giving less to its counties, the joint review also gives participating governments an idea about how their contributions stack up against their neighbors.

“We want to make sure we aren’t paying the full boat, and that we’re paying the right share for the service we’re receiving,” Edmunds said.

The process resembles a job fair, with agencies and localities getting a quick, efficient interview.

Pat Brown, executive director of the Women’s Resource Center, sees advantages and drawbacks to that approach.

“You fill out one proposal for all of the localities, so that is much simpler, but there’s less and less communications between service providers and county elected officials,” she said. “It keeps numbers transparent; if I’m asking for amounts from five localities, everyone knows what we need and who is giving us what.”

She suggests that agencies make visits to county supervisor meetings and speak during citizens’ time, when their hands aren’t out, to give an update on what they are doing for the county.

Brown also sends cover letters to each county with which her organization, which serves victims of domestic and sexual abuse, contracts.

The program carries few costs, thanks to electronic documents the agencies provide.

“Every year when we finish, the other counties and Radford say they want to do it again,” Edmunds said. “That’s a pretty clear sign it has been successful, and popular.”

Model Programs from the Nation’s Counties highlights award-winning programs. For more information on this NACO Achievement Award winner, visit naco.org.

Kanawha-Charleston Health dept. urges to ban new synthetic drugs

A person can still build a really strong tool shed even if it’s not stamped with approval (as a storm shelter) by the county,” said Will Jordan, a county commissioner and planning commissioner.

The county would be better protected from lawsuits by stipulating that stricter standards be met to obtain the permit, he added.

BLOUNroe COUNTY residents applauded the County Commission’s decision not to regulate applause at commission meetings.

After hearing from several residents who opposed the measure, the proposal died without a single vote.

The resolution would have added a “Purpose and Decorum” rule to the commission bylaws, banning actions which disrupt or delay the orderly transaction of business, including public applause — except during the consent calendar portion of the meeting when citizens or organizations are recognized.

During a public hearing, Linda King of Citizens for Blount County’s Future said, “If someone hoots and holters ... and gets disruptive, [sheriff’s deputies] are here to remove those people, but applause is not unru.

WEST VIRGINIA

KANAWHA COUNTY Commission President Kent Carper wants the Kanawha-Charleston Health Department to ban the sale of new synthetic drugs as soon as they hit the market.

He said the department has the power to ban substances that pose “known and obvious health risks,” thereby preventing the substances from being sold, The Daily Mail reported.

“I suggested to the health department, on an interim basis they have authority to pass regulations quicker than the (State) Legislature can do it,” Carper said. “If you can ban smoking in a park or a public building, I would think you could ban a store that has a license selling an item . . . knowing it’s going to harm someone.”
**Network of Care Featured at Three National Conferences**

NACo’s Network of Care program has been featured at three national association conferences this summer. The Network of Care (NOC) is a highly interactive Web portal that consumers, community-based organizations, and local and state governments can use to quickly access a wide variety of important information relating to health and human services.

Done in partnership with Trilogy Integrated Resources, the websites offer states, counties, local governments and nonprofit organizations affordable, easy-to-use Web-based solutions that deliver the right information to the right people at the right time.

At NACo’s Annual Conference in Multnomah County, Ore., two of the nine NOC Web portals were showcased: the Network of Care for Healthy Communities and the Network of Care for Service Members, Veterans and their Families. The veterans Web portal provides troops and their families with critical, comprehensive information to help them reintegrate into their communities upon return from active duty.

The site provides a wide variety of interactive functionality for education and networking. It also provides a user-friendly search directory that can search all services provided by the Department of Veterans Affairs, Department of Defense, National Guard, the state, the county, local service providers and local grassroots organizations.

The Healthy Communities Web portal was also featured at the annual conference of the National Association of County and City Health Officials (NACCHO), a national partner of NACo’s Network of Care program. The module helps people find and access health information and resources including services, news, and a state-of-the-art library.

The Web portal tracks more than 100 community health indicators; provides a constantly updated community needs assessment; helps communities plan health interventions based on best practices from around the country; provides information to individuals and their families on virtually every health issue; and includes personal health records, advocacy, news, all local services and continuous updates from CDC.

Another NACo partner, the National Association of Area Agencies on Aging (n4a), used its annual conference to highlight the Web portal for Aging and Disability Resource Centers (ADRC) that links consumers to services in their county or area Agency on Aging. ADRC also features a call center. The call center gives an agency the ability to record information about a client or caregiver; customize fields for data collection and reporting; provide direct referrals to service providers; and has complete and comprehensive reporting capabilities.

The NOC was selected through a nationally solicited competitive bidding process by Fairfax County, Va., acting as the lead public agency. Fairfax County issued a national request for proposal (RFP) for a comprehensive, integrated Web-based information and referral system and selected Trilogy to provide these services. Most public agencies can “piggyback” on a contract competitively bid by another public agency, eliminating the need to bid for the services themselves.

For additional information about NACo’s Network of Care program, please contact Jim Sawyer, NACo Financial Services Corporation, at 202.661.8868 or jsawyer@naco.org.

(From Services News was written by Jim Sawyer, director, NACo Financial Services Corporation.)

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**Research News**

**School? Not Too Soon for Some**

It’s hard to believe that summer is nearly over for many school-age children. In some counties classes began as early as Aug. 1. Kids may be sorry that summer will be over, but many parents will not.

This summer has been a difficult one for many because counties all across the country cut back on the summer activities they sponsor for children and young adults, leaving many parents scrambling for childcare or activities to keep their kids engaged.

Allegheny County and the City of Pittsburgh, Pa., cut back on their summer jobs program. Last summer, largely because of federal stimulus funds, they were able to fund jobs for 916 young people but this year they were only able to hire 340. Some local officials were hoping that local foundations would step forward and help with the summer jobs program, but only two contributors have helped so far.

Rensselaer County, N.Y., recently cut the number of jobs available through its Summer Youth Employment Program and shortened the duration of the existing jobs from six weeks to five weeks. The county cut the number of jobs to 100, after receiving 150 applications. Last summer, the county was able to fund 200 jobs for youths.

Prince George’s County, Md., was only able to fund this summer’s advanced prep class in five high schools because of a funding shortage. The program is designed to teach students the reading, writing and critical-thinking skills that will help them succeed in advanced placement classes in the fall.

The program had been offered at every high school across the county, but the federal funding the county received this year was only enough for five schools. With more than 5,400 students in the school system taking advanced placement tests last May and only 150 taking the advanced prep classes, many students arriving for classes in the fall may be unfamiliar with the rigor required to compete successfully.

Garrett County, Md., had to cut its popular summer program at Hickory Environmental Education Center. The center, located on 77 acres, is the Board of Education’s outdoor school. The county only had the funds to conduct a one-week day camp for 42 students. It normally has 250 students camping overnight throughout the summer.

The summer residential program was founded in 1965 and has always been free to campers. Cuts in state funding hit many Maryland schools hard this year, and made it difficult for the county to carry out its summer programs. The activities at the center during the school year are still being funded.

Johnson County, Iowa is continuing to offer its camp at Wetherby Park this summer thanks to the donations from individuals, families and businesses who heard about the $30,000 shortage. The number of kids attending the camp was reduced from more than 900 campers in past summers to a total of 60 throughout the summer. Another much-needed program in some of the underserved areas of the county is the Summer Meals program, which was able to continue. Neighborhood Centers and the Iowa City School District worked together to make sure that free lunches were available to hungry kids this summer.

Adams County, Ill., closed its...
The Atlantic hurricane season has begun in Florida. Floods are devastating large areas around the Mississippi River, huge fires rage in Arizona, powerful tornados rip apart property, hopes and years of work. Of course, there is also the constant threat of earthquakes, as the HR Doctor knows well from his California experience as an HR director and a county chief administrative officer. As our fellow humans in Japan can well attest, there can be a direct connection between what nature attacks us with and what we do to ourselves in terms of power plant meltdowns and other catastrophic failures of technology.

All of the devastating after-maths of these disasters need to be mitigated, and in some cases prevented by organizational intervention. We have law enforcement agencies, fire-rescue operations, National Guard units, CDC organizations, FEMA, non-governmental organizations such as the Red Cross, power companies, private sectors, individuals wanting to volunteer and many more ready to lend a hand, albeit primarily after the fact.

There is an emerging profession which deserves to be spotlighted, recognized and appreciated more than ever before. That is the profession of local government emergency management. In places with identifiable periods of threat such as Florida’s hurricane season, the bureaucratic spotlight falls on the relatively small-size staff and limited budgets of whatever group is charged with emergency management. In smaller or more rural jurisdictions this staff may consist of one person with many responsibilities. Often the function is assigned as a subsidiary to a fire-rescue department or sheriff’s department. The larger the organization, the more likely there is to be a separately constituted department reporting to the chief administrative officer.

However large or small the organization, there is a basic rule to be recognized. Mass casualty incidents, no matter what the cause, are management problems, more than they are medical, heavy equipment, counter-terrorism, or any other specific functional challenge. Overall, an organization serves its citizens best by recognizing this maxim. A dedicated profession able to focus on preparation, logistical planning and interagency coordination is very much in the public’s best interests.

In days gone by, agencies with some sense of the importance of disaster management would search about for a retired military officer to take charge of the effort. The function would be housed in an older, probably unsafe building or part of a building. In case of disaster, it would first have to evacuate itself. There was no specific professional certification, educational qualification or performance measurement standards by which to judge candidates for emergency situation leadership.

Today’s scenario is, or certainly can be, much different. Interagency coordination is made more effective by coordinated radio, cell phone, computer technology, GPS mapping and a great deal more. The profession has within it extraordinary narrowly dedicated leaders who know what they are doing, know how to channel the energies of others and know how to respond best when things are at their worst. These are powerful weapons to bring out in a counter-attack against the harm done by disasters. The best plans, perhaps developed over years, may fill a dozen large file folders.

Having spent large amounts of time in Unified Command Centers (the current popular term for disaster relief headquarters), this author knows that even the most charismatic elected official cannot succeed without onsite professional help. The needed help goes way beyond public safety officials. It goes to water and wastewater management, public health, mass shelter logistics for extended periods, social service support, medical examiner facilities, road and debris clearing, caring for employees and their dependents, and on and on.

Bringing all of these resources to bear across jurisdictional lines and across the Maginot Line of competing egos requires the skills of a diplomat, as well as someone who knows how to get the help needed, from whom to get it, and how to get a high place in the overtaxed priority list of those who might have available resources to help.

We welcome the rise of the emergency management profession. It is a reflection of what we all want to see and expect to see from our governments when things are at their very worst. What we want and expect is simple to state, but very hard indeed to implement in the chaos of mega-emergencies.

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Budget cutbacks dampen summer children’s programs

The H.R. Doctor Is In

Emergency Management – A Friend Indeed

The Police Activities League, programs go by the wayside this year. The Police Activities League, including its after-school and summer programs, is probably one of them. The Police Activities League, which normally received substantial sponsorship of the Jackie Torrence Reading Challenge. Storytelling Festival and the Summer Reading Challenge.

Stanislaus County, Calif. saw some of its recreational programs for children from underprivileged neighborhoods and summer lunch programs go by the wayside this year. The Police Activities League, which normally received substantial funding from the county, operated a much smaller program ending some of its activities on June 30. One of the major swimming pools in the county stayed open thanks to funding from a community group, but it was without a summer lunch program or recreational programs. Other pools were closed.

The City and County of Broomfield, Colorado is seeking an Assistant City and County Manager. This is a highly responsible executive staff-level professional position, providing leadership, strategic direction and supervision for assigned departments.

The incumbent assists the City and County Manager and Deputy City and County Manager in assigned areas of operation of the City and County Works with the City and County Manager and

Job Market & Classifieds

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