

NACO National Association of Counties

CountyNews

The Voice of America's Counties

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Congress faces uphill climb after recess

By NACo LEGISLATIVE STAFF

Congress is scheduled to return Sept. 9 after its August break and faces a busy legislative calendar moving into the fall agenda. Several items still up for debate have relevance for county governments.

Until now, must-pass appropriation legislation and the Farm Bill have hit snags, immigration reform has faltered, and progress on tax reform has slowed. Add to the mix the status of the federal debt ceiling debate, and Congress faces a heavy schedule filled with uncertainty.

Debt Ceiling

With Fannie Mae now planning to pay the U.S. Department of Treasury an additional \$10.2 billion in September, it appears that the federal debt ceiling debate could be further delayed. Although the tim-

See FALL AGENDA page 10



Photo courtesy of the New Jersey Lottery

You've heard of *Ocean's Eleven*, the movie? Meet the Ocean's 16, a group of employees at Ocean County, N.J.'s Vehicle Maintenance Garage, who collectively held one of the three winning tickets for the Aug. 7 Powerball lottery drawing. They traveled by chartered bus to Trenton Aug. 12 to claim their share of the \$448 million jackpot, \$61.9 million after federal and state taxes. Each of the 16 winners — including a woman whose home was destroyed by Superstorm Sandy and another, whose father introduced the legislation that created the state's lottery system — received a check for almost \$3.9 million. Many said they planned to remain at their jobs in the near term, and perhaps beyond, according to the lottery department.

Public prayer, fair housing claims among local issues on SCOTUS docket

By VICTOR KESSLER

LEGAL INTERN STATE AND LOCAL LEGAL CENTER

The next U.S. Supreme Court term is already shaping up to be an important one for local governments, and the court is likely to accept some 30 more petitions before February.

Quick Takes

Recognized Digital Counties per state

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2013 Digital Counties Survey

The cases set for argument so far may lack the glamour and media hype of this summer's rulings on same-sex marriage, voting rights and affirmative action, but they deal with some of the essential mechanisms of local governance across the country.

The highest court in the land has agreed to hear cases affecting local government on everything from legislative prayer and demonstrations near abortion clinics to the proper route for age discrimination lawsuits and federal court abstention. Here are a few cases to watch for next term, which begins Oct. 7, that may have a big impact on local government.

Town of Greece v. Galloway

This could redefine the court's approach to legislative prayer practices. Under the 1983 case *Marsh v.*

Chambers, the court held that a state Legislature could hire a chaplain to deliver a prayer at the beginning of its sessions as long as the practice was not "exploited to proselytize or advance any one, or to disparage any other, faith or belief."

The Town of Greece, N.Y.'s official policy allows any person of any or no denomination to deliver an invocation at the beginning of Town Board meetings, and the town does not approve or even examine the prayer in advance.

In practice, all but four invocations (two Jewish, one Baha'i and one Wiccan) have been led by Christians.

The court will review a "totality of the circumstances" test employed by the 2nd Circuit to declare the town's practice a violation of the Establishment Clause of the U.S. Constitution and revisit its holding

See LOCAL CASES page 6

County program targets child-abuse deaths

By CHARLES TAYLOR
SENIOR STAFF WRITER



It can happen in an instant.

A stressed-out parent "loses it" and shakes, hits or even throws a crying child. It occurred too often in El Paso County, Colo. in 2011 — with fatal results. Ten babies, less than a year old, died of abuse-related injuries that year.

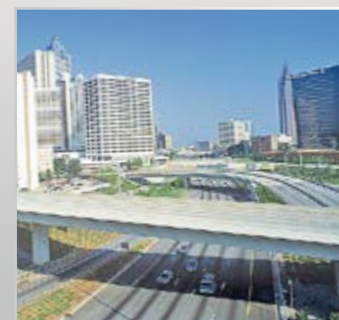
"The sudden three-minute or even 30-second rage that ends up with a dead child, or a child has extremely serious injuries that the parent can't believe they did that" — This is how county District Attorney Dan May describes the scenario that can play out. Some other perpetrators, he said, "are just evil."

When the county saw an alarming spike in child deaths from abuse or neglect in 2011, county Commissioner Sallie Clark and May's response helped to launch

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Ohio state association exec bids farewell after 40 years > Page 7

Foundation's resiliency challenge dovetails with Langston initiative

NACo President Linda Langston's focus on community resiliency has an ally in the Rockefeller Foundation.

Langston's key initiative for her presidency is themed Ready and Resilient Counties – Prepare, Respond, Thrive. Coincidentally, the Rockefeller Foundation, celebrating 100 years this year, has launched a global 100 Resilient Cities Centennial Challenge.

"As NACo focuses this coming year on the myriad aspects that build resilient communities, the Rockefeller Foundation Challenge could not have come at a better time," Langston said.

One hundred cities will be selected to receive technical support and resources for developing

and implementing plans for urban resiliency.

For the purposes of the challenge, a city is defined as having a population over 50,000 with a municipal government, or other elected or appointed chief executive office uniquely assigned to govern that population.

Applications representing regional or metropolitan areas are allowed, but one municipal government must serve as the lead organization in the challenge application process.

"Counties could collaborate with their cities on this effort, or apply independently if they fit the criteria," Langston said.

Challenge applicants may include municipal governments or major institutions (for example, a nonprofit

organization, university, chamber of commerce, or research center) that have a predominant affiliation or association with the city and demonstrate collaborative partnership with a municipal government. Strong preference will be given to municipal government applicants, unless circumstances do not allow for a city to represent itself.

All applicants will be required to submit a letter of support from the senior-most representative of their city's government, whether elected or appointed. Only one application from each city will be eligible for consideration in the challenge.

Register at <http://100resilientcities.rockefellerfoundation.org/pages/for-cities> by Sept. 23, 2013 in order to receive an application.

Ulster County plans veterans transitional housing

By CHARLIE BAN
STAFF WRITER

By the end of the year, Ulster County, N.Y. will have a transitional housing option capable of sheltering more than a dozen veterans thanks to a few real estate deals County Executive Michael Hein put together.

The Patriots Project, a converted group home in the city of Kingston on the Hudson River, is a response to the gap where he saw many of his county's veterans falling. Work is scheduled to begin on renovations in early September.

"Individuals were returning from overseas and struggling to reintegrate," Hein said. "They have post-traumatic stress disorder or substance abuse issues, mental health issues, and they weren't getting help."

Hein's deputy county executive, Budget Director J. J. Hansen said, "There was a disconnect between services they've earned and services they receive."

But what about the Department of Veterans Affairs?

"There are answers like that in major cities, but not in a mainly rural area like ours," Hein added. "That's where an enormous number of veterans are, and getting them the assistance they need and deserve isn't easy."

Hein and his veterans advisory council are trying to start repaying that debt through the Patriots Project. Hansen, a retired Marine



Photo courtesy of Ulster County, N.Y.

The house at 67 Wurts St. in Kingston, N.Y. will soon serve as a transitional home for up to 14 Ulster County veterans.

captain, is coordinating the veterans council. After scouring several inventories of public buildings within the county, the group settled on a defunct group home owned by the state, one that had been vacant for several years. After purchasing the building for \$1, the county went about financing repairs and refurbishments to the house.

Next, Hein put the president's house at the State University of New York-Ulster up for sale, which went for \$500,000 and netted the county \$150,000. The rest went to the college. Ulster was one of six counties in New York that owned a house in which the community college's president lived.

See HOUSING page 11

NACo meets with Transportation Committee chairman

By ROBERT FOGEL
SENIOR LEGISLATIVE DIRECTOR

On July 16, a delegation of county officials met with Chairman Bill Shuster (R-Pa.) of the House Transportation and Infrastructure (T&I) Committee to discuss a broad range of NACo interests. Transportation has always been a top NACo priority, and Shuster became the new chair of this important House committee at the beginning of the 113th Congress.

NACo had been seeking this meeting for some time in order to provide Shuster with the county perspective on transportation and outline to him the broad responsibilities counties have in the transportation area.

"Transportation is key for our members, and this is the type of meeting NACo will be having in the upcoming months," said Matt Chase, NACo executive director. "We want to meet with more congressional leadership and include elected county officials from their states and districts."

Much of the discussion was focused on the extensive county role and ownership of highways, bridges, transit systems and airports, and the upcoming reauthorization of the federal surface transportation program. The future of the Federal Highway Trust Fund was discussed and what steps may be taken to insure that sufficient revenue is collected either from an increase in the gas tax or new sources so that federal

funding for highways, bridges and transit can be increased or at least sustained. Additionally, a number of new county-specific issues were raised, particularly as it relates to bridges and transit. While Shuster made no specific commitments, he welcomed NACo's input on all future transportation legislation.

The NACo delegation included Commissioner Gary Fickes, Tarrant County, Texas, vice chairman, NACo Transportation Steering Committee; Commissioner Randy Maluchnik, Carver County, Minn., chairman, NACo Highway Subcommittee; Matt Chase, NACo executive director, and Bob Fogel, NACo transportation lobbyist. Also present were county officials from Shuster's home state of Pennsylvania, including Commissioner Christian Leinbach, Berks County, who is also president of the County Commissioners Association of Pennsylvania; Commissioner Rodney Ruddock, Indiana County, and Doug Hill, executive director of the County Commissioners Association of Pennsylvania.

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President | Linda Langston
Publisher | Matthew Chase
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Executive Editor | Beverly Anne Schlotterbeck
Senior Staff Writer | Charles Taylor
Staff Writer | Charlie Ban
Graphic Artist | Jack Hernandez
Editorial Assistant | Christopher Johnson

ADVERTISING STAFF
Job Market/Classifieds representative
Christopher Johnson
National Accounts representative
Beverly Schlotterbeck
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In Case You Missed It

News to use from past County News

» 2013 Annual Conference recap, photos available online

Missed the annual conference? Want to know what happened in other workshops or sessions? The conference wrap-up and photo review are available online by visiting [www.naco.org/newsroom/counynews/Current Issue/8-5-2013](http://www.naco.org/newsroom/counynews/Current%20Issue/8-5-2013).

» 2012–2013 NACo Annual Report now available

Learn more about NACo's accomplishments, innovative programs and goals for the future by reading the 2012–2013 NACo Annual Report. It details how your association has served you and your residents during the past 12 months and what is planned for the future.

To view the report, visit <http://annualreport.naco.org/Vizion5/viewer.aspx>.



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Military plays a major role in helping reduce child-abuse deaths

NO CHILD from page 1

an initiative that's now addressing the problem with encouraging results, called Not One More Child (NOMC).

Throughout 2012, there were three infant deaths in the county due to child abuse; in the first quarter of this year, there were none.

Clark and May collaborated to create the NOMC initiative in January 2012, with the goal of reducing infant and child fatalities. Representatives from more than 70 organizations in El Paso County are a part of a coalition that includes, local hospitals, communities of faith, county staff, nonprofits and the considerable military presence in the Colorado Springs area, among others.

The effort's stakeholders provide parenting education and coping skills to through seven task groups including training videos for first responders, public service messages and public outreach (see sidebar).

It has no budget as such, according to Jennifer Brown of the county's Department of Human Services (DHS). Much of what has been accomplished has been through grants — a thousand dollars here, \$2,000 there — in-kind contributions, philanthropy and donated county staff and volunteer time. May and Clark co-chair meetings of the coalition.

Sally Duncan, an original and continuing member, said their leadership has lent credibility to the initiative. "Today, it moves forward at a more rapid pace than most community committees with the concept of 'done is better than perfect.'"

In 2009, when an earlier spike occurred, Memorial Hospital in Colorado Springs, which is now part of the coalition, began providing bedside information to new parents on how to deal with a crying baby and the consequences, including head trauma and death, of shaking an infant. Duncan, a nurse and injury prevention specialist, worked

for the hospital at the time. These methods have since been embraced and promoted by the NOMC initiative, and three other hospitals in the area have adopted them.

At the heart of the coalition is collaboration across disciplines, and sometimes, even among competitors, according to Elizabeth Spradlin, a trauma nurse coordinator at Memorial Hospital. She's the hospital's current representative to the coalition.

"I mean, nobody's worried about copyrights or anything; we're all concerned about just keeping babies safe and just having all people at the table," she said. "Hospitals that typically will compete for clientele, we're all there sharing our information, sharing our data because we all know it's a worthy cause."

The area's military community also has done yeoman's work to educate active duty personnel and veterans in the region. That's significant because in 2011, seven of the 10 child fatalities had some connection to military families.

El Paso County is home to the U.S. Army's Fort Carson which had a 2010 population of 13,800, according to Census data, and from 2007 to 2011, veterans constituted about 77,500 of the county's 645,000 residents.

Clark said NOMC's Military Task Group is working to make sure all military families have the information and resources they need to safely care for their children. Lt. Gen. Joseph Anderson, until recently the Fort Carson's commander, and his wife went "all in" to support the initiative.

For example at Fort Carson, the Military Task Group helped to greatly increase soldiers' participation in a program to educate parents called Boot Camp for New Dads. The post also started requiring all parents who deliver a baby at its Evans Army Hospital to go through bedside education, watch a video about how to handle a crying baby and afterwards sign a pledge that they understand that shaking, tossing or hitting a child — even one time — can cause death or injuries.

In 2012, only one of the child-abuse deaths in the county was service-connected, according to county data, and Clark said Anderson has exported the programming to his new post at Fort Bragg, N.C.

She is quick to add that this isn't just a military problem. "The military was a component, but it wasn't the only component. A lot of different factors come into play. Sometimes it's poverty."

Research by the coalition's Data Committee seems to bear that out.



Photo courtesy of El Paso County, Colo.

Commissioner Sally Clark (I), El Paso County, Colo. and NACo second vice president, shares with District Attorney Day May an award she received for her efforts to reduce child-abuse deaths in the county. Together they founded the Not One More Child initiative whose partners include nonprofits, the faith-based organizations, the military, hospitals and the medical community.

May said that of the 10 babies who died in 2011, "not a single one of them" had a pediatrician they had been seeing but had been using emergency rooms for their medical care.

"So we realized that if you're going to reach out to some of these families after they've left the hospital, you're going to have to do it through either the ERs or fire department, or police that may be showing up at their house," he said.

"We've come up with a 45-minute training video for police who a lot of times are in these situations, but they need to be aware what the signs are, and where they can make referrals or who they can contact."

Seeing downward-trending data over a 15-month period is encouraging to May, but he isn't ready to

declare victory. "It is something that makes us cautiously optimistic. It makes you feel that you're going in the right direction. They've come up with a lot of ideas that seem to be effective, but we need to see [results] medium- and long-term," he said.

Duncan, the task force member, perhaps sums it up best: "The most important part is this; we are protecting those who cannot protect themselves, and when we speak, we are speaking for those whose voices are the quietest. They do not pick up the phone and call their representatives. They only have us."

**For more information about Not One More Child and a list of available resources, including videos, see this article online at www.naco.org/countynews.*

Profiles in Service



Judson Freed

NACo Board of Directors

Director of Emergency Management and Homeland Security
Ramsey County, Minn.

Number of years active in NACo: 8

Years in public service: 25

Occupation: Emergency Manager

Education: M.A. — security studies (Homeland Defense and Security), Naval Postgraduate School, Monterey, Calif.; B.A. — history, University of Minnesota

The hardest thing I've ever done: being a parent.

Three people (living or dead) I'd invite to dinner: the Apostle Paul, Abraham Lincoln and Ronald Reagan.

A dream I have is to: take a first-class trip to Australia.

You'd be surprised to learn that I: love to listen to old-time radio detective shows.

My favorite way to relax is: sit out on my deck and read a good novel.

I'm most proud of: the way my kids have turned out (so far).

Every morning I read: a section of the Bible, and many online news and open-source intelligence briefs.

My favorite meal is: a wedge salad with blue cheese, steak, steamed asparagus with hollandaise and a baked potato with butter and sour cream.

My pet peeve is: situational ethics.

The last book I read was: *A Blaze of Glory* by Jeff Shaara.

My favorite movie is: *Zulu* starring Stanley Baker and Michael Caine.

My favorite music is: Rock from the late '60s, early '70s (I also have a lot of hip-hop on my iPod too.)

My favorite president is: Ronald Reagan.

Not One More Child Task Groups

The NOMC coalition has seven committees that attack various aspects of reducing fatalities from child abuse and neglect. They, and their missions, are as follows:

- **Hotline Committee** — creating a local phone number for parents in crisis to get advice and find resources
- **Data Committee** — compiling data about child fatalities and serious injuries from all organizations to look for trends
- **Communications Committee** — working on communication plans to include videos and other materials to reach out to the community
- **Hospitals and the Medical Community Committee** — discussing ways to reach out to parents before, during and after births at hospitals and doctor's offices
- **First Responders Committee** — creating more ways first responders can reach out to the people they come in contact with, and
- **Faith-Based Community Committee** — Engaging the faith-based community in child abuse prevention through a week of prayer.

East Coast counties top digital survey honorees

By CHRISTOPHER JOHNSON
EDITORIAL ASSISTANT



Montgomery County, Md.; Chesterfield County, Va.; Catawba County, N.C.; and Charles County, Md. earned first place in the 2013 Digital Counties Survey, which recognizes leading examples of counties using information and communications technology. The Center for Digital Government and Digital Communities program, in partnership with NACo, identifies the best electronic practices among counties nationwide, regardless of size.

"Counties across the country are aligning technology initiatives with executive strategic priorities to provide vital cost savings and administrative efficiencies," said Matt Chase, NACo executive director. "The Digital Counties Survey identifies best practices and innovative uses of technology crucial with today's constrained

SpeedRead » » »

- » East Coast counties recognized first in all four population categories
- » Counties focused on saving money by simplifying their information technology infrastructure

budgets to maintaining and even improving service levels."

Four East Coast counties earned the top rankings in their respective population categories for effectively and efficiently using digital technologies to serve citizens, streamline operations and achieve measurable benefits. Hundreds of submissions were judged by a panel of experts.

Montgomery County took first place in the 500,000 or more population category. The county launched major open-data initiatives, including "openMontgomery," which provides constituents with access to a variety of county

information and established a formal innovation program and appointed a chief innovation officer.

"Money is tight; we try to do the best with what we have," said John Gillick, Montgomery County's technology services manager. "We have smart people working here, and that's how we get things done."

Chesterfield County clinched the top spot in the 250,000 to 499,999 population category. The county expanded its Wi-Fi network, with almost 90 locations available to citizens. Chesterfield started four social media outlets and other avenues for interacting directly with citizens. The county

is one of eight Virginia counties making an appearance in the 2013 Digital Counties Survey Rankings.

Catawba County grabbed first place in the 150,000 to 249,999 population category. It used partnerships with local governments to procure technology products. In continued efforts to maximize resources, the county is forging new public-private partnerships to recycle raw materials for energy production.

"We are constantly exploring ways to make our system better and adapt to all the new devices out there," said Terry Bledsoe, Catawba County's CIO.

Rounding out the list, Charles County was named the top digital county in the less than 150,000 population category. The county implemented a new content management open source system that improved internal workflows. Charles County also reduced software costs by eliminating duplication in software functions by merging systems.

This year's survey was underwritten by CDW-G, Dell, EMC, McAfee and Sprint.

**For more information on the 2013 Digital Counties Survey, see this article at www.naco.org/countynews.*

2013 Digital County Winners

500,000 or more population category

- 1 – Montgomery County, Md.
- 2 – Hennepin County, Minn.
- 3 – San Diego County, Calif.
- 3 – Fairfax County, Va.
- 4 – King County, Wash.
- 4 – Oakland County, Mich.
- 5 – Fulton County, Ga.
- 5 – Prince George's County, Md.
- 6 – Sacramento County, Calif.
- 6 – Westchester County, N.Y.
- 7 – Baltimore County, Md.
- 7 – Snohomish County, Wash.
- 8 – Wake County, N.C.
- 9 – San Joaquin County, Calif.
- 9 – Orange County, Fla.
- 10 – Tarrant County, Texas
- 10 – Tulsa County, Okla.

250,000-499,999 population category

- 1 – Chesterfield County, Va.
- 2 – Dutchess County, N.Y.
- 3 – Loudoun County, Va.
- 4 – Douglas County, Colo.
- 4 – Washoe County, Nev.
- 5 – Clackamas County, Ore.
- 5 – Leon County, Fla.
- 6 – Hamilton County, Ind.
- 7 – Bell County, Texas

- 8 – Howard County, Md.
- 9 – Ottawa County, Mich.
- 10 – Cumberland County, Pa.

150,000-249,999 population category

- 1 – Catawba County, N.C.
- 2 – Arlington County, Va.
- 3 – Lackawanna County, Pa.
- 4 – Gaston County, N.C.
- 5 – Dona Ana County, N.M.
- 6 – Sussex County, N.J.
- 7 – Clermont County, Ohio
- 8 – Cabarrus County, N.C.
- 8 – Davidson County, N.C.
- 9 – Mohave County, Ariz.
- 9 – St. Tammany Parish, La.
- 10 – Boone County, Mo.

Fewer than 150,000 population category

- 1 – Charles County, Md.
- 2 – Allegan County, Mich.
- 3 – Nevada County, Calif.
- 4 – Albemarle County, Va.
- 5 – Roanoke County, Va.
- 6 – Napa County, Calif.
- 7 – Martin County, Fla.
- 8 – Franklin County, Va.
- 9 – Gloucester County, Va.
- 10 – Moore County, N.C.

By DUSTIN McDONALD
DIRECTOR, FEDERAL LIAISON CENTER, GFOA



Money market funds (MMF) are a widely used cash management tool for many state and local governments. The Federal Reserve reports that as of the end of the first quarter of 2013 state and local governments hold over \$120 billion of their short- and mid-term investments in money market funds.

Beyond providing valuable cash management services for state and local governments, money market funds themselves are key purchasers of municipal securities. In fact, U.S. money market funds are the largest investor in short-term municipal bonds, holding almost three-fourths of state and local short-term debt (72 percent as of April 2013).

With more than \$2.6 trillion of state and local government, corporate and individual assets invested in MMFs, the Securities and Exchange Commission (SEC) has sought reform of the MMF sector since the 2008 national financial crisis, when the Reserve Primary Fund (a large and popular MMF) "broke the buck" and triggered a run on MMFs and a tightening of the short-term credit markets.

Although the SEC took steps in 2010 to make MMFs more resilient, it is still concerned about the funds' susceptibility to investor runs and the potential systemic impacts that such runs could have on the larger financial system.

To address these concerns the SEC unveiled a new rule proposal in June 2013 that would increase

SpeedRead » » »

- » Some money market funds would have to stop rounding up values
- » Using a floating NAV could drive away investors
- » Money Market Funds are the largest purchaser of short-term municipal bonds

transparency and disclosure requirements of MMFs, or require some funds to float their net asset values (NAV). While some of the elements of the proposal could do a lot to further strengthen MMFs and reduce systemic risk, floating the NAV could have significant cost implications for state and local governments.

Why float the NAV?

The SEC has proposed floating the NAV as a means to provide investors with a more frequent and accurate assessment of the value of a fund's assets. Under current law (SEC rule 2a-7), MMFs are allowed to round their share price to \$1, so long as the actual value of a share does not fall below \$0.9950 ("break the buck"). Floating the NAV will require funds to more consistently provide investors with the actual value of the fund's assets and the value of a fund's share compared to the \$1 pricing model. The SEC's proposal is predicated on the belief that investor awareness of the actual value of the fund's assets will make investors less likely to redeem shares in times of economic distress.

However, this proposed solution

to deter heavy redemptions of MMF shares during fiscal crises could impose substantial costs on state and local governments.

For example, using a floating NAV could drive away many types of money market investors. This would in turn dampen funds' interest in purchasing municipal securities and result in increased debt issuance costs for governments as demand for tax-exempt securities wanes. As money market funds are the largest purchaser of short-term municipal bonds, these projected outcomes will have enormous cost impacts on state and local governments. A discussion of this concern, as well as a number of others, are summarized on a factsheet, available at www.naco.org/countynews.

How can you help?

The Government Finance Officers Association (GFOA) is working with a coalition of stakeholders to voice its concerns with SEC's proposal, however it is critical that individual jurisdictions weigh in with SEC to discuss their own specific money market fund needs and uses, and the proposal's projected impacts on their communities.

To assist state and local governments understand and engage SEC on concerns with its proposal, the GFOA partnered with the Investment Company Institute and U.S. Chamber of Commerce on a webinar walking members through the details of the proposal, and discussing how it could impact state and local governments.

Details of the webinar are available at www.naco.org/countynews.

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County commissioner tries living on minimum wage

By CHARLIE BAN
STAFF WRITER

Martin David Kiar likes living comfortably. He likes bringing flowers home to his wife and treating his daughter to a smoothie.

What the Broward County, Fla. commissioner learned during a week-long experiment, was that many residents of his county, however well they budgeted, probably couldn't bring those treats home, or afford other luxuries.

Earlier in the year, the Florida Legislature tried to eliminate Broward's living wage ordinance, an unsuccessful attempt that nonetheless startled Kiar.

"I was offended they even tried," he said. "In an expensive city like Fort Lauderdale, the additional income a worker makes from living wage over minimum wage is significant. It's hard for a lot of people to make ends meet."

Broward County's living wage ordinance mandates hourly rates of \$11.46 for jobs with health insurance benefits and \$12.95 without. The Florida minimum wage is \$7.79 an hour. The living wage ordinance benefits employees of businesses operating on a contract with the county exceeding \$100,000.

With a prompt from the Service Employees International Union,



Martin David Kiar
Broward County, Fla. commissioner

Kiar decided to try living on a minimum wage budget for a work week in July, in hopes of illustrating the difference and bringing attention to wage inequities. It wasn't a scientific experiment, Kiar would still start with the amenities he had accumulated over time — a house, car, clothes, his job — but he would feel the economic pinch by following a budget based on the disposable income a Broward County resident living on minimum wage could expect to have after paying for housing — \$106.21.

He consulted with experts — in this case citizens who have been living on minimum wage — to help him budget. His food purchases,

limited to \$20, had to be efficient and cheap, meaning a lot of peanut butter and jelly, cereal, plantains and chicken.

"It was all I could really afford," he said.

That meant none of those treats for his wife and three-year-old daughter.

"My wife understood, but my daughter had a tougher time," he said. "I had to use an analogy involving Disney princesses to explain why she wasn't getting her smoothies."

Transportation limited his options. He took the bus as much as he could, because he couldn't afford to buy much gas. He relented and put \$20 worth into his SUV, likely not the most fuel-efficient option.

Kiar's Budget

Beginning amount	\$106.21
miscellaneous	\$21.04
emergency funds	\$20.00
groceries	\$40.00
gas	\$20.00
shaving supplies	\$5.00
leftover	\$0.15

While on the bus he met one airport worker who, if she could drive, could make it to work in 20 minutes. Instead, she rides a series of buses for three hours, each way.

"Money is one thing, but that's time out of her life she is spending," Kiar said. "An extra five hours and 20 minutes a day, just

getting to work. It was hard for me to get around, but not three-hours-each-way hard."

The big impact came in his free time. Without driving, he couldn't hit the gym with as much frequency. In addition, the cost of his gym membership did not fit into the budget, so extrapolating the experiment beyond five days would have likely meant a few additional cuts to his normal routine.

With this experience in his consciousness, Kiar is focused on how the county can further reach its lower-income citizens, beyond maintaining support for the living wage ordinance.

"It's difficult to get anything passed, but it's worrisome that the Legislature can undo what we as a county want, especially because it helps our citizens," he said.

He said raising awareness of county services was the best thing he could do to bring relief to his constituents, especially those who work outside of sectors covered by the living wage ordinance.

"One of the most important things we can do is provide help doing budgeting," he said. "That was a major hurdle for me, and the people I've talked to who deal with this kind of challenge every day said that setting and keeping a budget was a major part of managing whatever money they had."

Services Covered by Broward County's Living Wage Ordinance

The ordinance covers employees of service contractors and subcontractors performing the following services through a county service contract exceeding \$100,000 per year:

- Food preparation and distribution
- Security services
- Maintenance and janitorial services
- Repair services
- Clerical and non-supervisory office work
- Transportation and parking
- Landscaping services, and
- Printing and reproduction.

Supreme Court to hear several cases of interest to counties

LOCAL CASES from page 1

in *Marsh* for the first time in three decades. The case could impact many local governing bodies that begin their sessions with a prayer.

Mount Holly Gardens Citizens in Action v. Township of Mount Holly

The question presented by this case is whether a policy or action (here, a plan to redevelop a low-income minority neighborhood in New Jersey) that disproportionately affects a protected class of citizens without intentionally discriminating on the basis of race or other factors can also give rise to a Fair Housing Act (FHA) claim. Because redevelopment plans frequently, though unintentionally, can have disparate impacts on minorities, Mount Holly could expose cities and other local governments to increased liability.

The court will decide whether the FHA allows plaintiffs to bring disparate-impact claims in addition

to disparate-treatment claims. The act makes it unlawful to "refuse to sell or rent . . . or otherwise make unavailable or deny, a dwelling to any person because of race, color, religion, sex, familial status, or national origin." If a person is treated differently on account of a protected status, he or she may sue under the FHA.

McCullen v. Coakley

The court will examine the constitutionality of a Massachusetts law that creates a 35-foot "buffer zone" around reproductive health care facilities which demonstrators are not allowed to enter.

A 2008 case, *Hill v. Colorado*, upheld a similar law against a First Amendment challenge because it: 1) addressed a legitimate state concern for the safety and privacy of individuals using the facilities; 2) was "content-neutral" in that it applied to all demonstrators equally regardless of viewpoint; and 3) regulated the "time, place, and manner" of speech without

foreclosing or unduly burdening the right of demonstrators to communicate their message.

A broad ruling by the justices could have sweeping consequences beyond this particular context, since local governments are continually challenged to strike a balance between free speech rights and the duty to protect their citizens from harassment at clinics, funerals, political events and other locations. The State and Local Legal Center (SLLC) will file an amicus brief in this case.

Madigan v. Levin

Harvey Levin claims he was fired from his job as an assistant attorney general in Illinois for being too old. In *Madigan v. Levin*, the Supreme Court will decide whether he and others like him must follow the procedures of the federal Age Discrimination in Employment Act (ADEA) before initiating a lawsuit, or whether terminated employees may go to court directly under the Fourteenth Amendment and Section 1983 of Title 42 of the U.S.

Code (42 U.S.C. Section 1983). The ADEA contains a comprehensive scheme that requires potential plaintiffs to file a complaint with the Equal Employment Opportunity Commission, which will attempt to resolve the issue informally before the former employee can sue. A Section 1983 claim would circumvent this process and end up costing employers, including local governments, substantially more time and money.

Sprint Communications Company v. Jacobs

This case arose out of a telecommunications dispute in Iowa. Sprint refused to pay another company's intrastate access charge for a service and asked the Iowa Utility Board (IUB) for confirmation that it was under no obligation to do so. The IUB ordered Sprint to pay, and Sprint challenged the IUB's decision in U.S. district and state courts simultaneously.

The 8th Circuit ruled that the district court should not hear the

case until the state court review of the IUB decision was complete — if at all — citing the so-called "Younger abstention doctrine," which requires that a federal court abstain to avoid interfering with a pending state court case.

The Supreme Court took the case to decide whether it mattered for the purposes of abstention that Sprint initially asked the IUB for approval — a remedial proceeding — or if Younger abstention only applies where the state brings a party before the court or administrative board in a coercive proceeding. Most remedial proceedings happen on the local level and involve zoning variances, the denial of gun permits, and the like. The question is whether a federal court should be able to review this type of decision immediately or whether it should abstain until the state proceedings have ended. The SLLC will file an amicus brief in this case.

Whether the justices will rule in favor of local governments remains to be seen.

New leaders head up state associations

New executive directors have taken the helms of state associations of counties in Minnesota and Ohio. Both have prior service with their respective associations.

Julie Ring was selected to lead the Association of Minnesota Counties (AMC), and Suzanne Dulaney was tapped to head the County Commissioners Association of Ohio (CCAO).

Ring has been AMC's health and human services policy analyst and legislative coordinator since January 2012. Prior to that, she served as director of the Local Public Health Association and with the Minnesota Department of Health, where most of her job involved interactions with local public health departments and county boards. She also served as the department's legislative staff, and oversaw state and federal contracts for the agency.

"AMC is a fantastic organization, and I'm honored to be selected as its next executive director," Ring

said. "I'm looking forward to building relationships with commissioners and staff from all 87 counties so that all members are engaged shaping the future of AMC."

A 'homecoming' in Ohio

Dulaney worked at CCAO as a senior policy analyst from 1999–2006 and called her new job "a homecoming for me."

"Commissioners are working together to share best practices and new innovations, solve problems and develop shared services to save taxpayer dollars," she said. "As their new executive director, I am excited to be a part of that work."

After leaving CCAO, she served as the associate CEO for the Ohio Association of County Behavioral Health Authorities where she was in charge of legal and legislative affairs. Dulaney has 18 years of experience working with the Ohio General Assembly and 14 years working in nonprofit trade associations.

NACRC elects new officers, directors

The National Association of County Recorders, Election Officials and Clerks (NACRC) elected Richard Maughan, Davis County, Utah recorder, as its new president during its Annual Conference July 18–21, in Dallas, Texas. NACRC is a NACo affiliate.

Also elected were: Neal Kelley, first vice president, registrar of voters, Orange County, Calif.; Ann Johnsrud, second vice president, recorder, McKenzie County, N.D.; and Larry Burtness, third vice president, chief deputy recorder, Washoe County, Nev.

"I am humbled to be working alongside such a distinguished and diverse board of directors, who hail from all regions of the United States," Maughan said. "They will bring a broad perspective and valuable experience to the board room as they guide the affairs of NACRC for the coming year. I am truly grateful for their service and honored to serve with them."

Carye Blaney, county clerk, Monongalia County, W.Va., was elected as secretary and Norman Johnson, clerk/auditor, San Juan County, Utah, will continue as treasurer. Patty O'Connor, director of taxpayer services, Blue Earth County, Minn., will continue to

serve as NACRC's representative to NACo.

The following members were elected to serve three-year terms as directors: Annette Hill, assistant commissioner-city register, New York City Department of Finance, N.Y.; Mary Deitz, assistant register of deeds, Durham County, N.C.; Pat Key, clerk, Tulsa County, Okla.; and Ken Burke, clerk of the circuit court and comptroller, Pinellas County, Fla. Gayla Neal, manager, Recording & Records Management Office, Tarrant County, Texas, was elected to fill a one-year director term.

The NACRC board met immediately following the Annual Conference in Dallas to plan for the 2013–14 membership year.

NACRC is a national association of elected and appointed county administrative officials. The association has approximately 500 members consisting of elected and appointed county, parish and town officials and their staffs, as well as private companies providing their offices with products and services.

NACRC is managed by IMI Association Executives, a Morrisville, N.C.-based association management firm. For more information, visit www.nacrc.org.

Retiring lobbyist for Ohio counties was man of his word



Photo courtesy of the County Commissioners Association of Ohio

Larry Long (r) is honored at the Ohio State Legislature for his 40 years of service to the County Commissioners Association of Ohio, the past 25 as executive director. With him (l-r) are Speaker of the House William Batchelder and Rep. Terry Blair. Long retired earlier this month.



(Larry Long recently retired after 40 years with the County Commissioners Association of Ohio, the last 25 as executive director. This op-ed column by Joe Hallett originally appeared in *The Columbus Dispatch* Aug. 10, 2012. It is reprinted here with permission.)

You can thank Larry Long, at least partly, for the thousands of lives saved since Ohio implemented the 911 emergency system.

You can blame Larry Long, at least partly, for the tax your county "piggybacks" on the state sales tax.

Chances are you don't know Larry Long, but if you live in Ohio, he has a pretty good sense of who you are, because he knows the Ohioscape as well as anyone who has ever called himself a Buckeye.

"I've been to every town in every county in the state, and I know where all the good ice-cream places are," said Long, a native of Wadsworth in Medina County and proud graduate of Ohio State University.

There are 1,584 lobbyists working the Statehouse, about 12 for each of the 132 lawmakers. Long stood out as one of the very best for a very long time, a man of his word, trusted and respected by the last six governors and legislators of both parties.

He retired this month during his 40th year with the County Commissioners Association of Ohio, his 25th as executive director, advocating for the interests of the state's 88 counties. He vividly

remembers showing up for his first day of work in May 1974 at the association's offices in the old Neil House hotel across High Street from the Statehouse.

"Hell, I couldn't get in the office 'til 10 because they were all out drinking the night before."

Those days around Capitol Square were more convivial than today. Lawmakers, staffers, lobbyists and reporters congregated at the Red Lion bar, and later, after the Neil House was torn down, at the Galleria Tavern on 3rd Street, to make merry, mull policy and get scoops.

"I was starting to worry about myself because we used to sit around and drink three or four martinis for lunch," Long recalled.

Now 66, he reminisced about his career over a booze-free lunch, recalling that he was one of three staffers when he started, leaving the association 40 years later with 31 employees.

Long tallied many victories for the county commissioners association, battling the phone industry to finally implement the 911 emergency system and persuading legislators to allow the piggyback sales tax—now up to 1.5 percent—to help fund the ever-burgeoning mandates placed on counties by the state.

"We're always out there bitching about mandates on everything from elections to courts, to welfare, to mental-health systems, to assistance for the developmentally disabled," Long said. "Counties are the delivery agents for those things."

While strengthening the association as a lobbying force, Long also

transformed it into an "aggregation" service—hence the staff growth—creating a nonprofit company to purchase natural gas, electricity, health insurance, and property and liability insurance for counties at reduced costs.

"I almost hate to admit it, but particularly in the last decade we may have saved counties more money on those types of initiatives than we have on things we've gotten from the legislature."

Long carries good memories into retirement, but he won't miss dealing with the legislature. Term limits, gerrymandering and the subjugation of pragmatism to ideology have conspired to make it an unfriendly place.

"I still have a passion for the issues, but I don't like dealing in the legislature anymore," Long said. "It used to be I had loads of friends; it used to be cordial, it used to be collegial. You used to have big fights over issues and bills, and then everybody would put their arms around each other and head for the Red Lion or the Galleria."

"Now, Columbus has turned into a mini-Washington. There's very little pragmatism as to how we make things work. . . . There are people on both sides of the aisle who literally think that the other side is not only wrong, they think they're evil. It's just not a lot of fun for me in that atmosphere."

(Hallett is senior editor at *The Dispatch*.)

* See this article online at www.naco.org/countynews for a video of Long being honored.

Local Health Department Awards highlight data-driven solutions

By CHARLES TAYLOR
SENIOR STAFF WRITER

WEB* CONTENT Crook County, Ore. — all 2,979 square miles of it — is largely rural, with the attendant problems that can bring.

“We have had the highest unemployment rate in the state through this whole economic downturn,” said Muriel DeLaVergne-Brown, the county’s health director. “There’s not a lot of jobs, but I think there’s other opportunities.”

But things are looking up. Recent recognition by the National Association of County and City Health Officers (NACCHO) would seem a harbinger of better things to come. The association, a NACo affiliate, recently honored the county — despite its challenges — for having the best local health department in its population class, fewer than 50,000.

Also honored in the medium and large categories were Gaston County, N.C. and the City and County of Denver, Colo.

Crook County conducted a health impact assessment to improve the safety and accessibility of sidewalks in Prineville, the county seat, where about half of the county’s 20,000 residents live.

“We had a bicycle and pedestrian path that had fallen into disrepair,” DeLaVergne-Brown explained. “We really wanted to look at sort of the whole idea behind built environment, and look at transportation plans and look at how we can improve the health of the community.”

Prineville was able to use county health department data to secure a \$500,000 grant from the Oregon Department of Transportation to

make pedestrian and bicycle path safety improvements.

Because Prineville comprises so much of the county’s population, DeLaVergne-Brown said whatever helps the city also benefits the county.

NACCHO Executive Director Bobby Pestronk said the awards program, in its inaugural year, is helping to show other health departments what is possible.

“We think that there’s excellent work underway in health departments across the country on a daily basis, and much of it goes un-

noticed,” he said — “sometimes in their communities themselves but certainly at the national level, and we wanted to provide recognition to just a few departments.”

In North Carolina, Chris Dobbins is health director of Gaston County Health and Human Services. His county used GIS data to map teen pregnancy “hot spots”

to create a geographically localized approach to the county’s high teen pregnancy rates. The county, west of Charlotte, has 206,000 residents.

Faced with cutbacks, as many counties are — in the past two years, his department has undergone a hiring freeze and pay cuts — Gaston County HHS is using data to better target its scarce resources.

“In a day of dwindling resources, and very limited resources, we’re able to use this data to give us the backup that says, here’s where the problem lies; here’s where we’re going to expend resources; and here’s the evidence-based program that we’re going to use,” Dobbins said. His department is also expanding the use of data to address other health issues, such as helping to map areas of high mortality from chronic diseases.

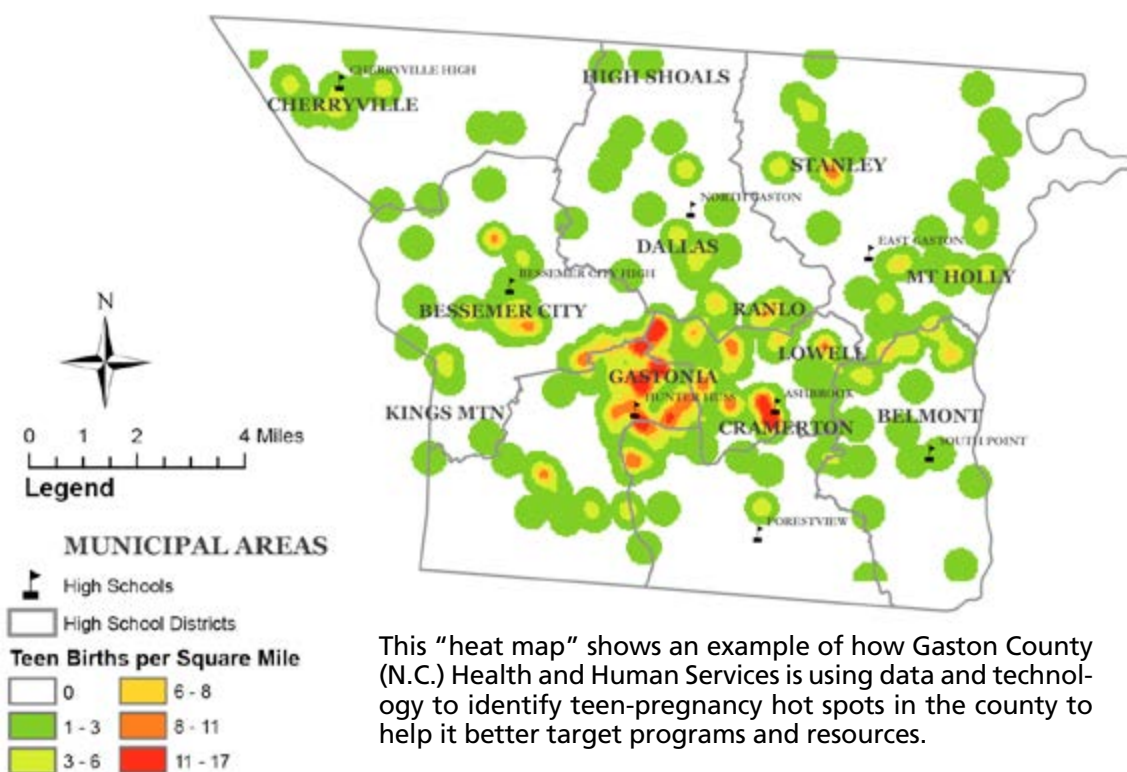
NACCHO’s Pestronk said next year awards will focus on a different theme than data and technology — yet to be determined. The application period likely will be announced in the spring of 2014.

“We would love to see large numbers of local health departments submitting applications for next year’s awards,” he said. Dobbins added that such recognition can be just the shot in the arm a struggling health department needs.

“In this day and age, it’s even more important than ever that we tout and highlight this so that we can learn from each other,” he said. “A lot of the times you get bogged down and you get worn down, and you don’t look beyond the next step in your path. But when you get these kinds of recognitions out there and you read about them you’re like, ‘Hey, we can do that here.’ That can make our programs better.”

**To view the winners’ applications explaining their use of data and technology, see this story online at www.naco.org/countynews.*

Gaston County 15–19-Year-Old Teen Births per Square Mile by High School District and Municipality • 2011



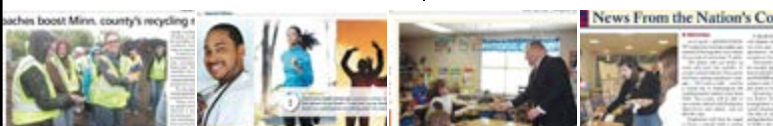
This “heat map” shows an example of how Gaston County (N.C.) Health and Human Services is using data and technology to identify teen-pregnancy hot spots in the county to help it better target programs and resources.

Data Sources: Gaston County GIS and State Center for Health Statistics

National partners create tools, resources for local governments

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The American Public Works Association (APWA) has created a comprehensive livability portal, www.narc.org/livability that offers a variety of resources and tools for local governments and their regional planning organizations.

The portal is a result of collaboration among NACo, the National Association of Regional Councils (NARC) and other key national associations and federal agencies including the National League of Cities, the International City/County Management Association, the U.S. Federal Highway Administration and the Federal Transit Administration. APWA members participated with NARC

and others as subject-matter experts to investigate the challenges and opportunities in planning for and implementing livable communities.

The two-year partnership resulted in the online livability portal that will empower regional planning organizations and their local government partners to lead their communities toward resilient communities. The tools were designed to help regions and local governments implement their own community livability vision, while coordinating transportation planning elements. The project yielded 13 outreach workshops, 15 case studies and a guidebook that identifies funding and financing options, provides strategic communications templates, and helps further local

and regional livability efforts.

“The resources developed by NARC along with APWA and other key national partners will enable public works professionals to understand how to best bring livability principles to the infrastructure and services they provide,” said Peter B. King, APWA executive director. “The resources and tools included in the online portal will enable our members to build stronger and more livable communities, and APWA is proud to be a collaborative partner with NARC and the others to create this important online livability resource.”

To access APWA’s Center for Sustainability blog, read this story online at www.naco.org/countynews.

WHY COUNTIES MATTER!

NACo National Association of Counties



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19,300
elected county board
members and elected
executives



\$482.1
BILLION
total expenditures
annually



3.3
MILLION
county employees



Service to
296
MILLION
county residents

Learn more about the role of counties at **WWW.NACO.ORG/COUNTIESMATTER**. Download the brochure or contact NACo to request copies for your county.

Congress reconvenes after August recess, faces deadlines

FALL AGENDA from page 1

ing remains uncertain, at some point Congress and the White House will need to raise the nation's borrowing limit to avoid a debt default or credit rating downgrade.

The borrowing deadline was pushed back several months when a flood of revenue came in from the mortgage lenders Fannie and Freddie. Fannie Mae paid the government nearly \$60 billion in June, and this new \$10.2 billion will join the \$4.4 billion from Freddie Mac. These payments have become a significant source of funds for the U.S. Treasury.

On top of increased payments from Fannie and Freddie, federal revenue has been rising while government spending has slowed. According to the Congressional Budget Office, the federal deficit fell by more than one-third in the first 10 months of this fiscal year, assisted mostly by a 14 percent increase in tax revenue, along with a small decline in spending. The federal government spent \$606 billion more than it took in, a drop of \$368 billion, or 37.8 percent, over the same period last year. Spending, reduced by sequestration, fell by 3 percent, or \$90 billion, to \$2.9 trillion.

Another delay could further complicate negotiations over the FY14 appropriations bills which some members of Congress have been hoping to link to a debt-ceiling increase. Negotiations over the debt ceiling have also been seen as the trigger point for a larger budget deal.

FY14 Appropriations

The FY14 appropriations process has faced a rocky road this year. Both chambers of Congress failed in their efforts to pass FY14 Transportation-Housing and Urban Development (T-HUD) appropriations bills before leaving for the August recess, raising questions regarding the plausibility of reviving such legislation in the few weeks between legislators' return to Washington and the end of the federal fiscal year on Sept. 30. (see sidebar)

Twelve appropriations bills must be enacted by Oct. 1, the beginning of this fiscal year. However, only four appropriations bills passed out of the House: Defense, Energy and Water, Homeland Security, and Military/Veterans — and the Senate has yet to vote on any appropriations bills.

If appropriation bills are not enacted by Oct. 1, Congress will pass a continuing resolution to

SpeedRead » » »

- » Federal spending is down and revenue is up, thanks in part to mortgage bank repayments
- » Fuller economic recovery will put less pressure on the tax-exempt status of municipal bonds
- » After recess, the House will have nine days before the 2008 Farm Bill extension expires

fund the federal government until differences are resolved.

Tax Reform

After several active months of discussions and working groups focused on possible tax reform options, the August recess found the chairmen of the two congressional tax-writing committees on the road as they continued their campaign to generate grassroots support for a major tax bill. At a recent stop in California's Silicon Valley, Senate Finance Chairman Max Baucus (D-Mont.) and House

Ways and Means Chairman Dave Camp (R-Mich.) touted tax reform as an opportunity to encourage U.S. economic growth.

Although both chairmen are fairly optimistic of the chances to enact comprehensive reform, many of their colleagues don't share their enthusiasm.

The most recent example is the Senate's "blank slate" exercise in July where Baucus sent a letter to his colleagues, seeking their suggestions and arguments for tax provisions they felt should be included in a reformed tax code. Only a few Senators submitted comments with specific suggestions, some submitted very general principles that should guide reform efforts, while others submitted no comments at all.

When Congress returns, there are some indications that Camp intends to circulate a draft tax-reform bill. Regardless of whether a draft is released, there clearly remains a divide between Republicans and Democrats on the question of whether changes to the tax code should generate revenue or not. Without an agreement between

the parties on revenue, how quickly — if at all — comprehensive tax reform is enacted remains uncertain. But what is certain is that until the economy fully recovers and a clear path to address the federal deficit is agreed upon, hot topics like reforming the tax code, which could include key provisions for counties like the exemption for municipal bond interest, will remain front and center into the near future.

Immigration Reform

Congress adjourned for its August recess with immigration reform still up in the air. While the Senate passed its comprehensive immigration reform bill (S. 744) on June 27, House leadership indicated debate on immigration reform would be delayed until October. While the House has already indicated it will not take up the Senate bill, that doesn't mean that an agreement with the Senate is impossible.

The following five incremental bills have already passed various House committees:

- The Strengthen and Fortify

Enforcement Act (SAFE, H.R. 2278), which would compel state and local governments to enforce civil violations of immigration law. NACo opposes this bill;

- The Legal Workforce Act (H.R. 1772), which would mandate state and local governments to apply E-verify to prospective and current employees. NACo opposes this bill;

- The Skills VISA Act (H.R. 2131), which increases skilled worker visas;

- The Agricultural Guest-worker Act (H.R. 1773), which establishes a new visa program for all aspects of the agricultural industry; and

- The Border Security Results Act, which directs the Department of Homeland Security to implement numerous enforcement measures.

A path to citizenship for the nation's 11 million undocumented individuals remains the sticking point in the House. While none of the preceding bills includes such a provision, there are indications that some version of a legalization program is a possibility. House Majority Leader Eric Cantor (R-Va.) and Judiciary Committee Chairman Bob Goodlatte (R-Va.) have said they are working on their version of the DREAM Act, which provides a path to citizenship to children brought into the country illegally by their parents.

Immigration reform matters to counties for several reasons. Counties are often the health care providers of last resort for the uninsured and underinsured; counties provide for the public safety of all individuals, including undocumented immigrants; and counties provide free elementary and secondary education without regard to immigration status.

Farm Bill

With the current extension of the farm bill set to expire on Sept. 30, the future of new farm legislation remains uncertain.

In June, the farm bill (H.R. 1947) was pulled mid-stream from consideration on the floor of the House after controversies rose over \$20 billion in proposed cuts to the nutrition title. In July, the House passed an agriculture-only farm bill that is identical to the version that failed on the floor in June, except it did not include a nutrition title. The nutrition title will need to be debated separately since it deals with food programs such as the Supplemental Nutrition Assistance

T-HUD bills fall with a 'thud'

By ROBERT FOGEL

SENIOR LEGISLATIVE DIRECTOR

The Senate and House concurrently debated the FY14 Transportation-HUD (T-HUD) Appropriations bills, and the outcomes were the same — both chambers failed to enact bills. Simply stated, opponents prevailed on the arguments that the House bill included too little funding and the Senate bill too much funding, all complicated by the politics of sequestration.

After several days of debate, the House leadership withdrew its \$44 billion bill on July 31 after they determined there were not enough votes to pass it. All the Democrats were expected to oppose it along with a number of moderate Republicans who agreed with the Democrats that funding was too low, especially for CDBG and Amtrak, and some Republicans who felt funding was too high. On Aug. 1, the Senate bill failed to get the necessary 60 votes to invoke cloture on its \$54 billion bill, which would have limited the time for debate and avoided a filibuster by opponents.

With Congress now on August recess, it remains to be seen whether this legislation can be revived in September when there are only nine legislative days before the new fiscal year begins in September.

House Appropriations Chairman Hal Rogers (R-Ky.) provided his thoughts on future prospects in a statement on the THUD bill when he said, "I am extremely disappointed with the decision to pull the bill from the House calendar today. The prospects for passing this bill in September are bleak at best, given the vote count on passage that was apparent this afternoon. With this action, the House has declined to proceed on the implementation of the

very budget it adopted just three months ago.

"Thus, I believe that the House has made its choice: sequestration — and it's unrealistic and ill-conceived discretionary cuts — must be brought to an end. And, it is also clear that the higher funding levels advocated by the Senate are also simply not achievable in this Congress."

In the Senate, T-HUD Appropriations Subcommittee Chair Patty Murray (D-Wash.) expressed her disappointment on the outcomes stating, "This bill is not exactly the bill that I would have written on my own. I know it's not exactly the bill that Senator Collins (Ranking Republican on the THUD Subcommittee) would have written on her own. But it is a compromise bill that reflects the deep cuts we made when we set spending levels in the Budget Control Act, as well as the best ideas—from both sides of the aisle—of ways we can improve and reform our transportation and housing investments. The transportation and housing investments in this bill have a direct impact on the families and communities we represent."

In general, getting appropriations bills enacted before Oct. 1, especially those that address domestic spending, will be a real challenge. It was reported recently that the \$122 billion Labor, Health and Human Services and Education bill, another domestic spending bill, was derailed in the House Appropriations Subcommittee because of concern about there not being enough votes to pass it.

House Speaker Boehner has said that it is likely Congress will have to pass a short term continuing resolution by Sept. 30 to keep the government operating, but at the same time he stated that the T-HUD bill would come back for a vote in September. It's all up in the air.

FEMA pilot program introduces new dispute resolution

A new FEMA pilot allows public assistance grant applicants an added option of arbitration by an independent review panel to resolve disagreements related to public assistance projects for disaster-related emergency protective measures; infrastructure repair and replacement work; or debris removal. This Dispute Resolution Pilot Program is a result of the Sandy Recovery Improvement Act (SRIA) of 2013.

The added option allows applicants, including state, local, tribal and territorial governments and certain nonprofits, to file for arbitration, which will be conducted by an independent review panel, instead of pursuing a second appeal under FEMA's Public Assistance Program.

SRIA authorizes several significant changes to the way FEMA may deliver disaster assistance under a variety of programs.

By statute, the pilot program will sunset on Dec. 31, 2015 and a request for review by an independent panel may not be made after that date.

Dispute resolution will be an option for emergency protective measures; infrastructure repair and replacement projects; or debris removal where:

- the applicant has completed a first appeal in accordance with the Code of Federal Regulations, 44 C.F.R. Section 206.206;

- the amount in dispute is equal to or greater than \$1 million; and

- the applicant has a non-federal cost-share requirement (the project costs are shared — typically, 75 federal and 25 percent non-federal).

The new option is available effective immediately. Arbitrations are only available for disasters that were declared on or after Oct. 30,

2012. The arbitration decisions will be binding upon the parties to the dispute.

Typical appeals involve disputes regarding whether an applicant, facility, item of work or project is eligible for public assistance; whether approved costs

are sufficient to complete the work; whether a requested time extension was properly denied; whether a portion of the cost claimed for the work is eligible; whether the applicant may use the funds for an improved or alternate project; or whether the approved scope of

work is correct. More information is available at www.fema.gov/public-assistance-process-request-arbitration.

If you have questions, contact FEMA's Intergovernmental Affairs Office at 202.646.3444 or at FEMA-IGA@fema.dhs.gov.

Creative thinking helps transform defunct group home to house veterans

HOUSING from page 2

"Dr. (Donald) Katt (the college president) was quiet when I called him to tell him he would have to move," Hein said. "But he agreed the money could do a lot for people in need."

Community fundraising ventures are filling in much of the rest of the roughly \$330,000 cost of preparing the house. For instance, a private benefactor has donated enough to replace the roof. The United Way will coordinate much of the rest of the private fundraising.

In addition to the windfall from the house's sale, the county will now save \$35,000 annually that it was previously spending to maintain the house and grounds. That will go to pay the estimated \$25,000 maintenance budget for the Patriots Project.

"The public has really rallied around this," Hein said, mentioning the publicity push he gave the project. "Everybody embraces the obligation to our veterans, the debt we can't possibly repay."

Once opened, the facility will house up to 14 people, who will be referred by local veterans groups and managed by a yet-named contractor. Their stays should end up being eight to 12 months.

"It will be a comfortable place to live, but not a place anyone should plan on staying too long," Hansen said. "The goal is to help our veterans get back on their feet and moving along so someone else can get help."

While living at the house, veterans will have house calls from all applicable services, including medical, mental health and job placement.

"It will be a major improvement from them having to find their own transportation to services and figure out for themselves how to get to what they need," Hein said. "It will all come to them."

Those services are already provided by the county, so there won't be any additional costs to have practitioners deliver them at the house. Any additional costs, Hansen said, will be covered by the private fundraising.

Hein said the project has been a testament to what county governments can do in solving problems.

"That's where counties can be so strong, we have the ability and willingness to make difficult decisions and set priorities so we can do things right," he said. "Everyone got on board making this happen, and now we're getting closer to being able to do right by our veterans."

WRDA will allow for congressional oversight

FALL AGENDA from page 10

Program (SNAP), also known as food stamps. NACo opposes cuts to nutrition programs and will work to minimize any proposed cuts.

Over the recess, Cantor, along with a working group of House Republicans, drafted initial language for a stand-alone nutrition title. Cantor's stand-alone measure would reduce nutrition spending by \$40 billion over the next 10 years — almost double the level of cuts to the nutrition title proposed in the version of the farm bill (H.R. 1947) that collapsed on the House floor in June. These drastic cuts are certain to create further debate between the caucuses. In an August letter to House Speaker John Boehner (R-Ohio), Rep. Rose DeLauro (D-Conn.) and 204 House Democrats urged leadership to include nutrition funding in conference of this year's farm bill.

Once Congress reconvenes, the House will only have nine legislative days on the calendar before the current 2008 Farm Bill extension expires at the close of the fiscal year. As the Sept. 30 deadline approaches, the likelihood of yet another one-year extension of the farm bill increases. If a new long-term Farm Bill or extension is not passed by Congress, policy would revert back to permanent law stemming from the commodity

programs in the Agriculture Adjustment Act of 1938 and Agriculture Act of 1949.

Water Resources Development Act

Since the Senate passed the Water Resources Development Act (WRDA), S. 601, overwhelming in May, questions have remained about the status of the yet-to-be-introduced House bill.

Historically, WRDA has been a popular biannual bill, funding a number of earmarked projects. Last enacted in 2007, WRDA has faced an uphill battle in the past several years, due to the earmark ban. S. 601 carefully worked around the ban by granting the U.S. Army Corps of Engineers (Corps) authority over what projects should move forward. This decision has caused controversy in the House, where members were concerned about giving the Corps too much decision-making authority over projects.

But in August, the House Transportation and Infrastructure Chairman Bill Shuster (R-Pa.) announced his committee would release and markup a WRDA bill this fall. Shuster reiterated the legislation "will contain no earmarks" while providing greater "Congressional oversight in reviewing and prioritizing future water resource development activities."



The U.S. Department of Health and Human Services has released an Outreach and Enrollment Toolkit specifically designed for local leaders to help support the Marketplace Affordable Care Act enrollment process, which kicks off Oct. 1.

The kit, available for download at www.naco.org/ACAtoolkit, provides contact information, educational materials, webinar session schedules and community outreach strategies, among other items — all in support of a successful enrollment process for your county.

"Many of you are already engaged in conversations about the Affordable Care Act. Over the next few months, elected officials across the country can take these efforts to the next level. We are committed to working together and supporting your efforts, and want to hear what works best in your community," Paul Dioguardi, HHS intergovernmental and external affairs director, wrote in an email to local officials.



County Innovations and Solutions

Maricopa County, Ariz.

Cooperation from Motels Aids Fugitive Apprehension Unit's Efforts

By CHARLIE BAN
STAFF WRITER

By searching local motels, Maricopa County, Ariz. hopes to transfer fugitives into smaller, locked “guestrooms” with far fewer amenities and no mints on the pillows.

The Phoenix Police Department noticed a significant number of calls for service coming from a cluster of hotels, in what Wes Shipley called a “seedy” part of town. Many of those arrested were on probation through the county’s adult probation department. Shipley is a field director for the county’s adult probation unit.

“We have to look after a lot of people who don’t want to be supervised and don’t want to change their behavior,” he said. “They think it’s a good idea to stay in a gritty motel and hide from us.”

The majority of the offenders who chose to abscond had drug and

identity theft convictions, he said. If they didn’t check in at home, the assumption is that they’re up to no good.

Every day at 4:30 a.m., a group of 12 hotels turn over their guest rosters to the fugitive apprehension unit, which the unit then compares to its warrant records.

“We have 100 percent cooperation from the hotels,” Shipley said. “They don’t know who is on probation, so they have no screening process, and they know that people could be in there doing bad stuff. They have to weigh the safety of their other guests, and the possibility that a room could be used as a meth lab. When that happens you have to totally gut the room, so it’s in their financial interest, too, to help.”

Once the unit finds some matches, they head to the hotels, keys in hand, and check the rooms signed out to the fugitives in question,

“ You’d think people would get smart and quit going to hotels ...”

usually around 6:30 a.m. When they make contact, they search the rooms for weapons, drugs and other contraband that would amount to a probation violation. More often than not, the apprehension unit finds something.

“Every now and then, someone checks into a motel because their air conditioning wasn’t working at home, that’s a reasonable cause, given that today it’s 112 degrees. But that’s not the norm. They’re usually holed up selling drugs, using drugs.”

Shipley said the vast majority of people on probation in Maricopa County are well behaved, but the

sheer size of the population — more than 25,000 people on active supervision — means that 10 percent going bad is still 2,500 people to worry about.

“You’d think people would get smart and quit going to hotels, but they don’t have other places to go where people aren’t necessarily looking over their shoulder,” Shipley said. “For the most part, these hotels are giving keys to people who want to sleep there and not do anything wrong.”

The only cost of the program is a computer to search the database and the officers who make this part of their patrol with their standard-issue equipment. One probation officer handles the program full-time, and

is assisted by others when needed.

Between the program’s inception in June 2008 and early 2013, the program had led to 1,153 direct arrests. It has also led to the seizure of illegal weapons and drugs, and the disruption of criminal activity.

And it meant at least one life saved.

“The team was on its way to work one morning and they saw a man beating someone with a baseball bat in a parking lot next to one of these hotels,” Shipley said. “The guy on the ground had broken arms, legs, orbital bones, but the officers were able to save him and subdue his assailant.”

County Innovations and Solutions highlights award-winning programs.

Financial Services News

NACo Deferred Compensation Program Update

Regular headlines about pension funding causing financial problems for state and local governments around the country, combined with other economic conditions, emphasize the importance of making sure personal and retirement investments are with a financially strong company.

As part of the oversight of its Deferred Compensation Program, NACo hires an independent consultant to evaluate several different program aspects. These include the creditworthiness of Nationwide Financial, the parent company to program administrator, Nationwide Retirement Solutions (NRS), and the competitiveness of the fixed annuity investment option’s return to program participants.

According to the study, the 2012 return on this investment option placed highest among its competitors. The report was released at the July 20 meeting of NACo’s Defined

Contribution and Retirement (formerly Deferred Compensation) Advisory Committee, held in Tarrant County, Texas. This study has been conducted every year since 1989, and the NACo program has always come out on top.

“Our 33-year partnership with NRS continues to deliver a quality program that helps county employees save for a more comfortable retirement,” said Matt Chase, NACo executive director. “This is more important than ever as changes in public sector pensions are under review.”

In their analysis of the creditworthiness of Nationwide, the consultants found that its long-term financial performance, ability and commitment to the general account annuity market are excellent. The consultants’ analysis found that Nationwide’s financial strength compares favorably with its peers. As of December 31, 2011, the report noted,

Nationwide’s ratio of Surplus plus Asset Valuation Reserve to General Account Liabilities was 10.7 percent, which is the median of the carriers in the test universe.

Further, Nationwide’s Action Level Risk Based Capital (RBC) ratio, a measure of the financial flexibility of an insurance company, at 585 percent, was the highest among carriers in the test universe and has been the highest in each of the past five years. The consultants added that Nationwide’s general account assets are invested in a diversified portfolio of bonds, mortgages and other investments in order to support the term and risk characteristics of its general account liabilities including a substantial annuity business.

The NACo deferred compensation program, also known as a 457 program, is a voluntary investment

See FS NEWS page 13

Word Search

Roane County, Tenn. Facts

Learn more about this featured county in ‘What’s in a Seal?’

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

- APPALACHIAN (mountain range runs through county)
- ARCHIBALD ROANE (second governor of Tennessee, county named after)
- AVERY TRACE (trail that connects Nashville and Knoxville)
- HARRIMAN (city in the county)
- KINGSTON (county seat)
- KNOX (part of county became Roane)
- OAK RIDGE (city in the county)
- OCTOBER SKY (1999 movie filmed in county)

- OLIVER SPRINGS (city in the county)
- PETER AVERY (hunter who blazed the Avery Trace trail)
- ROCKWOOD (city in the county)
- TENNESSEE (state county is located)
- WATER RECREATION (most popular reason tourists visit)
- WATTS BAR LAKE (reservoir on the Tennessee River created by Watts Bar Dam)

Created by Christopher Johnson

The H.R. Doctor Is In

Adding a Crystal Ball to Our Tool Kit

The folklore of the crystal ball, an instrument to give sorcerers, oracles, royal court astrologers, witches and the people who pay them, amazing power and capabilities has long been part of human mythology. Today it is real.

People or companies, counties and cities now have the ability to anticipate events, predict or control uncertainty and respond as never before. The responses can be preemptive in the sense that they may prevent or mitigate what would otherwise be a very bad outcome. The predictive capability also makes possible positive actions, such as making business, education, health and a great deal more very much more successful.

What positive outcomes might there be? How about anticipating a consumer's likely choice and conveniently packaging that choice and sending them directly into our brains and wallets. Anyone who has bought items on Amazon knows well that after we make purchasing choices we find ads or suggestions that relate to our prior individual interests. Google is another high-powered predictive



marketing crystal ball. Mining the data from Google and Amazon as well as many other companies can be highly valuable, if not also rather dangerous and annoying.

Predictive behavior has always been a factor in human existence. Anticipating through experience the behavior of that large carnivorous beast over there staring at you, crouching low and growling can be quite Darwinian.

In the 21st century, predictive behavior is enhanced tremendously by tools such as survey research, psychological testing and content analysis. These skills are propelled by technological power which permits the capturing, searching and draw-

ing of conclusions from fantastic amounts of data content — or just from the data itself (i.e., meta-data) — rather than its inherent content.

Recently, the HR Doctor was attempting to keep up with his mass of piled up and unread articles and publications. After a peaceful hour of reading, Earl Grey tea in hand, and new HR Puppy Bindilying at my feet, four different examples of the amazing new power of predictive magic cropped up in rapid succession.

The first was based on work reported in *The Economist* magazine highlighting the success of predictive policing. By analyzing the data on 911 calls, data on crimes reported, auto accidents, time, date, geography and other factors already collected by local governments, the predictive policing software creates a new form of a crystal ball which is considerably more accurate than the work of human crime analysts alone.

It permits much more active prediction of the best options to deploy resources, anticipate needs and create opportunities to reduce crime, add to officer protection and better serve and protect the citizens. Its constant hunger for updated information also allows for rapid adjustment to

changing circumstances.

One of those resources is the increasingly precious general fund budget allocations to police and sheriff's departments. Modernizing the methods used in those departments — and paying for the software to buy and implement the crystal ball — will be more cost-effective and outcome-effective than upgrading the fleet, or adding nuclear-powered Taser equipment. The challenge for elected officials is to allow, or actually insist on, the deployment of predictive policing when it comes to budgetary decisions.

The second example requires moving our minds to the "view from 40,000 feet." Sustained predictive skills, driven and enhanced by very powerful technology in the hands of very smart and ethical intelligence officers, creates a much improved and much needed advancement in the outcomes provided by the intelligence community in general. Having knowledge, appreciating the importance of elements of it, sharing that knowledge with intelligence agencies forthrightly, and then acting on the outcomes is key to putting off the day when dastardly deeds can happen to us.

In a less sophisticated manner, with less data, our terrorist foes do the same thing — seeking out, identifying and exploiting our weaknesses via studying our behavior. This rings very true with the HR Doctor, a former intelligence officer who only dreamt of the capabilities readily available to the trench coat wearers of today.

The predictive capabilities described above also have a major role to play in our ability as a nation, and as a local community to compete on an increasingly competitive and complex world economic stage. How do we attract new businesses and jobs to our community? How do we use our relatively small economic development dollars and resources toward the businesses and people most likely to find our counties and cities to be viable locations for their expansion? We can use the new crystal ball technology to help, or we can wing it and hope for an economic lottery win.

Now, on to medicine for the final example where powerful predictive tools will allow practitioners, more than ever before, to see correlations between genome components and disease processes, between our behaviors and our health, and between our vast health improvement needs and the best ways to deploy our scarce available resources.

In an ironic way, the tools that can reduce crime can reduce poor health outcomes. The tools that can reduce unnecessary waste of very limited dollars and human resources can make many facets of our lives better. In much of the country, local counties assume indigent health care costs and inmate health care costs. Surely waving administrative hands over new crystal ball predictive magic can lead to better decision-making if we apply them with creativity and ethics.

From shopping and marketing, to crime reduction, health improvement and intelligence, harnessing predictive technologies is a frontier that will always be in our futures. It can make a huge difference in local government effectiveness. It will harm us, however, despite its potential for good, if we allow it to dominate our lives instead of helping point the way to the more positive future that could be.

Phil Rosenberg
The HR Doctor • www.hrd.net

What's in a Seal?

» Roane County, Tenn.

www.roanegov.org



Roane County (pop. 53,469) was established on Nov. 6, 1801 from Knox County and Indian tribal lands. The county is named for Archibald Roane, a 1796 convention delegate, judge and second governor of Tennessee. The city of Kingston is the county seat.

In the late 1700s, hunter Peter Avery was commissioned by the state of North Carolina to blaze a trail through the wilderness. The trail became known as the Avery Trace, which connected the cities of Nashville and Knoxville. Early settlers found rich pasture land surrounded by mountains and rivers in the area that is today Roane County.

The city of Harriman was incorporated in 1891 and is the largest city in the county with 6,200 residents. It was known as "The Town that Temperance Built" because no manufacture, storage or sales of intoxicating liquor or beverages would take place.

The seal shows the five communities (Harriman, Kingston, Rockwood, Oliver Springs and Oak Ridge) indicated by the dots and star (county seat) that make up the county. Four words, Heritage, Education, Industry and Recreation, along with the year it was established are wrapped around the images.

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

NACo deferred comp plan unique in its oversight

FS NEWS from page 12

202.942.4270 or cole@naco.org or NRS at 877.677.3678 or www.nrsforu.com.)

(Financial Services News was written by Lisa Cole, director, NACo Financial Services Corporation.)

program that gives county employees the opportunity to save regularly for their retirement on a pre-tax basis. One of the investment options available to participants is the fixed annuity that offers county employees the opportunity to earn an investment return at a fixed rate that is established quarterly by Nationwide. In addition, on an annual basis, Nationwide sets an investment rate minimum (or floor) for the year.

The consultants' analyses are only one feature of NACo's deferred compensation program that distinguishes it from others. As a result of NACo's Defined Contribution and Retirement Advisory Committee, the NACo program is the only one in the country that receives oversight and is advised by county participants.

(For further information on NACo's Deferred Compensation program, please contact Lisa Cole at NACo at

Securities are offered through Nationwide Investment Services Corp. (NISC) a registered broker dealer and a member of FINRA. Nationwide Retirement Solutions (NRS) is a subsidiary of NISC. Retirement Specialists of NRS are Registered Representatives of NISC.

NACo RMA and NACo RMA LLC are each a Registered Municipal Advisor and do not recommend the purchase or sale of securities and do not hold or maintain funds or securities. NACo RMA and NACo RMA LLC act as third party marketers/solicitors. NACo RMA receives fees from NRS for such services. Thirty-seven state associations of counties are members of NACo RMA LLC and as such receive quarterly distributions from it.

NACo RMA and NACo RMA LLC are NOT affiliates of Nationwide Investment Services Corp. or Nationwide Retirement Solutions.



News From the Nation's Counties

►ALABAMA

Inmates at the **RUSSELL COUNTY** Jail are now able to buy **electronic cigarettes**.

The e-cigarettes went on sale Aug. 6 for \$18 each, and Sheriff Heath Taylor told WRBL-TV he hoped they will translate to a more peaceful environment where traditional cigarettes are banned.

"One of the things we were looking at is having a calmer, better behaved inmate, and I think that will happen with the introduction of the e-cigarette," he said. Each liquid-nicotine cartridge equals roughly a pack of cigarettes.

He's also hoping they will cut down on contraband tobacco, which is one of the facility's biggest problems.

There is no expense to the county, and the jail makes a \$4 to \$5 profit off of each e-cigarette sold.

►CALIFORNIA

• Securities brokers who make **political contributions** to school bond campaigns in **LOS ANGELES COUNTY** will no longer be able to buy those bonds.

County Treasurer Mark Saladino adopted the policy to prevent campaign donations from influencing the hiring of underwriters by school districts and to increase competition among dealers who often charge millions of dollars for their services.

Under the new policy, underwriters must not donate to school bond measures if they want to qualify for the treasurer's list of investment banks and securities dealers eligible to sell county bonds. The restriction applies to monetary donations, non-monetary contributions and pre-election services, such as polling, voter outreach and consulting.

According to the treasurer-tax collector's office, most, if not all, of the current participants already have agreed to the restriction, according to the *Los Angeles Times*.

• **SANTA CLARA COUNTY** supervisors will now **post their public calendars** every week, with critical information about county-related appointments.

The new policy requires each scheduled meeting item to include general topics of the meeting and the names, titles and affiliations of other meeting participants. It is based on San Jose's policy, but unlike in the city, county staff members are not included in the mandate, the *Mercury News* reported. Unscheduled or informal meetings are not covered by the policy.



Photo courtesy of Fairfax County, Va.

Sharon Lynn (center), director of the Fairfax Area Agency on Aging, explains the older adult services planning process during a Fairfax 50+ Forum. Carol Moran (r), of the agency's Volunteer Solutions, translates remarks in Spanish while Amy Trang, the multi-cultural coordinator for the agency, waits to provide a Vietnamese translation.

►VIRGINIA

The **FAIRFAX COUNTY** Board of Supervisors and the Fairfax Area Commission on Aging are working to create a more **livable community for its older residents** and recently hosted community forums throughout the county to hear residents' ideas on housing and transportation, easy access to services, healthy lifestyles and community engagement.

The county projects a dramatic increase in its older population. Between 2005 and 2030, the county expects the 50-plus population to increase by 40 percent and the 70 and over age group by 88 percent.

With the forums now completed, a new Fairfax 50+ Action Plan will be developed and shared with the community.

►FLORIDA

• The problems presented by **former drug labs** is sending **ST. JOHNS COUNTY** to the ordinance drawing board.

A proposed ordinance would require the clean-up of properties that were used to manufacture illegal substances, including methamphetamine, and would mandate disclosure of past drug-production sites to buyers. There are no local, state or federal laws requiring owners in Florida to do either, the *St. Augustine Record* reported. Improper decontamination could cause serious health problems.

The county's code enforcement and sheriff's offices have been drafting the ordinance, partly in response to an outbreak of meth labs discovered in the county in recent years. The county can seize properties under a general ordinance that allows authorities to step in when a house is deemed unlivable.

• **PINELLAS COUNTY** is considering amending its human rights ordinance to **protect gender identity**.

The amendment would prohibit gender identity discrimination under a part of the county code relating to human relations that prohibits discrimination in employment, housing and places of public accommodation, *Tampa Bay Weekly* reported. Jurisdictions throughout Florida, as well as 17 states, have taken steps to stop discrimination stemming from a person's gender identity.

►GEORGIA

DEKALB COUNTY debuted two **new business licensing policies**. Residents trying to start a home-based business can now submit their business license application and required documents, receive an over-the-counter review and leave with a business license the same day. This new process eliminates repeat trips to the county offices and weeks of waiting to get a license.

Businesses moving into an existing office or retail space of less than 3,000 square feet, where there are no changes to the space can use a "Move-in As Is Affidavit," in lieu of the business owner submitting

professionally prepared plans.

This enhancement will save money and time, and reduce the time from application submission to business opening to seven-to-10 business days, versus four to six weeks, county officials said.

►MICHIGAN

BARRY COUNTY has declared war on **mute swans**, a large invasive waterfowl introduced to North America by European settlers.

Commissioners in the southwest Michigan county gave the Department of Natural Resources unprecedented access to lakes and ponds in an effort to kill off its mute swan population in the next five years. The birds are very aggressive even toward people. They also chase water birds including loons, and can keep those birds from nesting. One bird can uproot about 20 pounds of submersed aquatic vegetation daily, reducing important native aquatic plants.

The DNR has said it wants to reduce the state's mute swan population to fewer than 2,000 from about 15,500 by 2030. DNR

officers typically shoot the birds to kill them, although they also destroy nests and remove eggs to control the population.

It is unclear whether or not the DNR would be willing to expand the program to other counties, the *Times Herald* reported.

►NEW YORK

• The **CHENANGO COUNTY** Board of Supervisors approved a resolution allowing the Department of Social Services (DSS) to use a special software program to search numerous **online public databases of welfare recipients** to help minimize instances of fraud and abuse.

DSS will enter an agreement with Lexis Nexis to use its Accurint government and business information software to search online public information such as criminal databases, real property tax records and DMV records from all over the country, *The Evening Sun* reported.

• Nineteen western New York counties have endorsed a resolution opposing the International Joint Commission's proposal to lower the **water level of Lake Ontario**. The resolution was drafted by the Wayne County Board of Supervisors.

Lowering the water level would negatively affect shoreline communities, leaving them more vulnerable to erosion, and would contribute to a loss of revenues from recreational fishing and water sports, the *Buffalo News* reported.

The Inter-County Association of Western New York unanimously supported the resolution. The 19 member counties are **ALLEGANY, CATTARAUGUS, CAYUGA, CHAUTAUQUA, CHEMUNG, ERIE, GENESEE, LIVINGSTON, MONROE, NIAGARA, ONTARIO, ORLEANS, SCHUYLER, SENECA, STEUBEN, TOMPKINS, WAYNE, WYOMING** and **YATES**.

►NORTH CAROLINA

Three counties in the state's Research Triangle area soon will be posting **"help wanted" signs**.

County managers in **ORANGE, DURHAM** and **WAKE** counties all have announced plans to retire in September, November and January, respectively, according to the *News & Observer*.

Vaughn Upshaw, a lecturer in public administration and government at the University of North Carolina, said the current spate of retirements could put local

Research News

A Fair Investment

When the weather is warm and the nights are long, county fairs give an economic boost to counties during the summer. Despite a slight drop off in attendance during the economic downturn, county fairs are still thriving, with attendance up and more economic benefits to their communities.

County fairs are a fixture of American communities, creating a commercial event and attracting visitors and their tourism dollars through hotels, restaurants and vendors.

Although many county fairs are supported by volunteer networks, they support jobs, often a significant number for rural communities in which fairs are traditionally held. The Nevada County Fair in California created 200 jobs within the community in 2009 — jobs with the fair organizers and commercial businesses, and with local vendors and suppliers experiencing increases in business.



County governments also benefit from higher tax revenues — sales, hotel and property taxes — generated by the increase in business. The Nevada County government collected an estimated \$274,700 in tax revenues from the 2009 fair. These taxes — often collected from visitors — are used to fund local programs.

Counties tweak and sometimes transform their traditional fair experiences to fit the changing demographics of the community and its needs. In the past, county fairs were often focused on agricultural traditions.

Today, counties are beginning to incorporate activities and programs that are more appealing to younger and more urbanized crowds.

While keeping with many of the traditional activities — such as pig races and pie contests — the San Mateo County Fair added more contemporary entertainment, such as a series of free concerts and performances by Chinese acrobats. Others can be more radical.

In September, Allegheny County, Pa. will hold its 4th annual Allegheny Green Innovation Festival that will feature fair activities focused on educating visitors on how to reduce their carbon footprint.

In the past, many counties relied heavily on state contributions to support these fairs, but cuts in state and county budgets have forced counties to find alternative funding sources. Many counties, especially in California, are partnering with nonprofits to support county fairs. In 2012, Santa Cruz County

established a nonprofit to fund the operation of its fair. Santa Cruz Friends of the Fair started collecting donations and sponsors to make the more-than-100-year-old tradition self-sustaining. Additionally, the Santa Cruz County Fair introduced new and innovative programs to attract visitors and rented out buildings on the fairgrounds to keep the county fair reasonably priced.

To maintain the tradition of county fairs, counties have to in-

novate and focus on the economic aspects of these cultural events.

County residents continue to swarm county fairgrounds on warm summer evenings to enjoy wholesome educational activities for the entire family, simultaneously providing a much needed boost to their local economies.

(Research News was written by Anya Nowakowski, County Intelligence Connection research assistant.)

Utah county jails would welcome state prisoners

NEWS FROM *from page 14*

governments in competition for applicants at a time when many public administrators are leaving government for private sector or nonprofit jobs.

► UTAH

County commissioners and sheriffs from across the state say they can save the state the cost of a new “mega” prison by **housing more inmates in county jails**, the *Salt Lake Tribune* reported.

Representatives of the **UTAH ASSOCIATION OF COUNTIES** and the Utah Sheriff’s Association recently told a state prison relocation committee that they can handle state prisoners at a lower cost and with better outcomes.

The most serious offenders could be housed in a smaller, new maximum-security prison, they said, while county jails could accommodate the remainder, incarcerating them in or near the counties to which they’ll return to once released.

“We want to be part of the programming and get them back to our county as productive citizens,” **WEBER COUNTY** Commissioner Matthew Bell told the committee. “We are not sold on a big mega-prison where you keep them umpteen years and then they show up back on our doorsteps and are expected to be productive citizens.”

► VIRGINIA

ARLINGTON COUNTY’s Mobility Lab, a two-year-old think-tank, received the President’s Award at the Association for Commuter Transportation’s (ACT) recent Annual International Conference.

A project of Arlington County

Commuter Services, the Mobility Lab researches and creates **solutions for transportation options** that, in the county’s words, are “cool, healthy, fun and efficient.”

Mobility Lab conducts original research, highlights the research of others and holds regular events designed to encourage people to work together to find ways other than single-occupancy car trips to move people.

Josh Kavanagh, ACT president, said: “Mobility Lab is striving to help lead and define the mobility-management industry, and it is making the effort to explain it in ways that even people outside of the transportation industry can understand and appreciate.”

► WASHINGTON

The **PIERCE COUNTY** Council has approved a measure that **shields existing gun ranges** from potential noise and nuisance complaints and lawsuits.

Revisions to the county code exempt shooting ranges in unincorporated parts of the county from civil actions and criminal prosecution over noise. It protects five shooting ranges, *The News Tribune* reported.

Per state law, the measure’s provisions must be approved by the state’s Department of Ecology before they take effect.

Council Chairwoman Joyce McDonald said the code changes provide “very reasonable protection” for gun clubs that have been good neighbors.

(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 or cban@naco.org.)

NACo on the Move

» NACo Officers, County Officials



Linda Langston

• NACo President **Linda Langston** was appointed to the FEMA National Advisory Committee (NAC) Aug. 9. The NAC is an advisory committee established to ensure effective and ongoing coordination of federal preparedness, protection, response, recovery, and mitigation for natural disasters, acts of terrorism and other man-made disasters. Langston is the only county government representative.

• **Langston** spoke about her presidential initiative and NACo’s legislative priorities at the Association of County Commissions of Alabama Annual Convention in Baldwin County Aug. 20–22, and the South Carolina Association of Counties Annual Conference in Beaufort County Aug. 5.

• NACo First Vice President **Riki Hokama** provided an update on NACo programs and services at the general session of the Arizona Association of Counties County Leadership Summit in Maricopa County Aug. 21.



Chris Rodgers

• NACo Immediate Past President **Chris Rodgers** spoke about the presidential initiative and Counties Work at the Association of Arkansas Counties Annual Conference in Pulaski County (Little Rock) Aug. 21.

• NACo Executive Director **Matt Chase** participated on a panel at the general session “Preserving Partner-

ships in Times of Fiscal Federalism” at the 2013 Maryland Association of Counties Summer Conference in Worcester County Aug. 16.



Nicholas Lyell

» NACo Staff

• **Nicholas Lyell** is NACo’s new research associate. His responsibilities include developing policy analysis for reports, analyzing economic, demographic and other trends affecting counties, building interactive Web data and writing policy on county issues. Lyell began his NACo tenure as an intern.

• **Alyssum Pohl**, NOAA Digital Coast Fellow, gave a presentation and tour of the Digital Coast to Knauss Sea Grant Fellows at the Ford House Office Building in Washington, D.C. Aug. 8.

• **Kathy Nothstine**, County Solutions and Innovations program director, along with Lafourche Parish, La. President Charlotte Randolph, participated in the Institute for Building Technology and Safety Annual Board Meeting in Cumberland County, Maine Aug. 7–9.

» Coming Up

Andrew Goldschmidt, director, membership marketing, will be exhibiting on behalf of membership recruitment and retention at the 2013 Texas Association of Counties Legislative Conference in Travis County Aug. 28–30.

On the Move is compiled by Christopher Johnson.

Job Market & Classifieds

■ COUNTY MANAGER – EDDY COUNTY, N.M.

Salary: \$110,000 – \$150,000 annually; DOQ.

The Board of County Commissioners for Eddy County, N.M. is seeking an energetic, highly skilled public sector manager with team leadership qualities. Minimum qualifications include a Bachelor's degree in Public or Business Administration, plus 10 years of experience in executive management. The county's FY 14 Budget is about \$64 million and has 327 FTE authorized. Currently, the County is experiencing a period of very strong economic growth.

The Closing date is Friday, Sept. 6 at 4 p.m. The starting salary will be determined based on qualifications. Eddy County offers a very comprehensive benefits package.

Please send or email resume, includ-

ing salary history, along with a completed County application and waiver to roxann@co.eddy.nm.us or mail to: Eddy County Board of Commissioners 101 West Greene Street Carlsbad, NM 88220.

The application along with a profile, job description and other information can be found at www.eddycounty.org.

■ COUNTY MANAGER – NASH COUNTY, N.C.

Salary: DOQ.

Population is approximately 92,000, located in eastern North Carolina, along I-95, with a budget of approximately \$88 million and 600 full-time employees. County Manager serves as County's Chief Executive and reports directly to a seven member Board of Commissioners elected to four year staggered terms.

Bachelor's degree in public administration, business or related field is

required. Master of Public Administration (MPA) preferred or an equivalent combination of training and experience. Prefer at least five (5) years of progressively responsible local government experience, including knowledge of state law governing county administration. Ideal applicant will have good communication skills, be a good motivator and demonstrate leadership, decision-making, technology skills, sound financial and accounting background required including budget preparation and oversight as well as successful grant writing experience.

County residency is required. Salary is negotiable. Position is open until filled with the first review of resumes will begin on Sept. 16, 2013.

To apply, submit a resume to Manager Search Committee, 120 West Washington St., Suite 3052, Nashville, NC 27856. For additional information, visit website at www.co.nash.nc.us.

■ COUNTY MANAGER – DURHAM COUNTY, N.C.

Durham County, one of the most progressive and nationally recognized counties in North Carolina, is seeking a dynamic and forward-thinking County Manager. Reporting to the Board of County Commissioners, (BOCC) the County Manager directs the activities of all County departments and divisions;

reviews proposed departmental operating budgets, prepares, and submits a proposed County budget that includes capital project appropriations to the BOCC for approval; and monitors the expenditure of county funds. Attends and participates in BOCC meetings and a variety of other committee or board meetings, public hearings, community activities and citizen events. Directs the preparation of special and recurring reports and analytical studies on a wide variety of issues; and makes recommendations to the BOCC and various boards and committees. Reviews service and staffing levels, and approves the hiring of personnel; provides leadership and direction to County staff; establishes and maintains an effective communication system throughout the county and the community. Establishes an alignment with and assists departments headed by County elected officials to maximize resources and services to Durham County citizens. The County Manager also resolves sensitive and controversial issues with both individual citizens and citizen groups; promotes mutual understanding and is a skilled consensus builder.

Education: Any combination of education and experience equivalent to graduation from an accredited college or university with major work in public administration supplemented by a master's degree in public administration, law

or a related field. Experience: At least five (5) years of progressive management experience in an administrative capacity in local government at the director level. Experience as a County Manager or Deputy County Manager is preferred. Candidates from smaller sized organizations will be considered, but must have more than 5 years of experience as a County/City Manager or Deputy County/City Manager.

The ideal candidate selected will have: advanced knowledge of regulations, operations, services, policies and activities of a governmental organization; excellent analytical abilities and a proven track record of conducting complex research and studies and formulating substantive and effective recommendations; a record of success in creating and managing budgets, demonstrated experience supervising the work of management staff along with experience selecting and motivating staff and providing for their training, professional development and performance management, and the ability to effectively leverage technology both individually and for the County.

The position is open until filled and may close without notice. The first review date for applications is August 30. Please visit www.dconnc.gov and click DCO Employment Opportunities link information on how to apply for the position.

NACo JOBS-ONLINE

Good employees are crucial to getting the job done. NACo provides a method for counties to find the right person to fill that key vacancy.

Visit www.naco.org/programs/jobsonline or scan the QR code to find quality staff.



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The Voice of America's Counties

