

## Senate Agriculture Committee approves 2012 Farm Bill

By **ERIK JOHNSTON**  
ASSOCIATE LEGISLATIVE DIRECTOR

The Senate Agriculture, Nutrition and Forestry Committee approved its version of the 2012 Farm Bill April 26 by a bipartisan vote of 16-5. The Agriculture Reform, Food and Jobs Act of 2012 does not provide mandatory funding for the

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Photo by Erik Johnston

NACO representative and Brookings County, S.D. Commissioner Don Larson, (second from right) discusses rural development issues with fellow panelist, Leanne Mazer, executive director, Tri-County Council for Western Maryland. Also pictured is Charles F. Conner, president, National Council of Farmer Cooperatives. The panelists appeared before the House Agriculture Committee April 25.

## LUCC holds 2012 Fly-in

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

More than 17 members of NACO's Large Urban County Caucus (LUCC) were on hand for its annual fly-in April 17-19 in Washington, D.C.

Throughout, participants urged the federal government to support federal assistance and legislative priorities affecting urban counties and their residents, especially those relating directly to jobs and economic opportunity.

The fly-in started with a legislative briefing April 18 moderated by Edwin Rosado, NACO legislative director. Afterwards, LUCC members proceeded to the House and Senate office buildings to meet with more than 68 congressional offices in support of a variety of NACO legislative priorities which included the following:

- funding for the Community Development Block Grant (CDBG) and HOME Investment Partnerships Programs
- funding for State and Local Law

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### QuickTakes

#### Most Peaceful States

- |                   |               |
|-------------------|---------------|
| 1 - Maine         | 3 - Vermont   |
| 2 - New Hampshire | 4 - Minnesota |
|                   | 5 - Idaho     |

The State Peace Index is based on five factors: the homicide rate, violent crime rate, incarceration rate, police presence and availability of small arms.

Source: Institute for Economics and Peace 2012

## Dental Discount Program now available to member counties

By **ANDREW S. GOLDSCHMIDT**  
DIRECTOR, MEMBERSHIP MARKETING

After a thorough vetting process that included a formal request for proposals process and a successful one-year pilot, the NACO Dental Discount Program is now available to all member counties in 47 states. The program gives counties an opportunity to offer their uninsured residents or employees dental and orthodontics savings. The discount card allows people to save 5 percent to 50 percent on dental care and 20 percent on orthodontics.

The NACO Dental Discount Program is easy to use. County residents pay an annual or monthly fee for access to participating providers

who have agreed to give services at discounted rates. For individuals, the fee is \$59 per year or \$6.95 per month. For families, the fee is \$69 per year or \$8.95 per month.

With the dental discount program, a county resident simply schedules an appointment with a participating dentist or specialist and presents the membership card to receive a discount at the time of service.

"Especially during these tough times, NACO is excited to introduce another substantial membership exclusive service with the NACO Dental Discount Program, which can assist county residents and county employees who do not have dental insurance," said NACO President Lenny Eliason, commis-

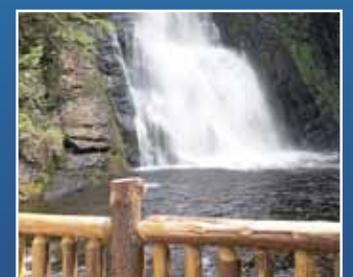
sioner, Athens County, Ohio. "This program is the latest of many valuable services that our association provides to our member counties."

Important program highlights:

- everyone is accepted
- family membership includes all family members
- discounts are available at the time of service
- unlimited plan usage, with no administrative forms or waiting
- significant savings on dental cleanings, x-rays, braces, dentures, crowns, root canals and more
- discount dental plans are a great option for individuals or families on tight budgets, but who

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### CountyNews Features

# MEMORANDUM

**TO:** NACo Members  
**FROM:** Chris Rodgers, First Vice President  
**RE:** 2012 - 2013 Presidential Leadership and Committee Appointments

Looking ahead to my year as NACo president, I want to take this opportunity to let you know about the appointments that I will have the privilege of making to NACo's leadership team. These appointments are for one- to three-year terms, and membership on some of these committees has specific requirements. Following are the appointments along with the qualifications required for each.



**IMPORTANT: Steering committee membership is not a part of this application process.**

The NACo president appoints only the steering committee leadership.

The State Associations of Counties are responsible for nominating the general steering committee members. If you are interested in becoming a member of a steering committee you must contact your state association directly.

**PLEASE COMPLETE AN ONLINE APPLICATION IF YOU ARE INTERESTED IN BEING CONSIDERED FOR A PRESIDENTIAL APPOINTMENT TO ANY OF THE FOLLOWING COMMITTEES OR TO THE NACo BOARD OF DIRECTORS.**

## ■ Steering Committee Leadership

The 11 steering committees will each have a leadership team consisting of a chair, an appropriate number of vice-chairs, and subcommittee chairs and vice-chairs. Those applicants who have been active members of the steering committee will be given preference in consideration for these appointments. The applicant should be willing to help coordinate leadership conference calls, develop the meeting agendas, and testify before Congress if necessary. These appointments are for one year.

## ■ Caucus Steering Committee Leadership and Members

The Rural Action Caucus Steering Committee and the Large Urban County Caucus Steering Committee will each have a chair and an appropriate number of vice-chairs and committee members. Applicants who have been active members of these caucuses will be given preference in consideration

for these appointments. These appointments are for one year.

## ■ At-Large Appointments to the NACo Board of Directors

Each president appoints 10 at-large directors to the NACo Board of Directors for a one-year term. These appointments are to add balance to the board with respect to any inequities between urban and rural, gender, geography and minority representation. As with our communities, our strength is in our diversity. These appointments are for one year.

## ■ Standing Committees

The Standing Committees are as follows:

- *Finance Committee.* Advises the officers on the annual budget of the association before it is presented to the Board of Directors and provides oversight on other financial issues as directed by the Officers. (Appoints three members for a three-year term with a background in finance and/or investment.)

- *Information Technology Committee.* Advises the officers on information technology issues and provides oversight on NACo information technology projects. (Appoints the chair, two vice chairs, and 22 members for a one-year term.)

- *Programs and Services Committee.* Advises the officers regarding the development and evaluation of programs and services for NACo members. (Appoints the chair for a one-year term and eight members for three-year terms. Selects one or two vice-chairs from the membership of the committee.)

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# FY13 energy, water appropriations bill approved

By JULIE UFNER  
 ASSOCIATE LEGISLATIVE DIRECTOR

The House Appropriations Committee approved by voice vote the FY13 Energy and Water and Related Agencies appropriations bill April 25.

It funds a number of federal agencies — Department of Energy (DOE), Army Corps of Engineers (Corps) and a number of independent agencies—to the tune of \$32.1 billion. This is a cut of \$965 million below the Obama administration's request.

During committee debate, an amendment was added by a vote of 29–20 that prohibits funding for the Corps to develop or implement new guidance to expand the scope of federal jurisdiction under the Clean Water Act. This pertains to

the “waters of the U.S.” guidance that is expected to be finalized soon.

## Department of Energy

The DOE is slated to receive \$26.3 billion for FY13. This is a cut of \$365 million under last year's funding levels and \$1.8 billion less than the administration's request. The committee chose to provide \$1.01 billion toward DOE programs that tackle the issue of high gasoline prices. Additionally, \$25 million is geared toward a new shale oil program.

The bill provides \$554 million for research and development into natural gas, oil, coal and other fossil fuel energy technologies. This is \$207 million over last year's levels. Nuclear energy research and development activities would receive \$765 million. Language to

support continuation of the Yucca Mountain nuclear storage project is included.

## Army Corps of Engineers

Under the bill, the Corps would receive \$4.8 billion for FY13. There are no congressional earmarks. Navigation projects and studies will receive \$1.89 billion. This includes \$1 billion for the Harbor Maintenance Trust Fund. Flood risk-management activities are funded at \$1.45 billion, this includes \$451 million for dam safety improvement projects. Prioritized flood control and navigation projects would get \$324 million under the bill.

## Bureau of Reclamation

In order to protect and manage the water resources in western states, the Bureau of Reclamation is set to receive \$988 million, \$89 million below FY12 levels.

The bill now moves to the House floor for consideration.

# Notice of Intent filed to regulate runoff from logging roads

By JULIE UFNER  
 ASSOCIATE LEGISLATIVE DIRECTOR

The Environmental Protection Agency (EPA) sent a “Draft Notice of Intent to Address Discharges from Forest Roads” (RIN: 2040-ZA19) document to the Office of Management and Budget for review April 25. Little is known about the contents of the proposal, but it will likely impact rural county-owned roads in forested areas.

The issue stems from a federal court case out of the 9th Circuit, *NEDC v. Brown*, dealing with runoff from logging roads. Runoff from logging roads has been exempt under the long-standing Silvicultural Rule (Silviculture is the branch of forestry dealing with the care and development of forests.) The Silvicultural Rule specifically defines timber “harvesting operations, surface drainage, or road construction and maintenance from which there is natural runoff” to be “non-point source silvicultural activities,” which therefore fall under state permitting authorities.

NACo supports continuation of the Silvicultural Rule.

The 9th Circuit disagreed with the Silvicultural Rule, holding that

stormwater runoff that is collected and channeled in a system of ditches and culverts before being discharged into streams and rivers constitutes a point source, and therefore, should be federally regulated.

The court's opinion also leaves many critical questions unanswered. Even if the opinion were limited to logging roads, what constitutes a logging road?

Contrary to the court's assumptions of fact, many forest roads, including the roads at issue in this case, are not dedicated to logging. They are used for a variety of purposes, both public and private.

If this is the case, it raises the question of who is responsible for obtaining the required permits. The court did not address whether the permit obligation rests with the owner of the roads or every entity that transports logs on the roads, or even those using the roads to access the forest for recreation.

While the court's ruling applies strictly to the nine western states within the 9th Circuit, the U.S. Supreme Court recently asked the solicitor general whether it should hear *NEDC v. Brown*. The Supreme Court will decide in the next month or two whether to hear the case.

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# NACo Farm Bill priorities highlighted at House hearing

By **ERIK JOHNSTON**  
ASSOCIATE LEGISLATIVE DIRECTOR

The U.S. Department of Agriculture's broad range of rural development programs should be made a priority in the 2012 Farm Bill, Don Larson, chair of NACo's Agriculture and Rural Affairs Steering Committee, told a House Agriculture Committee panel on April 25.

Larson testified before the subcommittee on Rural Development, Research, Biotechnology, and Foreign Agriculture. The House Agriculture Committee is about a month away from releasing its draft version of the Farm Bill and is holding a series of hearings on key titles in a run-up to completion of its bill. Making rural development programs a priority — and reauthorization and funding for key provisions such as rural development, energy, agriculture, nutrition, research and conservation — are key legislative priorities for NACo.

"USDA's broad range of rural development programs should be made a priority in the next Farm Bill," said Larson, a Brookings County, S.D. commissioner, "because they are a critical source of grant and loan funding that is leveraged by rural businesses, rural communities

and rural people to overcome these challenges in order to create jobs."

During the hearing, "Formulation of the 2012 Farm Bill: Rural Development Programs," he stressed three key points:

- The lack of sufficient and coordinated infrastructure develop-

ment and capital are two critical obstacles to economic development and competitiveness in small town and rural America, and USDA Rural Development is a key partner in overcoming these obstacles.

- Rural residents, businesses and communities are increasingly operat-

ing in dynamic regional economies, and USDA Rural Development programs must be reshaped to promote and give greater flexibility to these successful regional approaches and local collaborations, and

- rural stakeholders are united in their support for USDA Rural

Development programs and have provided a comprehensive list of recommendations to improve these programs.

The full testimony is available in the Agricultural and Rural Affairs section of [www.naco.org/legislation/policies](http://www.naco.org/legislation/policies).

## Dental Program, flexible addition

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still place great importance on their family's dental hygiene.

The plan can complement health insurance plans or work with health savings accounts, flexible spending accounts and health reimbursement arrangements. This plan is not insurance.

For more information on implementing this new program in your county, go to [www.naco.org](http://www.naco.org) and click on "Solutions Center" and "Help Your Residents" from the drop-down list. You will see a clear link to the NACo Dental Discount Program. You may also call toll-free for more information at 1.888.407.6226 (NACo) and ask for "membership."

*(Currently, the program is not available in the states of Montana, Vermont and Washington, but NACo is working with the program partner Careington, Intl. to offer the program in the future for the counties within these states.)*



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# Conservation, nutrition programs cut; broadband maintained

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rural development title, which received \$150 million in the 2008 bill. An amendment by Sen. Sherrod Brown (D-Ohio) was offered that would have added mandatory funding but was withdrawn. NACo will work to add mandatory funding when the bill reaches the Senate floor, which could occur this month.

NACo's efforts to make the rural development title work better for county governments was successful as numerous policy changes, such as a new technical assistance component for community facilities, streamlining of applications, and a new focus on funding coordinated and strategic regional rural development efforts were included. NACo spearheaded a coalition letter to the Senate Agriculture Committee that outlines concerns and positive aspects of the rural development title.

The draft bill originally did not provide mandatory funding for the energy title. However, an amendment offered by Sens. Kent Conrad (D-N.D.), Richard Lugar (R-Ind.) and a bipartisan group of senators restored \$800 million in mandatory funding for the title's programs, which are also a NACo priority.

The Conrad-Lugar amendment includes \$241 million over five years for the Rural Energy for America Program, \$193 million for Biomass Crop Assistance Program, \$216 million for the Biorefinery Assistance Program, \$130 million for the Biomass Research and Development Program, \$15 million for the Biobased Markets Program, and \$5 million for a Biodiesel Education Program.

This funding restoration was critical because unlike the rural development programs that are almost entirely funded through the yearly discretionary appropriations process, the energy title programs would likely cease to exist without mandatory funding. NACo worked with a coalition of partners to advocate for this restoration of funding.

NACo's efforts to provide enhanced support for beginning farmers and ranchers was successful on several fronts including reauthorization of the Transition Incentives program, which promotes the sale of Conservation Reserve program land to beginning farmers and ranchers, the Beginning Farmer and Rancher Individual Development Accounts program, and the Beginning Farmer and Rancher Development program at \$10 million. BFRD includes a new priority on military veterans.

The bill would save \$26.4 billion over 10 years, largely by cutting \$19.5 billion from the commodity title through eliminating direct payments, the counter-cyclical program and the Average Crop Revenue Election program—replacing them with a new Agriculture Risk Program and increased support for a new a “shallow loss” crop insurance. This represents a \$19.5 billion cut from the commodity title.

The conservation title was cut by \$6.4 billion, largely by reducing the Conservation Reserve program and consolidating 23 existing programs into 13. Nutrition programs are cut by \$4.3 billion through tightening eligibility standards for the Supplemental Nutrition Assistance Program, formerly called food stamps. The Congressional Budget Office cited increased expenditures in several titles, including research, horticulture and a new risk-management program for cotton and peanuts.

The markup of the Agriculture Reform, Food and Jobs Act of 2012 nearly collapsed as southern senators asked the committee's leadership to delay consideration of the bill due to concerns about inadequate protections for cotton, peanut and rice growers.

However, the committee pressed ahead and lost the votes of four southern Senators who vowed to bring up amendments when the Farm Bill hits the Senate floor to further protect cotton, rice and peanuts that do not benefit from crop insurance.

The expansion of the definition of rural is an under-the-radar change that will impact project eligibility in rural counties for rural development programs. The Senate bill defines rural area as any area other than a city or town of 50,000 or more people, and those urban areas contiguous or adjacent to these cities and towns. However, units of local government in these

urbanized areas are allowed to petition the under secretary for rural development to determine if part of one of these ineligible areas is actually rural based on population density, economic conditions and commuting patterns.

This change provides one definition of rural under the rural development programs, but still provides priority for communities given the old population criteria standards of 10,000 or fewer inhabitants for water programs, and 20,000 or fewer inhabitants for community facility projects.

The business programs already had the 50,000 and under population criteria standard. NACo does not have policy regarding the definition of rural.

## Rural Broadband

The rural broadband programs are maintained with the Distance Learning and Telemedicine Grant program reauthorized with no changes. The Broadband Access Program is changed substantially. It would have a grant and loan component — similar to the stimulus broadband programs — unlike the previous Farm Bill program that relied solely on loans for broadband expansion.

The program would also focus funding on areas with a population of 20,000 or fewer. Priority will also be given to areas experiencing outmigration, isolation and low income. NACo was successful at making local governments eligible for the program and inserting a provision that will require all applicants to collaborate with their units of local government.

## Rural Business

The rural business programs are reorganized and refocused. The Rural Business Opportunity Grant program and Rural Business Enterprise Grant programs are consolidated into the Rural Business

Development Grants program. Supporters hope that by combining these smaller programs counties and other applicants can streamline their application process, and that streamlined program will be more attractive to appropriators.

The NACo-supported Intermediary Relending program (IRP) is reauthorized and the Rural Microenterprise Assistance program (RMA) is also reauthorized. NACo

is seeking to add a provision to RMA that will allow local governments to serve as the intermediaries providing technical assistance and grants to small businesses as is the case for the IRP program which serves larger businesses.

\*To read a letter from NACo to the Senate Agriculture Committee on the rural development title, visit this story online at [www.naco.org/countynews](http://www.naco.org/countynews).

## Profiles in Service



### » Bryan Desloge

NACo Board Member  
Commissioner  
Leon County, Fla.

**Number of years active in NACo:** 6 years

**Years in public service:** 25 plus years active in the community on various boards, committees, projects, etc., and as an elected official since 2006

**Occupation:** president of a medical equipment company and partner in various business interests

**Education:** Bachelor's degree in finance and real estate from Florida State University — Go Noles!

**The hardest thing I've ever done:** completed an Ironman in 2009

**Three people (living or dead) I'd invite to dinner:** First, my wife Beth! We have four great children, been married 27 years, and I still enjoy the all-too-rare quiet dinner with her... after that, St. Paul and Thomas Jefferson.

**A dream I have is to:** see an end to the political bickering we find too often in our nation's discourse. I would prefer that people worked on solutions regardless of partisan leanings (see *VillageSquare.com*.)

**You'd be surprised to learn that I:** was a ski bum in Aspen in the early 80's

**The most adventurous thing I've ever done is:** made the summit of Denali in May 2011 — took nearly a month carrying a 60 lb. pack, pulling a 50 lb. sled with temperatures at minus 40 degrees at times. The danger of this adventure came home when six people died on the mountain while I was there.

**My favorite way to relax is:** go for an early morning run with friends.

**I'm most proud of:** my children and my father, who at 86 still works for Habitat for Humanity three times a week.

**Every morning I read:** the *Tallahassee Democrat*, *Wall Street Journal* and the national news online.

**My favorite meal is:** any meal at home with my family ... and if the kids are in town, that's a bonus.

**My pet peeve is:** the lack of civil discourse — people who make politics personal.

**My motto is:** “Life is an adventure or nothing at all!”

**The last book I read was:** “Onward: How Starbucks Fought for Its Life Without Losing Its Soul,” by Howard Schultz and Joanne Gordon.

**My favorite movie is:** “The Shawshank Redemption.”

**My favorite music is:** Allman Brothers, REM and U2.

**My favorite president is:** George Washington — who said little but accomplished much.

## In Case You Missed It ...

### News to Use from Past County News

#### ► WIR Conference to focus on economic development, health care, federal funding

The 2012 Western Interstate Region (WIR) Conference, May 16–18, is being hosted by Santa Fe County, N.M. Featured speakers include Dr. Lowell Catlett, regent's professor at New Mexico State University, Rep. Ken Ivory (R-Utah), and Butch Blazer, deputy under secretary for Natural Resources and Environment, U.S. Department of Agriculture. Workshops include economic development trends in western counties, health care — provider funding, drought and wildfires, federal highway funding and more.

To register and view conference details, visit [www.naco.org/meetings/participate/WIRConference](http://www.naco.org/meetings/participate/WIRConference).

# County jail cellblocks cater to military vets

By CHARLIE BAN  
STAFF WRITER

Living in close quarters, following commands to a T, and facing discipline if they fall out of line — jail inmates and servicemen have a lot in common, and a few counties are taking an opportunity when those populations overlap.

By housing inmate veterans together, sheriffs in San Francisco and Muscogee County, Ga. are hoping to make their inmates' stays more productive and positive. The practice is increasing among prisons, but few counties do it, owing to the short-term stays of many inmates.

Muscogee County debuted its 16-bed cell for veterans in April, after realizing that roughly 15 percent of the county's jail population had served in the armed forces.

"You're always looking for ways to manage your jail population, and this seemed natural," said Sheriff John Darr. "When you have a group of inmates that share a characteristic like their military service, they often have a lot of similar problems, and it can be easier to provide programming to that group when they're all in the same place."

Though it has only been a month,

Darr said the changes have already paid off for many of the participants.

Behavioral problems are down in that section, he said, motivated in part by the threat of losing their privileges but also by returning them to an environment they experienced in the service.

"It's like they're in the barracks again," he said. "The atmosphere has been less antagonistic among inmates and between them and guards, and we're hoping it can be an opportunity to change their attitudes. We get a lot of 'yes, sir!' and 'no, sir!' responding as if the guards are commanding officers."

"When they get in front of a judge when it's time for their trials, they will hopefully have excellent disciplinary records while in jail."

The environment has also already caused some of the veteran-inmates to open up more in group therapy, according to Jail Chaplain Neil Richardson.

"When other group participants have been through some of the same experiences they have, we're finding that they don't withdraw as much," he said. "They seem to support each other in a way many weren't when mixed in the general jail population. They're more apt to say, 'Yes I have



Photo courtesy of Muscogee County, Ga.

The veteran's cell at the Muscogee County, Ga. Jail houses 16 inmates, whose shared experience in military service form a higher standard of conduct and a bond among them.

this problem too, I need help."

In addition to the jail's existing drug and alcohol addiction treatment programs, various veteran-specific services, such as post-traumatic stress disorder counseling, all come to the jail through existing nonprofits. Since no new construction was required for the cell block, the only costs to the program was the time involved in shuffling cell assignments to put the veterans together.

"It didn't cost us anything, and by getting a lot of the veterans in one place, it's easier for therapists to reach their patients," Darr said.

In addition to inmate services, the jail also sets up mentors through various local veterans groups to assist with the post-incarceration transition.

San Francisco County Jail Number Five is nearing the end of its second year of a program called

COVER—Community of Veterans Engaged in Restoration.

Inmates in the unit designed to hold 48 people have access to programming from the Resolve to Stop the Violence Project (RSVP), and Susan Fahey, the sheriff's office's public information officer, said various services are offered in an effort to change violent behavior that the men had learned during their lives. COVER programming also incorporates victim restoration in its treatment method.

"The ultimate goal is to reduce recidivism, but we are hoping to repair the damage they suffered in war," she said. "They didn't go into the service this way."

Programming is a mix of mandatory services, including RSVP training, and electives, like continuing education. Psychiatric services are available, but much of the support comes from volunteers, often retired servicemen and inspirational speakers. Musician and Vietnam War protester Country Joe McDonald makes regular visits, to the delight of many of the inmates who rue the conflict.

"The population in the unit is

See VETERANS page 12

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# King County, Wash. governs with 'Lean' approach

By CHARLES TAYLOR  
SENIOR STAFF WRITER

Dow Constantine ran on a reform platform when he campaigned for King County, Wash. executive in 2009. After nearly three years in office, the changes he ushered in are achieving positive results through employee-led process improvements and using techniques borrowed from the world of manufacturing called "Lean" management.

Lean requires a constant focus on customers — in government's case citizens and consumers of services — and continuous improvement. Constantine's goal is squeezing out 3 percent more efficiency from county departments

from year to year.

With Japanese roots, Lean derives from the Toyota Production System's philosophy of maximizing customer value while minimizing the waste in processes. The county drew its inspiration — and some expertise — from The Boeing Co. The aircraft manufacturer lent experts and trainers to the county from its extensive operations in the Seattle area.

In King County, Lean is being implemented by a team of former rivals; Constantine hired as his deputy executive Fred Jarrett, a former Boeing manager who opposed him in the primary for county executive.

Constantine's reforms are making progress, according to

the King County Government Reform Study Committee, which proclaimed: "The new administration has made a positive start on its reform agenda." The committee was created by the King County Municipal League and its foundation, of which Vanessa Lund is president.

"It's going to take a while to see real tangible results," she said. "It isn't just about changing what you do, it's changing how you think about what you do. And that kind of cultural change in any organization is hard, let alone government."

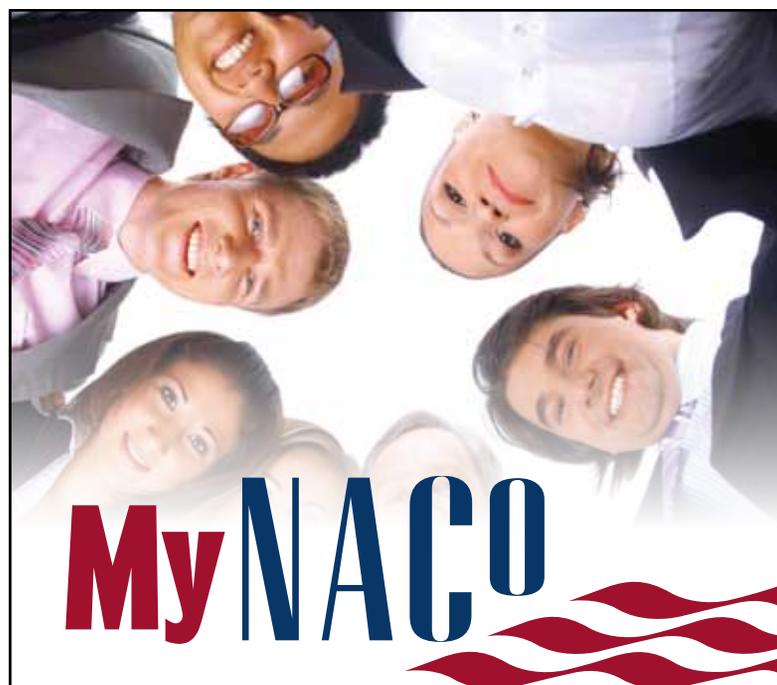
Like King County, counties nationwide still are reeling from the recession and housing market collapse, which led to declining tax revenues, higher demand for safety-net services and decreasing federal and state dollars.

See LEAN page 10



Photo courtesy of King County, Wash.

King County Executive Dow Constantine with office manager Rosa Orams as she walks through the results of a Lean workshop that led to a two-thirds reduction in the time spent to transmit most legislation from the executive's office to the County Council.



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and click on the **MyNACo** tab at the top right of the navigation bar.

\*20/20/20

Just to make it interesting: the 20th profile added by May 20 will win a \$20 Starbucks gift card.

## LUCC members stress need for aid to local economies

LUCC from page 1

Enforcement and Juvenile Justice Assistance Programs

- funding for the Community Services Block Grant program
- preserving Medicaid
- funding for Workforce Development Programs
- reauthorization of the federal surface transportation program; and
- support for the collection of taxes on remote sales.

Members of Congress were mixed in their support of NACo's policy positions. However, LUCC members stressed during their visits that all levels of government must work together

to find innovative ways to meet the needs of communities and jump-start local economies. Furthermore, LUCC members urged members of Congress and the Obama administration to include county officials in all legislative and regulatory discussions that impact counties and highlighted a number of pioneering programs in their communities.

On day three, LUCC members met at the Eisenhower Executive Office Building with administration officials for discussion on several issues important to metropolitan communities.

Department of Homeland Security officials highlighted a number of

reforms including enhanced travel security measures at the nation's airports, while DOT discussed the TIGER Grant program. HUD showcased its sustainable community initiative, which LUCC has strongly supported since inception. Valerie Jarrett, a senior advisor to President Obama, spent considerable time with the LUCC fly-in members and discussed the importance of continued collaboration with local governments to move America's economy forward.

All NACo members are encouraged to visit the LUCC website for information about the 2013 fly-in, as well as other LUCC events at [www.naco.org/urbancounties](http://www.naco.org/urbancounties).



Photo courtesy of the White House

LUCC members meet with White House officials during the group's annual fly-in. Pictured are: NACo President Lenny Eliason; LUCC Chair Helen Holton; Joanna Turner, USDOT, deputy assistant secretary for governmental affairs; and Valerie Jarrett, senior advisor to President Obama.

# Destination Marketing Organizations

## Tourism and Destination Marketing: Smart investments for immediate returns

As municipalities struggle with lagging revenues, budget deficits and ongoing demands to provide citizens vital services, destination marketing and tourism investment may be perceived as frivolous. Nothing could be further from the truth.

As its community's primary tourism marketing body, a destination marketing organization (DMO), occasionally called a convention and visitors bureau, masterminds the marketing of its locale to business and leisure travelers. Through their focus on tourism marketing, sales and servicing, and the resulting dollars brought in by those efforts, DMOs play a significant role in the long-term economic development of their destinations.

At the end of the day, DMOs are investment accounts for com-

**Every \$1 spent on advertising for the With Love campaign generates \$100 in direct visitor spending in Greater Philadelphia—plus \$11 in state and local taxes.**

Tourism Economics,  
Longwoods International

munities — not a cost to communities — and their efforts deliver real dividends to local governments, businesses and residents. Destination marketing efforts don't compete

with public service programs; they actually bring new revenue into local areas to help pay for them.

Think about it this way — every new traveler that the DMO attracts to your county spends money in local businesses including hotels, restaurants, shops and attractions, and becomes a temporary taxpayer contributing to the county tax base.

New visitors pump cash into local businesses and public coffers, enhance the lifestyle of residents, and importantly in this economy, create jobs. In fact, the job creation from the travel and tourism industry continues to be one of the few bright spots in U.S. employment figures. The U.S. Labor Department's latest figures show while overall employment

grew at a slower pace in March, the travel industry still added 6,000 new jobs, bringing the industry's total direct employment to 7,564,000. Since February 2011, travel employment has increased by 131,300.

Tourism marketing is one of the smartest, most efficient and immediate returns for generating new community revenues. Both the positive impacts of marketing and the negative effects of eliminating marketing are well-documented. When Colorado cut tourism investment to zero, its share of U.S. travel plummeted 30 percent within two years, creating a revenue loss of more than \$2 billion annually. On the flip side, when the Greater Philadelphia Tourism Marketing Corporation

(representing a five-county region in eastern Pennsylvania) invested \$4 million in its "With Love" tourism marketing campaign, it generated \$432 million in visitor spending, \$24 million in new state tax revenue, \$22 million in tax revenue to local governments and over 7,000 new jobs.

The passion that destination-marketing professionals bring to their communities and the power of their marketing and sales efforts are now being realized as real revenue generators. Community leaders looking for solutions to generate new spending, revenues and jobs for their counties would be wise to support and even further invest in marketing their destinations to attract visitors.

### Tourism supports 61,000 jobs in Cuyahoga County, Ohio

An economic development organization dedicated to advancing and advocating for Cleveland, Ohio's travel and tourism industry, Positively Cleveland supports 61,000 small business jobs and \$5.9 billion of economic impact (generating \$225 million in local taxes) from the tourism industry in Cuyahoga County.

Promoting Northeast Ohio to

See **CLEVELAND** page 8

## Poconos uses live video to inspire visitors

People today are highly engaged with real-time updates such as weather reports and traffic cams, because they are useful and credible when presented by recognized media and talent.

The Pocono Mountains Visitors Bureau partnered with regional television stations to bring the Pocono Mountains into the homes and hands of millions. This innovative marketing partnership uses 15 high-quality, Web-based video cameras showing viewers why life's greater in this 2,400-square-mile region. From Lakes Wallenpaupack to Bushkill Falls, these real-time videos can be seen by anyone interested in what is happening in the Pocono Mountains.

Shown by NBC Philadelphia and New York, WPIX-TV New

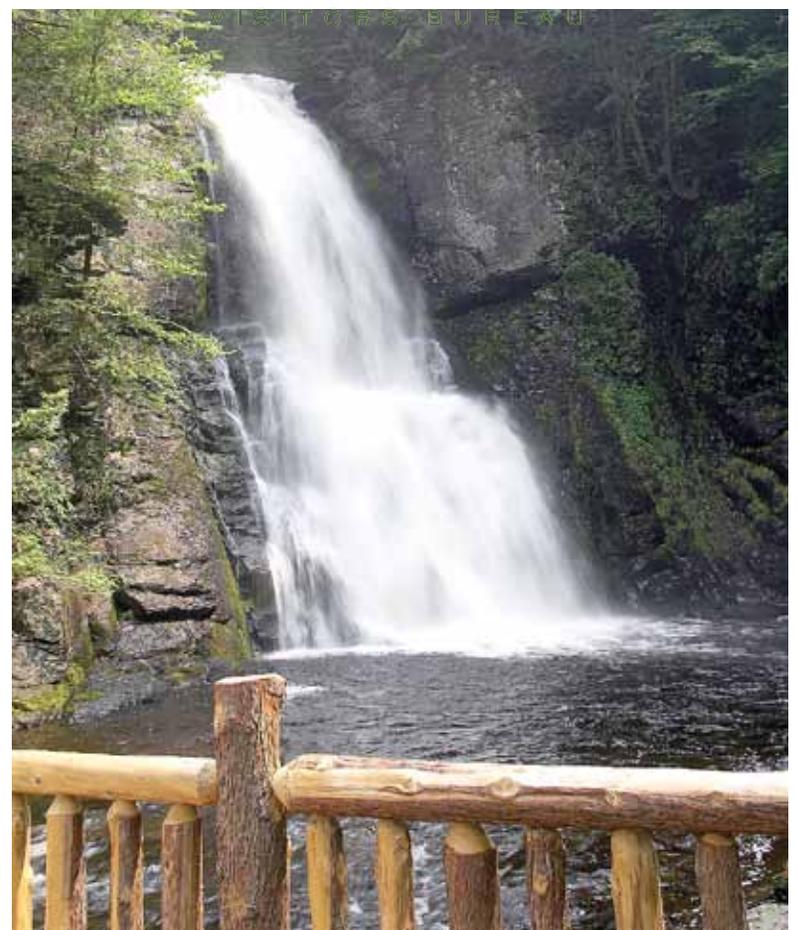
York, WFMZ-TV Allentown, WBAL-TV Baltimore and WGAL-TV in Harrisburg, the video feeds give Pocono Mountains the reach of mass-media TV, with a message that is more believable and less expensive. The video content is also streamed via *800poconos.com*, mobile devices and WPIX, WFMZ and partner websites.

The first destination to market itself with this kind of live video integration, Pocono Mountains has seen irrefutable results with 23 percent more Web traffic from New York, Pennsylvania and New Jersey, as well as, \$157,000 increase in room tax revenue from September 2010 to September 2011. In addition, countless visitors reference the video-cams.

Ultimately, these images provide a real-time reason to for visitors to escape to the Pocono Mountains. Follow PoconoTourism on Facebook and Twitter to stay current with up-to-date information.

Pocono Mountains Visitors Bureau, established in 1934, is the official destination marketing organization for the four counties of Carbon, Monroe, Pike and Wayne in northeastern Pennsylvania, striving to promote, educate and attract visitors to the beautiful Pocono Mountains.

  
**POCONO MOUNTAINS**<sup>SM</sup>



Bushkill Falls

Photo courtesy of Pocono Mountains, 800poconos.com

 **Destination Marketing**  
Association International

**Destination & TRAVEL**  
FOUNDATION

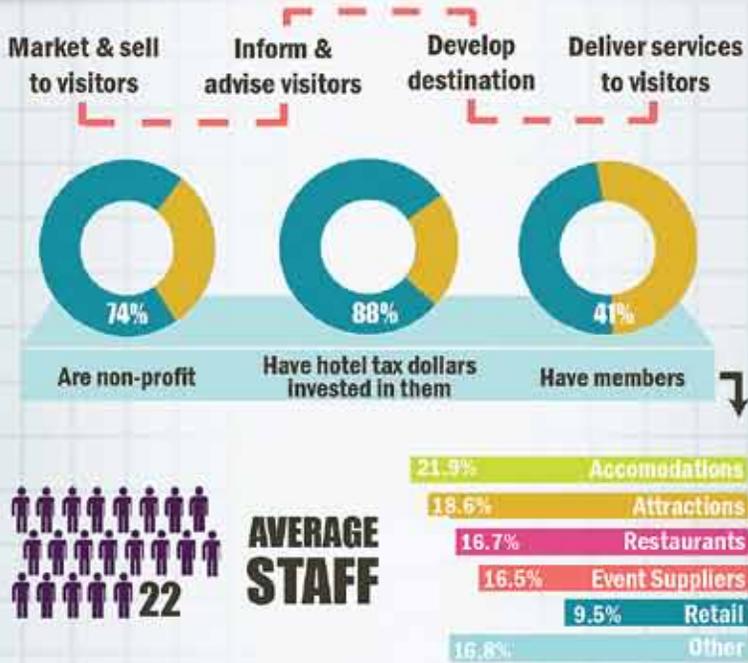
This report is sponsored by the Destination & Travel Foundation and the Destination Marketing Association International (DMAI), two organizations that advocate for the professionalism, effectiveness, and significance of official destination marketing organizations (DMOs), representing over 3500 professionals and 600 DMOs in over 20 countries.

2025 M Street, NW, Suite 500, Washington, D.C. 20036  
[www.destinationmarketing.org](http://www.destinationmarketing.org)

# DESTINATION MARKETING ORGANIZATIONS (DMOs)

BUILDING COMMUNITIES & CREATING JOBS THROUGH TOURISM

## WHAT DMOs DO

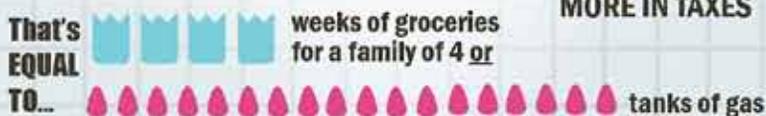


## WHAT THEY CREATE

DMOs have a major impact on a **\$704 BILLION TRAVEL & TOURISM INDUSTRY**



Without tax revenue generated by travel & tourism, U.S. households would pay **\$1000 MORE IN TAXES**



# Meetings mean business

Face-to-face meetings have gotten a bad rap recently, but the fact is that responsible meetings mean business for both companies and communities.

### For Companies

Successful businesses utilize meetings to educate, collaborate, innovate and secure business.

**Travel and sales are inextricably linked:** Business travelers estimate that 50 percent of prospects become customers when an in-person meeting takes place. Additionally, trade shows and exhibitions represent an important source of sales for participating companies. U.S. businesses estimate these events generate an average of 20 percent of their company's annual revenue (that can often make the difference between a successful or failing company).

**Spurs innovation:** Even digital giants like Facebook and Google hold face-to-face meetings to launch new products. Over two-thirds of executive travelers (70 percent) believe that business travel is "extremely" or "very" important to innovation and to "added productivity/efficiency."

**Cutting back travel is risky business:** Furthermore, cutting back on business travel is seen as a significant business risk. Nearly 40 percent of respondents estimate that between 25 percent and 49 percent of their current customers would switch to a competitor without in-person meetings.

All in all, business travel improves corporate productivity, yielding a return on investment of 10 to 1. These details are from the World Travel & Tourism Council's 2011 report, "Business Travel: A Catalyst for Economic Performance," conducted by Oxford Economics.

### For Communities

Throughout the nation, business travel and meetings generate spending and create local jobs. Annually, 1.8 million meetings directly support 1.7 million U.S. jobs — more than the U.S. auto industry. Additionally, these meetings generate \$263 billion in direct spending, \$14.3 billion in federal tax revenue and \$11.3 billion in state and local tax revenue.

"Investing in your official destination marketing organization (DMO) to attract meetings to your destination can provide great returns for your community," said Michael D. Gehrisch, president and CEO, Destination Marketing Association International (DMAI).



Michael Gehrisch, DMAI: "Meetings mean spending ... the economic benefits of events and meetings ripple through local communities."

## Positively Cleveland's efforts show 100-fold return on investment



CLEVELAND from page 7

# CLE+

convention and meeting planners, as well as leisure travelers, in 2009 the work produced by Positively Cleveland contributed to the generation of \$1.7 billion in tourism employment wages for Cuyahoga County workers.

Positively Cleveland books more than 250 meetings and conventions each year into various venues, accounting for more than 200,000 room nights for local hotels. For every \$1 Positively Cleveland spends selling conventions and meetings, the organization returns \$105 to the community.

Beyond meetings and conventions, the region currently welcomes more than 13 million visitors every year who come to visit Northeast Ohio's world-class museums, restaurants, music and

theater, parks and waterways, sports teams, arts and culture, historical significance, business centers of excellence, health care, retail, nightlife and business location advantages.

Of the 34.8 million overnight trips to Ohio in 2010, more were made to the Northeast Ohio region than any region in the state.

In the next five years, Cleveland will invest more than \$2 billion in visitor-related infrastructure development. Positively Cleveland is looking forward to seeing tourism numbers grow with the wealth of infrastructure development on the horizon.

# U.S. looks to attract more international travelers

Between 2000 and 2010, as global travel grew at unprecedented rates, the U.S. saw virtually zero growth in overseas travel. However, the travel industry and U.S. federal agencies are working to make the United States a top destination for international travelers once again.

As America's number one service export, travel is critical to economies all across the nation, and attracting international travelers is a key component of how the travel sector can drive job creation and spur economic growth.

## Brand USA launches first global marketing campaign

Brand USA, the new tourism marketing entity promoting the United States to world visitors, launched the USA's first-ever comprehensive marketing campaign in the United Kingdom, Japan and Canada on May 1. With a budget of \$12.3 million for the first three months, a second wave will follow in Brazil and South Korea, with several other markets to follow.

"Our goal is nothing short of rekindling the world's love affair with the USA — the place, the spirit and the dream," said Brand

**On average, an overseas visitor to the United States spends \$4,000 per trip and 35 incremental overseas visitors support one new U.S. job.**



USA CEO Jim Evans. "We want to spread America's message of welcome around the world and invite travelers to experience the limitless possibilities the United States has to offer."

Rosanne Cash, daughter of music legend Johnny Cash and Grammy award-winning singer-songwriter, composed an original song, "Land of Dreams," to serve as the heart of the campaign (free download: *DiscoverAmerica.com*).

## President calls for a National Travel and Tourism strategy

Responding to President Obama's executive order for a National Travel and Tourism Strategy, federal agencies are also making it easier for people to visit the thousands of premier tourist destinations across the United States.

The Department of State is meeting the growing demand for tourist visas in places like Brazil and China by increasing staff and expanding hours, and the Department of Homeland Security is expanding programs like Global Entry, which expedites clearance for preapproved, low-risk travelers through dedicated lanes and kiosks.

Promoting America's iconic destinations (i.e. national parks, cultural monuments, etc.) to international visitors is also a focus. In an address made on April 23, U.S. Secretary of Commerce John Bryson and U.S. Secretary of the Interior Ken Salazar, indicated that the administration is putting the final touches on the new National Travel & Tourism Strategy.

# Calculating ROI on Events

DMOs can utilize Destination Marketing Association International's new Event Impact Calculator to better articulate and understand the substantial economic impacts events have on their communities.

"Return on investment metrics are crucial to understanding the value of attracting and host-

ing particular events," commented Gehrish. DMAI's calculator outputs direct and indirect spending, jobs supported, wages earned, and state and local tax impacts. This comprehensive, flexible and localized data provides DMOs and their community stakeholders real insight into the significance of a meeting's fiscal impact.

## Event Impact Example:

## DMAI Annual Convention, New Orleans (2011)

Overnight Attendees	1,000
Event Timeframe	2.5 days
Direct Spending Impact	\$1,396,300
Attendee Spending (lodging, transportation, food, retail, recreation)	\$732,217
Meeting Organizer Spending	\$485,523
Exhibitor Spending	\$178,560
Jobs Supported	763 jobs
Local Taxes Generated	\$132,403

# DMO accreditation marks excellence for destination marketing

Since 2007, the Destination Marketing Accreditation Program (DMAP) has accredited 138 official destination marketing organizations (DMO) showing a commitment to industry excellence by adhering to industry best practices.

"The DMAP process is a comprehensive review of a DMO's business procedures and accountability," remarked Michael D. Gehrish, president and CEO of DMAI. "All county managers should strongly encourage their DMO to go through the accreditation process to ensure that public monies are being spent properly and industry best practices are in place."

The accreditation application, which can take about 80 hours



to complete, requires DMOs to provide evidence of compliance with 58 mandatory standards and 30 voluntary standards including topics such as finance, technology, sales, brand management, destination development, research and stakeholder relationships. Details: [www.destinationmarketing.org](http://www.destinationmarketing.org).

# Resources for county tourism organizations

- Destination Marketing Association International (DMAI), the trade association for official destination marketing organizations (DMO), has several tools listed below to help DMOs and their communities develop and market their city as tourism destinations.
- A report called *The Future of Destination Marketing* provides a framework to help a DMO plan for the future of its destination and identifies "super trends" currently shaping the destination marketing environment.
- DMAI's *Recommended Standard DMO Performance Reporting: A Handbook for DMOs* provides recognized benchmarks to monitor and report on internal operations. Available at no cost, the handbook includes standards, definitions, productivity metrics and ROI formulas.
- *How the Visitor Industry Contributes to the Local Economy: An Analysis of Phoenix Hotels' Property and Visitor-Related Taxes*, a case study of how hotel tax contributions in Phoenix infuse the local economy with US\$166 million annually. Free.
- A report called *The Future of Destination Marketing* provides a framework to help a DMO plan for the future.
- The *DMAI & Americans for the Arts Toolkit* fosters working relationships between official DMOs and community cultural and heritage organizations, museums, festivals, historic sites, etc. Free.
- The *DMO Advocacy Toolkit* provides useful tips for building relationships with and communicating to local stakeholders about the impact of destination marketing. Free to members.

**Details: [www.destinationmarketing.org](http://www.destinationmarketing.org)**

# County websites honored for their transparency

By **CHRISTOPHER JOHNSON**  
EDITORIAL ASSISTANT

Sixty-eight county websites were among 214 sites recently named Sunny Award winners by the Sunshine Review. The third annual award program recognizes the best state and county government websites in America for transparency.

County award winners were chosen from among 6,000 government websites and graded on a 10-point transparency checklist. Editors sought information on such items as budgets, meetings, lobbying, financial audits, contracts, academic performance, public records and taxes. The checklist measures what content is available on government websites against what it believes should be provided.

"The Sunny Awards recognizes governments that are doing an exemplary job at proactively disclosing information to taxpayers,"

said Mike Barnhart, president of Sunshine Review, a nonprofit dedicated to state and local government transparency. "The winners know that information empowers every citizen to hold government officials accountable."

Palm Beach County, Fla. was one of 32 counties to receive a perfect A-plus score, having every section required by the Sunshine Review. The county, for the second straight year, had its budget visible along with contact information for county commissioners, meeting schedules and a public records search among the required items.

"The Board of County Commissioners has always made access to accurate and timely information a top priority," said Brad Merriman, assistant county administrator.

For the third straight year, Tulsa County, Okla. also received an A-plus rating. The Tulsa County website underwent major renovations starting in 2008 in response to an average grade and review

of information available online. County elected officials and management have continued to add information to the county website.

"When we overhauled our web-

site more than three years ago, our goal was to win this award," said Board Chairman John Smaligo. "I'm happy to say we achieved and have sustained that goal for the last

three years and will continue to make our website better by adding material and information that our taxpayers can access."

Lubbock County, Texas was one of 36 county web sites to receive an A-minus rating, having every section required by the Sunshine Review on its page except one. The section on lobbying had no information but other sections like county commissioner meetings and agendas helped Lubbock win its first award.

"Across Texas, there were only four counties that received this award, and there were bigger counties, like Travis. So we're hanging with the big guys," said Commissioner Bill McCay.

Since its inception in 2008, Sunshine Review has analyzed the websites of all 50 states and more than 6,000 state and local entities.

*\*For more information on these winners and how to enter your county's Website read this story online at [www.naco.org/countynews](http://www.naco.org/countynews)*

## A-plus Counties (all elements included)

Adams County, Colo.  
Douglas County, Colo.  
Duval County, Fla.  
Indian River County, Fla.  
Lee County, Fla.  
Palm Beach County, Fla.  
Pinellas County, Fla.  
Sumter County, Fla.  
Cherokee County, Ga.  
Clayton County, Ga.  
Fulton County, Ga.  
Scott County, Iowa  
DuPage County, Ill.  
Kane County, Ill.  
Lake County, Ill.  
Madison County, Ill.  
McHenry County, Ill.

Will County, Ill.  
Lafourche Parish, La.  
St. Charles Parish, La.  
Terrebonne Parish, La.  
Carver County, Minn.  
Scott Bluffs County, Neb.  
Sussex County, N.J.  
Bernalillo County, N.M.  
Santa Fe County, N.M.  
Tulsa County, Okla.  
Allegheny County, Pa.  
Aiken County, S.C.  
Anderson County, S.C.  
Chesterfield County, Va.  
Gloucester County, Va.  
Mathews County, Va.  
York County, Va.

## Lean management focuses on adding value to services

LEAN from page 6

But King County had been dealing with these problems for longer than most, since before the recession of late last decade. In the late 1990s and early 2000s, voters passed initiatives that limited property tax increases and repealed a motor vehicle excise tax. Both decreased revenues to the county.

"So even before 2008, 2009, we were struggling every year having to make cuts, reduce services to the public even in a time of prosperity in one of the more prosperous regions of the country," said Constantine, who served on the County Council for eight years before he was elected executive. The county, population 1.9 million, has a 2012 budget of \$5.2 billion.

Constantine said he faced "a very significant challenge" when he took office. "We were doing things the old way — which was making cuts to services hoping at some point the revenue spigot would turn back on, and we would be rescued from these structural deficits. But the fact is, and I recognized it, that this is not going to happen," he said.

King County's initial successes include reducing the turnaround time for motor vehicle license renewals from three weeks to five

days. Similarly, taxicab-licensing has been streamlined to 10 days, down from two months.

"This group who'd been doing the same job the same way for years and years, were able — by finally being given permission — to share their observations, expertise and creativity to reduce the time for issuing those taxi licenses," Constantine said.

**Lean may have become the newest management buzzword, but the concepts behind it are sound.**

Since the Lean initiative began, the county has started measuring program outcomes based on the value residents place on them rather than simply the dollars budgeted, he added.

"We are seeking primarily through the tool of Lean management to arm our 13,000 employees with the tools they need to be able to make their jobs more efficient," said Constantine, noting that the county has made a pact with employees to "insure that the efficiencies that they create will not put them out of a job." In cases where a job is eliminated, the

county will reassign the employee to other work.

Ken Miller, author of the book, "Extreme Government Makeover: Increasing Our Capacity to Do More Good," has written extensively about Lean for government. He says it's more than just the flavor of the month: Lean may have become the newest management buzzword, but the concepts behind it are sound.

Miller said two things are required for Lean initiatives to succeed: a "management 'aha' moment" — the realization that it's possible to make operations more efficient — and expertise, a team leader with firsthand knowledge of the process that's being improved who can talk to customers, collect data and figure out a better way of designing the task or process.

Constantine adds that Lean isn't just about cutting fat and saving money. "Sometimes it translates to cost savings; sometimes it translates to savings in time, and almost always it translates into better customer service," he said. And that builds capacity to do more, Miller added.

"There's so much capacity that's being robbed just because of the way our processes work," Miller said. He added that some organizations using Lean tech-

## What is Lean for Government?

Lean is a mindset and a discipline to increase our capacity to do more good. There are four key steps:

1. Be clear about your purpose and bottom line. What good are you trying to create?
2. Know what customers want and what they value.
3. Build great widgets. Permits, child abuse investigation reports, substance abuse counseling programs, tax audits and so on.
4. Find a way to make the widgets better, faster and cheaper. Notice the sequence. To paraphrase Peter Drucker, the father of modern management, it does no good to make more efficient that which should not make at all.

Source: Ken Miller, "Lean Government's Promise of Going 'Lean,'" *Governing Magazine*, May 21, 2009

niques are finding ways to free up 40 or 50 percent more capacity in parts of their operations, which helps stretch the available dollars.

"The issue that government faces right now at every level is the capacity issue; which is we just don't have all the resources to do everything that citizens want us to do," he said.

A county need not be King-sized — nor have an industrial giant to partner with — to embrace Lean techniques, according to Miller. "That first expertise is the upper management getting that they should do this," he said. "You don't need a Boeing to help you

get that — it doesn't hurt — but management can get that 'aha' from anywhere."

He said universities, which may have faculty who have studied the Lean methods, or management extension partnerships could be a free or low-cost resource. "I've seen counties where the local hospital has been really aggressive at pursuing Lean in health care, and they've been more than happy to loan some of their people to help a county or city get started," Miller said. "We've had numerous people that have pulled it off just with the understanding of the principles and giving it a shot."

# Applications due June 4 for 2012–13 presidential appointments

## APPOINTMENTS from page 2

- **Membership Committee.** Actively recruits and retains member counties, parishes and boroughs in order to increase NACo's total membership. (Appoints the chair and vice-chairs for a one-year term.)

### ■ Ad Hoc Committees

The Ad Hoc committees are as follows:

- **Deferred Compensation Advisory Committee.** (Appoints the chair and vice chair each for a one-year term from among the committee membership and five members from entities that participate in the NACo Deferred Compensation Program for a three-year term.) In 2012, the open slots are for one appointed county official, three elected county officials and the executive director of a state association of counties

that endorses the NACo Deferred Compensation Program.

- **NACo Financial Services Center Advisory Committee.** (Appoints nine members for a one-year, renewable term, as follows: county administrator or county executive; county clerk; county commissioner or supervisor; county purchasing manager; county treasurer or finance officer; state association executive; NACo first vice president; and two members from county government.)

- **Arts and Culture Commission.** Demonstrates how the arts can be used by county officials to promote economic development and provide solutions to many of the challenges that they face, through workshop sessions, field trips and special publications. (Appoints the chair, vice-chair and 25 members for a one-year term.)

- **Green Government Advisory**

**Board.** Provides information, guidance and support to the NACo Green Government Initiative. (Appoints the chair, vice-chair(s) and members.)

- **Healthy Counties Advisory Board.** Provides information, guidance and support to the NACo Healthy Counties Initiative. (Appoints the chair, vice-chair(s) and members.)

- **International Economic Development Task Force.** Facilitates the exchange of information, ideas and resources, and guides NACo programming, concerning county-

level engagement in international economic development activities. (Appoints the chair, vice-chairs and members.)

- **Veterans and Military Services Committee.** Engage NACo and its members to develop and highlight county best practices and policies to promote innovative programs, services and benefits for our nation's military, veterans and their families. (Appoints the chair, vice-chairs and members.)

- **Cybersecurity Task Force.** Its mission is to promote cybersecurity

awareness and education to better protect county government networks and residents; to disseminate information regarding services and programming from federal partners directly to county government policy makers and IT professionals; and to advocate for cybersecurity educational opportunities and training during NACo conferences. (Appoints the chair, vice-chairs and members.)

The Presidential Appointments Application Form must be completed by everyone who wants to be considered for a leadership or committee appointment on a steering, standing or ad hoc committee for the 2012–2013 presidential year.

The application form is available online at NACo's web site, [www.naco.org](http://www.naco.org).

You will find it under "About NACo, Committees and Caucuses, Presidential Appointments."

The deadline for submitting your application is June 4, 2012. I look forward to receiving your application and to your active participation in NACo.

Please direct any questions you may have to Karen McRunnel at 202.942.4238 or by email at [kmcrunne@naco.org](mailto:kmcrunne@naco.org).

## EPA Web casts focus on funding, local clean energy programs

In May and June, EPA's Local Government Climate and Energy Program will host a three-part Web cast series about funding and financing clean energy programs. Topics and dates are as follow.

### ■ Part I: Getting Started: Answering Big Picture Funding Questions

May 16, 2–3 p.m. (EDT)

Many local governments are investing in clean energy programs to meet their energy, environmental and economic policy goals. They're also asking how they should fund these clean energy programs, now that stimulus spending from the American Recovery and Reinvestment Act is no longer available. This introductory webinar will cover the big-picture questions that local governments should consider. What resources are available? What are the program priorities? How can these programs pay for themselves? What funding is available?

The webinar will guide local governments through these and other questions in the context of their own unique circumstances and illustrate the concepts through case studies that explore how local governments have used both conventional and unconventional methods to gain support, line up partners, and design and implement their funding programs.

To register, visit [www2.gotomeeting.com/register/247930106](http://www2.gotomeeting.com/register/247930106).

### ■ Part II: Getting it Funded: Finding Funding for your Clean Energy Programs

May 30, 2–3:30 p.m. (EDT)

Part II of this webinar series explores the holy grail of local gov-

ernment program design: finding sources of funding. This fast-paced presentation will cover seed funding versus sustainable funding, funding that can be used up versus what must be repaid, sources of revenue, and more.

Local government case studies will demonstrate how to identify and understand the sources of funding, including grants, energy savings, partnering with the private sector, fees and taxes, leasing agreements and bonds.

To register, visit [www2.gotomeeting.com/register/596806986](http://www2.gotomeeting.com/register/596806986).

### ■ Part III: Keeping it Going: Financing Options for your Clean Energy Programs

June 13, 2–3:30 p.m. (EDT)

It's one thing to secure initial funding to launch a clean energy program; it's another to implement smart financing mechanisms that can help leverage existing funds and make clean energy investments more affordable for clean energy program audiences (residential, commercial and municipal sectors).

In Part III, learn how to choose and implement financing options that meet local needs. Hear from local governments about successful programs using a variety of financing models. Also learn about new resources from EPA that can help identify and design financing programs that are specific to a community's needs: the Financing Program Decision Tool, and Clean Energy Financing Programs: A Decision Resource for States and Communities.

To register, visit [www2.gotomeeting.com/register/977254058](http://www2.gotomeeting.com/register/977254058).

## Word Search

### States with 'Franklin' Counties

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

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|----------|---------------|--------------|------------|
| ALABAMA  | IOWA          | NEBRASKA     | TEXAS      |
| ARKANSAS | KANSAS        | NEW YORK     | VERMONT    |
| FLORIDA  | KENTUCKY      | NORTH        | VIRGINIA   |
| GEORGIA  | LOUISIANA     | CAROLINA     | WASHINGTON |
| IDAHO    | MAINE         | OHIO         |            |
| ILLINOIS | MASSACHUSETTS | PENNSYLVANIA |            |
| INDIANA  | MISSOURI      | TENNESSEE    |            |

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# Experience Pittsburgh at the NACo Annual Conference

NACo's 77th Annual Conference and Exposition will be held in Allegheny County (Pittsburgh), Pa. from July 13 through 17. Our hosts have put together 10 tours that will give participants a chance to experience a city named as one of the 20 "Best of the World" places to visit in 2012 by *National Geographic Traveler*. The following are a few of the options. To find out more, visit [www.naco.org](http://www.naco.org).

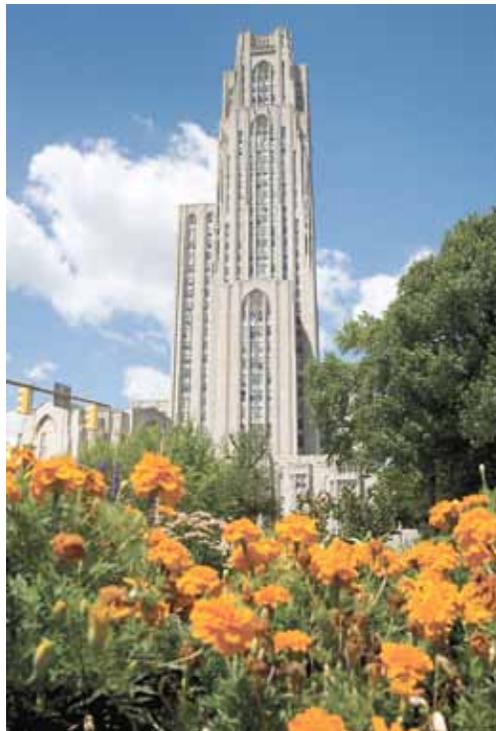
## Clayton and the Frick Art Museum

Clayton is one of the most complete, best-preserved examples of late Victorian houses anywhere. It represents an expression of Henry Clay Frick's desire to build a unique environment for his family and friends. More than 9,000 items, including vast quantities of china, glass, silver, linens and furniture are housed at Clayton. The grounds include a working greenhouse and Car & Carriage Museum, which showcases a remarkable collection of historic automobiles from 1898–1940. Nearby is the Frick Art Museum that Helen Clay Frick opened in 1970 in memory of her parents. This delightful museum contains an impressive collection of Italian, Flemish and French paint-

ings from the early Renaissance through the 18th century.

## Sample of Pittsburgh Tour

Beginning in Oakland, the cultural, educational and medical center of the city, a stop is made at the world-renowned Nationality Rooms at the University of Pittsburgh's Cathedral of Learning, a 46-story Gothic skyscraper. Each room, a gift from one of Pittsburgh's ethnic societies, exemplifies the old-world culture of that particular nation. The King and Queen of Sweden dedicated the Swedish Room. The Syria-Lebanon room was the library from a Damascus palace. The English Room contains linen-fold paneling, carved stone corbels and a fireplace from the House of Commons, saved after the destruction of World War II. A short walk away stands Heinz Memorial Chapel, a structure intended to inspire and celebrate human achievement. With its high pitched vaults, pointed arches and attenuated stone buttresses, the chapel stands as one of the foremost modern examples of French Gothic architecture in the U.S. The chapel contains 23 stained glass windows by Charles Connick.



The University of Pittsburgh's Cathedral of Learning and Phipps Conservatory, both in Pittsburgh's Oakland neighborhood, feature stunning architecture and fascinating interiors.

## Fallingwater — Frank Lloyd Wright's Masterpiece

Drive through the magnificent mountain scenery of the Laurel Highlands by privately chartered coach to Fallingwater, famed architect Frank Lloyd Wright's most widely acclaimed work. More than one million people from every corner of the earth have come to see this masterpiece, built as a summer home for the Edgar Kaufmann family, prominent Pittsburgh merchants. Dramatic cantilevered terraces soar over a cascading waterfall. The living room hearth embodies an immense boulder in the setting nature created. Completed in 1939 with a guest wing and servant quarters, it is as fresh today as when it was built. This breathtaking house was judged by the American Institute of Architects in 1986 to be the nation's most successful example of architectural design.

## Rivers of Steel Tour and Lunch at the Bulgarian Center

Visit the Rivers of Steel National Heritage Area, including a tour of the Carrie Furnaces at the former U.S. Steel Homestead Works. Constructed in 1906, the furnaces stood at the heart of the Homestead Works until 1979. At one time, the furnaces and steelworkers who labored in them produced more than 1,000 tons of iron a day. Now, these 92-foot-tall structures stand as sentinels to Pittsburgh's steel heritage. Participants will learn about the steel-making process and visit the famous 45-foot-tall "Deer Head," a sculpture crafted entirely

of materials found on site. Following the tour, enjoy lunch at the Bulgarian Macedonian National Educational and Cultural Center.

## Phipps Conservatory and Botanical Garden

Phipps Conservatory, a National Historic Landmark, was a gift to the residents of Pittsburgh from Henry Phipps. Two-and-one-half acres of lush plantings and foliage are encased within a great glass house built in 1893. Paths meander through a Japanese Garden, Cloister Garden, tropical settings, Orchid Room and English country garden. A new exhibit showcases India, one of the most botanically rich regions of the world. Highlights include an Ayurvedic garden, spice and tea market displays, authentic temple facade, Indian dance, henna sta-

tions and more. This botanical trip around the world is unforgettable.

## Gateway Clipper Sightseeing Cruise

Board at Station Square, a restored railroad station featuring unique retail stores and restaurants, and take a voyage on the Allegheny, Monongahela and Ohio rivers. From the boat's enclosed or open-air decks, you will view the fascinating sights of Pittsburgh, from historic landmarks to towering skyscrapers, as the captain points out many areas of interest. After your cruise, visit Bessemer Court, designed to commemorate the city's celebrated steel history. Here you will find more restaurants and shops, as well as the Waltzing Waters Liquid Show with hundreds of multi-colored water jets choreographed to music and soaring up to 40 feet in the air.

## Special cell blocks build veterans communities in jails

VETERANS from page 5

older," Fahey said. "It takes a while for the psychological damage to surface and lead them to the point where they are in jail."

A \$125,000 federal grant has covered a lot of the program costs, and San Francisco County allocated \$90,000 for COVER funding.

As in Muscogee County, the shared experiences among the veterans is central to the unit's values.

"So many of them have gone down similar roads with drug and alcohol abuse to make up for some

damage in their pasts," Fahey said. "That setting leads to a certain closeness you don't find with a lot of inmates. Not that they don't have disagreements like anyone else, there's a feeling like 'you understand more than the average person what I went through.'"

The jail has not yet done a recidivism study to evaluate how effective the veterans unit has been, but RSVP evaluations indicated a 40 percent decrease in re-arrests for violent crimes during the first post-release year among participants who spent two months in the program.

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## News From the Nation's Counties

### ► COLORADO

In contrast to Colorado's other counties, **PITKIN COUNTY**'s candidates and issue committees will report campaign contributions to the county clerk, according to an ordinance being reviewed. The state oversees that function for other counties.

Combining the county's unique rules with the state's has been an issue since 2010, when campaign finance reporting became a function of the secretary of state's office. That year, when candidates for county offices had to file campaign contribution and expenditure reports with the state for the first time, the disparity between local and state rules became apparent.

The county will maintain its \$500 limit on candidate contributions per election, while the state has no limit, and the county will allow contributions to candidates from labor unions and corporations, the *Aspen Times* reported. The state does not permit contributions in any amount from such entities.

### ► FLORIDA

A **LEON COUNTY** circuit judge has sided with the online-travel industry in a long-running legal battle about whether companies such as Expedia and Orbitz owe **disputed county hotel taxes**: whether county tourist-development taxes should apply to the total cost, including service charges, or just the room rental.

Judge James Shelfer ruled in favor of the industry, going against 17 counties that argue they have improperly lost out on millions of dollars in tourist-development taxes. He has not yet issued a written order, according to the *Tulare Advance-Register*.

It was not clear whether the counties would appeal the ruling or what effect it might have on a similar pending case filed by

**BROWARD COUNTY**. The counties that have been involved in the lawsuit are **ALACHUA, CHARLOTTE, ESCAMBIA, FLAGLER, HILLSBOROUGH, LEE, LEON, MANATEE, NAS-SAU, OKALOOSA, PASCO, PINELLAS, POLK, ST. JOHNS, SEMINOLE, WAKULLA** and **WALTON**.

### ► ILLINOIS

• Courtrooms in **BOONE** and **WINNEBAGO** counties are now approved to include cameras, by order of the Illinois Supreme Court.

Chief Justice Thomas Kilbride said cameras in the courtroom appears to be working well in the circuit courts where it already is being tried; Illinois has 11 other counties participating in the experiment.

The state's high court announced in January that it would allow courtroom cameras for the first time in Illinois under a pilot program. Around a dozen states nationwide do not allow cameras in circuit courtrooms.

Judges have wide discretion in allowing cameras. There are restrictions such as filming during the testimony of sex abuse victims or during child custody cases is prohibited, the *Register-Mail* reported.

• The **KNOX COUNTY** Health Department offered a **free dental care for a day** for the second year in a row.

In 2011, the event resulted in 225 teeth pulled and 100 filled. All told, 141 people from 11 counties received over \$37,000 in dental care, the *Register-Mail* reported.

This year, volunteers included 15 dentists, more than 25 registered dental hygienists and assistants, more than 50 Carl Sandburg College School of Dental Hygiene students and staff, 35 Knox County Health Department employees, Warren



Photo courtesy of Clackamas County, Ore.

### ► OREGON

Children and grand kids of **CLACKAMAS COUNTY** public works employees, clad in neon orange, light up Board of Commissioners' meeting on Take Our Daughters and Sons to Work Day April 26. Commissioner Jamie Damon's 11-year-old daughter, Josie, joined her on the dais that day.

County Health Department employees and several Midwest Technical Institute of Peoria students and staff. They performed fillings and extractions.

Patients were treated on a first-come, first-served basis — no appointments required.

### ► MARYLAND

**ANNE ARUNDEL COUNTY** and Fort George G. Meade are giving **military personnel a discounted rate** at county golf courses.

Additions to the military installation led to the closing of the post's golf course that was in operation for more than 60 years. Under the agreement between the post and the county, post golf club members will play at reduced rates at two county golf courses.

Post personnel are also offered a few opportunities to play free rounds at one course with valid IDs.

### ► MICHIGAN

Two of three counties have **created arts authorities** to put tax increases on primary ballots to fund the Detroit Institute of Arts (DIA).

The museum wants voters in **WAYNE, OAKLAND** and **MACOMB** counties to approve a property tax levy that would fund an operating endowment. Wayne and Macomb counties have already passed measures creating arts authorities.

DIA has promised to provide free admission to residents in the counties that pass the millage, according to the *Free-Press*. The museum says the millage would raise as much as \$23 million a year from homeowners in the three counties.

### ► MISSOURI

The **ST. LOUIS COUNTY** jail has decided to **change its search policies** after hearing from Muslim leaders who were upset over the forced removal of a woman's religious headscarf earlier this year.

From now on, a woman wearing a hijab will be allowed to go into a private room to have the headscarf searched, then will be allowed to put it back on for the rest of the time that she is held at the jail — at least for as long as jailers are processing her arrest. The jail is still researching how to handle the issue with inmates who are housed there long-term, the *Post-Dispatch* reported.

The hijab is used by some Muslim women to cover the neck and head when in public or in the presence of males aside from their husbands.

### ► NEW YORK

• **SUFFOLK COUNTY**'s physician-legislator, William Spencer, recently kicked-off his Healthy Communities Initiative with a **Diabetic-Friendly Food Drive**.

Spencer is working with seven of the county's major hospitals and Island Harvest, Long Island's largest hunger-relief agency, to deliver healthy food and educational material to food pantries for diabetics who are struggling economically.

Spencer is working with the Suffolk County Department of Health, local health educators, and health care providers to offer free workshops, screenings and information to the community. The food drive is the first in the series.

Of the approximately 739,000

residents under the age of 20 in Nassau and Suffolk counties, over 280,000 will be diagnosed with diabetes in their lifetime, according to county health officials.

• **WASHINGTON COUNTY** supervisors have okayed the **use of Facebook** by several county departments to get information out to the public, but some board members expressed concern about controlling access to the social media juggernaut, *The Post-Star* reported.

"I have some concerns about maintaining control over people who are able to post," Supervisor Dave O'Brien said.

The supervisors earlier this year granted the Sheriff's Office permission to use Facebook to share information about police activities and investigations. However, the county still lacked an official social media policy.

The board asked the county's IT director to draft a policy that allows only department heads to post to Facebook and limits that access to county-owned computers to keep track of log-in information.

### ► OHIO

**FRANKLIN COUNTY** and the city of Columbus are working with the area's two largest equality organizations to ensure **fairer access to housing** regardless of sexual orientation.

Each year, the city and county invest in the Columbus Urban League to investigate illegal housing discrimination complaints and educate landlords and tenants regarding their rights and responsibilities.

The federally funded Fair Housing Program was, until this year, limited to focusing on discrimination complaints based on race, color, national origin, religion, gender, disability or family status.

"But now, under new Equal Access rules through U.S. Housing and Urban Development," said Franklin County Commissioner Marilyn Brown, "no one searching for a home in Franklin County can be discriminated against on the basis of sexual orientation or gender identity when trying to access HUD-funded programs or federally insured mortgages."

### ► PENNSYLVANIA

A ruling is expected in June on the constitutionality of a state law that gives county commissioners the right to **abolish the elected office** of jury commissioner.

## In Case You Missed It ...

### News to Use from Past County News

#### ► WIR Conference to focus on economic development, health care, federal funding

The 2012 Western Interstate Region (WIR) Conference, May 16–18, is being hosted by Santa Fe County, N.M. Featured speakers include Dr. Lowell Catlett, regent's professor at New Mexico State University, Rep. Ken Ivory (R-Utah), and Butch Blazer, deputy under secretary for Natural Resources and Environment, U.S. Department of Agriculture. Workshops include economic development trends in western counties, health care provider funding, drought and wildfires, federal highway funding and more.

To register and view conference details, visit [www.naco.org/meetings/participate/WIRConference](http://www.naco.org/meetings/participate/WIRConference).

# Model Programs From the Nation's Counties

Nevada County, Calif.

## Preemptive Treatment Plugs Hole in Mental Health Care



By CHARLIE BAN  
STAFF WRITER

Though it may not have exactly been a Catch 22, Nevada County, Calif. had a vexing problem on its hands — how to treat mentally ill persons before they posed an immediate danger.

The county had already seen what could come from untreated mental illness. In 2001, a man, who was resisting his family's attempt

to force psychiatric treatment on him, shot and killed three people in the county's public mental health clinic. Soon after, the Legislature passed the Assisted Outpatient Treatment (AOT) Demonstration Project Act of 2002, dubbed Laura's Law after one of the victims, Laura Wilcox.

In the 10 years since the law's passage, Nevada has been the only county to fully implement it, though several others are examining doing so, according to Michael Heggart,

the county's director of behavioral health. He said the program has received widespread support from the community, which remembers the 2001 incident.

That law allows for court-ordered, assisted outpatient treatment if someone has a recent history of psychiatric illness or legal incidents involving threats of violence.

"It's good for a situation like someone standing in their yard, yelling at strangers about aliens — a situation where someone has clearly lost touch with reality," Heggarty said. "They haven't reached that emergency state where they can be committed, but we make a judgment call that they're on their way there."

A judge's order for assisted outpatient treatment gives county behavioral health workers a chance to present the options for the person — treatment that can be provided at home or at work, without forced medication, locked doors or isolation. If they refuse treatment, however, the county can have the person be involuntarily hospitalized.



Photo courtesy of Nevada County, Calif.

Laura Wilcox, the namesake of Laura's Law, died in a shooting at a Nevada County, Calif. mental health clinic in 2001.

"If we can build a relationship with the person and convince them that they need treatment, we don't get to the point where we have to ask for them to be committed," Heggarty said. "We have that leverage, but more often than not, we haven't had to use it."

When active in AOT, participants are assigned a personal ser-

vice coordinator, who helps build a treatment plan and schedules various appointments and support.

The program's cost, almost \$500,000 over 31 months, covers service delivery, though Medicaid sometimes covers some mental health services. Those services, however, cause fewer people to require police intervention and hospitalization, saving almost \$1 million, for a net savings of more than \$500,000.

More than the savings, however, is the feeling of effectiveness the legal tool gives the behavioral health department.

"It fills gap in our treatment continuum," Heggarty said. "Without AOT, we have to wait for an individual to become dangerous to themselves or other people, and you can't predict when that will happen."

\*To view a video about Assisted Outpatient Treatment, read this story at [www.naco.org/countynews](http://www.naco.org/countynews).

Model Programs from the Nation's Counties highlights award-winning programs.

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[www.naco.org/talkingsustainability](http://www.naco.org/talkingsustainability).



## Fire trainees begin learning online

NEWS FROM *from page 13*

Gov. Tom Corbett (R) signed the legislation into law late last year. In January, the Pennsylvania State Association of Jury Commissioners challenged the law in Commonwealth Court. The law affects jury commissioners in more than 50 counties; the part-time elected positions pay about \$10,000 a year, according to the *Daily American*.

The COUNTY COMMISSIONERS ASSOCIATION OF PENNSYLVANIA was a strong proponent of the law as a way to help counties balance their budgets. CCAP says technological advances have made the positions obsolete.

The jury commissioners say only the state can abolish the positions, not counties.

Doug Hill, CCAP executive director, counters that as "creatures of the state," counties have the authority to do so.

### ► SOUTH CAROLINA

Four counties are testing a blended online training program for firefighters that also includes classroom and hands-on instruction. Horry County recently graduated 21 career and 24 volunteers.

CLARENDON, OCONEE and RICHLAND counties are also part of the pilot program that gives new recruits greater flexibility when studying to become certified, according to the *Sun News*.

Horry County Fire and Rescue Capt. Billy Floyd said once any bugs are worked out, the goal is to roll out the program statewide next January. He oversaw the training that allowed the recruits to study at home for the first 10 weeks of the program to complete 19 learning modules. Previously, they would have had to attend classes for the lectures.

"I see this as being our standard for training our volunteers for entry level," Floyd said.

### ► VIRGINIA

A forthcoming tour of northern Virginia's technology corridor will give more than 500 land owners, developers, investors, brokers and site selectors an overview of the commercial real estate market.

The LOUDOUN COUNTY Department of Economic Development is partnering with NAIOP, the national commercial real estate development association.

"This tour will give participants the opportunity to see major properties and projects in this key sector of Northern Virginia," said Robyn Bailey, the department's manager of business infrastructure.

The county has seen more than two million square feet of commercial real estate growth in the past 18 months.

(News From the Nation's Counties is compiled by Charles Taylor and Charlie Ban, staff writers. If you have an item for News From, please email [ctaylor@naco.org](mailto:ctaylor@naco.org) or [cban@naco.org](mailto:cban@naco.org).)

## Research News

# Is a Yard Sale Nearby?

Spring brings rain, flowers, sneezes and spring cleaning. A major opportunity many people use to help along spring cleaning is a garage or yard sale. In many parts of the country garage sales on Saturday morning — you need to go early to get the best stuff — are a major fact of life.

But, as the demand for yard or garage sales increases, so do the concerns of the neighbors who live in close proximity to the people who conduct them.

In a recent movie “Larry Crowne,” one of the subplots concerned Larry’s neighbor who had a yard sale going on continuously. Merchandise included small motorcycles and other items customarily purchased from retail outlets.

Larry’s neighbor could well be living in one Fairfax County, Va. neighborhood where homeowners are asking the county to investigate frequently held yard sales that sell numerous washers and dryers that are apparently for resale as opposed to sales of the owner’s used goods. These sales bring from 30 to 50 cars into the area and create unsightly yards cluttered with appliances.

Instances like these have created



the need for counties to develop codes and ordinances that govern yard and garage sales. Local governments have had to step in and balance the right of residents to hold small sales on their own property versus the inconvenience that these sales create for surrounding neighbors.

Neighbors routinely complain about the size and placement of signage advertising the sales. Frequently, these signs, often at the entrance to the neighborhood, are still standing, creating eyesores, long after the sales are over. Neighbors also complain about the starting and ending time for these sales, their frequency and the number of cars coming into the neighborhood and are parking there.

Mecklenburg County, N.C. has developed a page on its website called “How to Have a Successful Yard Sale” that provides tips on how to conduct a successful yard sale; where to look around your house for goods to sell; when is the best time to conduct a sale; how to attractively display your goods; what goods are in demand and how to price them; and whether you should consider doing a multi-family sale. It also provides information about getting a yard sale permit and the rules that govern that sale.

These include the following:

- A license is required when having a garage sale or attic sale (commonly known as yard sale). The non-refundable fee for this license is \$5 per day. Sales can be no longer than two consecutive days. The license is valid only for the days issued and is not transferable (no rain dates).

- Only four sales are allowed at

any given address during the fiscal year (July 1–June 30). Licenses must be kept on site at the sale locations and be available for inspection at all times during these sales. The following information must be provided to obtain a license:

- name and telephone number of the person having the sale
- physical address of the sale, and
- the date the sale is scheduled to take place.

Collier County, Fla. has implemented a section of its Land Development Code that specifically addresses garage and yard sales. According to this code, permits for yard sales can be obtained from the county manager’s office for one two-day permit every six months. This permit authorizes the use of two signs that are no larger than four square feet and that cannot be placed on any public rights of way.

If the signs are not removed or

discontinued at the expiration of the permit it is considered a code violation and subject to penalties. These signs cannot be attached to utility poles or traffic signs.

Rockdale County, Ga.’s garage sale ordinance does the following:

- defines what is considered a garage sale
- limits who can conduct yard sales to private individuals, or groups or private individuals or nonprofit or charitable groups
- limits yard sales to four per calendar year on a specific property
- states that sales are limited to three consecutive days per event and must comply with all relevant county ordinances and zoning regulations

- states that sales are for personal items and goods that belong to persons holding the sale and not for goods that are purchased for resale

See RESEARCH page 16

## Financial Services News

# U.S. Communities: The Gold Standard in Public Procurement

When it comes to public procurement, joining a cooperative purchasing program is an established best practice. Aggregating the purchasing power of public agencies can lower costs, increase services and save time.

Most purchasing cooperatives offer cost- and time-savings, which are important to running procurement departments effectively and efficiently. The very best cooperatives, however, offer more.

The U.S. Communities Government Purchasing Alliance partners with public agencies to find solutions that benefit procurement professionals. Simply put, U.S. Communities was founded by public agencies for public agencies.

U.S. Communities is the only purchasing cooperative founded and co-owned by five distinguished sponsors: the National Institute of Governmental Purchasing, NACo, the National League of Cities, the U.S. Conference of Mayors and the Association of School Business Officials International. In addition, more than 90 state associations show their

support for the U.S. Communities program with sponsorship.

The founding mission is to provide participating agencies access to competitively solicited contracts with national suppliers offering a broad line of top-quality products and services. There are no fees to participate and no purchasing minimums, allowing maximum flexibility for participants.

Each supplier commits to providing their most competitive government pricing to all participating agencies. Regularly scheduled internal and third-party audits ensure compliance with contract pricing, terms and conditions, while benchmarking analyses evaluate the overall value. Contracts are also reviewed quarterly by the lead public agency, and all documents pertaining to contract solicitations are publicly posted on the U.S. Communities website for complete transparency.

U.S. Communities goes beyond providing outstanding contracts. Together with supplier partners, it is committed to offering comprehensive business solutions that help agencies maximize cost-control while also

improving operational efficiencies and performance.

U.S. Communities continually works with key government purchasing officials from across the United States to identify solutions gaps so that these needs may be addressed through U.S. Communities program contracts. U.S. Communities takes great pride in not only providing resources, but also in serving as a resource, with innovative offerings including an online shopping portal, educational webinars and trainings, and a green purchasing program.

The U.S. Communities Cooperative Purchasing Alliance truly is the gold standard when it comes to honest and effective public procurement, as well as partnerships dedicated to providing best-in-class procurement solutions. With more than 400 new registrations each month, the continued rapid growth is testament to the program’s record of integrity and value.

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

## What's in a Seal?



### » Lewis and Clark County, Mont.

[www.co.lewis-clark.mt.us](http://www.co.lewis-clark.mt.us)

Covering more than 3,000 square miles, Lewis and Clark County was created in 1868. Named after the famed explorers, it occupies sections of such famous land forms and features as the Rocky Mountain Front, the Continental Divide and the Missouri River.

Rich in resources and scenic beauty, the county has attracted the attention of people from the earliest known times of North American human occupation to the present. Gold and silver deposits found where Silver Creek exited the mountains some 15 miles northwest of Helena encouraged Silver, later Silver City, the first permanent settlement in the county. The national “silver panic” of 1893 ended the county’s accelerated development. Virtually all silver mines closed, affecting the Rimini area and places west of Marysville in particular.

The seal shows a person panning for silver and gold in the river along with the “sleeping giant” top of the Rocky Mountain Peak formation in the background.

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

## The H.R. Doctor Is In

# An Open Letter to Mother Nature

Dear Mother Nature,  
I have been a big fan of all that you do throughout my life. I thought about you a great deal over the Earth Day festivities. Out of the serious concern and sadness I feel for your welfare, I have been led to write this letter.

Green is one of my favorite colors. As I look out onto my three-acre "sanctuary," I have come to appreciate you all the more every day. As I watch your cycles throughout the year, I cannot help but send off a prayer for your welfare and success.

I know that as a member of the human species, I do not have particularly strong credentials to write to you. It is our species that has done more than any other to hurt you, to rob your riches and to turn your verdant hair gray. Often we do this because we simply don't realize how we are harming you.

More often than not we make decisions through our governments and our large corporations that deliberately hurt you in the name of some supposedly greater industrial society purposes. Such purposes might be fuel for our vehicles so we can move around faster. It may be hydroelectric dams to generate power at the expense of long-term changes to local, regional, national or worldwide environments.

It may be an overreliance on packaging, such as plastic or Styro-

foam, without realizing how many years the droppings of our industrial society will inflict scars on you.

No court and no elected officials appear able to take the strong and sustained steps to stop the violence against you or to provide fines, forfeitures or behavior changes to correct or begin to correct the harm already done. We do all these things in the name of moving ever forward to what many would consider an advanced, technologically developed way of living from a more primitive culture.

However, concrete is not a substitute for grass. A night sky polluted by lights and industrial emissions is not a substitute for being able to stand in awe of the stars,

**We seem to be sending out a message that the "greatness" of a country or a civilization can be measured by the amount we waste ...**

planets and other wonders above us. Drinking water that is dangerously contaminated but consumed anyway in many places on earth will never substitute for the chill of a cool mountain spring.

I worry for you as we seem to be teaching our children by our own poor examples. We seem

to be sending out a message that the "greatness" of a country or a civilization can be measured by the amount we waste, rather than by how much beauty we create, preserve and nurture.

I am a particular fan of the animal life you have scattered throughout the world. Having spoken at conferences in Africa repeatedly, and then going off into the bush with my family for several weeks, has given me a greater sense of the magic of animals than I would ever have had by watching TV and experiencing them only online or at zoos.

I hope you accept my apologies on behalf of the readers of The HR Doctor articles, if not the species as

a whole. I hope you do not take out vengeance or anger against us as you could so readily do, even though we hurt you so badly. Please do your part to help us learn constructively about your beauty rather than to use your power to destroy through earthquakes, hurricanes and volcanoes. Help us to stop seeing you as a second-class citizen to be exploited.

If you continue to provide the beautiful spring days, perhaps elected and appointed officials around the world will come to truly appreciate how powerful you are and what a small vulnerable species we represent, despite our arrogance. Millions of species have come and gone. There is no reason whatsoever to believe that if we are not respectful caretakers of your treasure, we will somehow escape the fate of our ancestor creatures.

Perhaps we can begin modestly with a new oath of office for our leaders to preserve and protect your legacy. Perhaps we, our children and our corporations will take that oath as well. Hope born of knowledge may offer us a way to prolong our lives and make them more beautiful.



Phil Rosenberg  
The HR Doctor • [www.hrdr.net](http://www.hrdr.net)

## County yard sale regulations vary

RESEARCH from page 15

- says that these sales are not conducted as a part of a for-profit enterprise, and
- instructs that signs can be posted in accordance with the county's sign ordinance.

King County, Wash. not only regulates garage sales, but has established a section of its Solid Waste Division's Web page called the Online Exchange that encour-

ages homeowners to list their garage sales and post directions to the locations. County residents go to the site to search for nearby yard sales, and they can sign up to receive notices of any sales that are posted on the site.

Johnson County, Kan. in Article 7, Section VI of its code titled "Regulation of Itinerant Sales Activities and Auctions," establishes strict eligibility standards residents must meet in order to be issued a permit to conduct a garage sale. These requirements include:

- the applicant for the permit is the owner or occupant of the property from or upon which all sales activities will be conducted or the applicant has submitted a written consent of the property owner for the sales activity
- the applicant has filed with the application a statement from the county Sheriff stating that the applicant has ever been convicted of any state or federal violation relating to fraud or consumer protection, and
- the activities to be conducted by the applicant for the permit are not likely to cause interference with or disruption of the normal flow of traffic.

Los Angeles County has established ordinances that govern not only the frequency of yard sales, but also set the hours for conducting the sales from 7 a.m. to 6 p.m. Other counties select the hours 8 a.m. to 4 p.m. or similar starting and ending times that are required to be daylight hours. Los Angeles'

ordinance also prohibits the sale of new merchandise. Yard sale permits in the county cost \$25 but range as low as \$5 in some counties. Several counties do not charge a fee and some do not require a permit to conduct these sales.

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

## Job Market & Classifieds

### ► BOROUGH MANAGER – KODIAK ISLAND BOROUGH, ALASKA

Salary: DOQ plus benefits.

Kodiak Island Borough, Manager Position. Seven-member assembly. \$25 million budget; 36 FT employees. Incorporated in 1963, second largest island in U.S., and home to nation's largest Coast Guard base. Situated in northern Gulf of Alaska, picturesque island enjoys maritime weather influence. Commercial fishing, seafood processing, rocket launch, recreational hunting, fishing, tourism and government largely make up economy.

Requires bachelor's degree, prefer M.A., in business/public administration/closely related field from accredited college/university, and five (5) years' municipal administrator experience; strong financial background and experience with grants and legislative matters. Alaska experience a plus. Combination of education and experience considered in lieu of educational requirement. Serves as CAO and enforces laws and ordinances, administers policies of assembly, manages budget and capital improvements program. Residency

required.

For application packet, contact Nova Javier, MMC, Borough Clerk at 907.486.9391 or email [njavier@kodiakak.us](mailto:njavier@kodiakak.us). Submit application and supplementing documentation to Kodiak Island Borough, Attn: Nova Javier, MMC, 710 Mill Bay Rd., Kodiak, AK, 99615. Deadline Friday, May 25. EOE.

## NACo on the Move

### » NACo Staff

• **Andrew Goldschmidt**, membership marketing director, and **Tony Jamison**, membership assistant, exhibited on behalf of membership recruitment and retention at the Association County Commissioners of Georgia annual meeting in Chatham County (Savannah) April 28–30.

• **Paul Beddoe**, associate legislative director, spoke to a class of Claremont-McKenna College students on a semester-in-Washington program April 26. The lecture was on how NACo, as a public-interest group, seeks to implement the priorities of county governments before policy makers in Washington, D.C.

• **Bob Fogel**, senior legislative director, spoke about the highway-transit reauthorization legislation to the Wisconsin Development Association, a transportation advocacy group, at a U.S. Capitol meeting April 19.



Paul Beddoe

On the Move is compiled by Christopher Johnson.

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