NACo National Association of Counties
CountyNews
The Voice of America's Counties

NATIONAL ASSOCIATION OF COUNTIES ■ WASHINGTON, D.C. VOL. 44, NO. 12 ■ June 18, 2012

NACo Board approves dues freeze for 2013

Expect dues adjustment for 2014

By Andrew S. Goldschmidt
MEMBERSHIP MARKETING DIRECTOR

The NACo Board of Directors has approved a dues freeze for the sixth year in a row for 2013 and also okayed a Census adjustment for dues for 2014. Member counties should budget the same amount for dues for 2013 as they paid in 2012.

The decision on the dues adjustment, made at the Board's meeting May 17 at the Western Interstate Region (WIR) Conference, culminated more than a year of research and deliberations that involved the Board, the Finance Committee and the Membership Committee. The Board voted to base membership dues for 2014 on the 2010 Census. A county's population is used to calculate its dues.

The 2014 adjustments include:

• The dues multiplier will be lowered from $0.02136 to a flat $0.02 (two cents); this number is multiplied by the 2010 Census

See **DUES** *page 9*

QuickTakes

Counties with the Top Public High Schools

1. **Dallas County, Texas** – School for Talented and Gifted
2. **Fairfax County, Va.** – Thomas Jefferson High School for Science and Technology
3. **Dallas County, Texas** – School of Science and Engineering Magnet
4. **Pima County, Ariz.** – University High School
5. **Oakland County, Mich.** – International Academy

Source: U.S. News, 2012

Expensive trials threaten small counties' budgets

By Charlie Ban
STAFF WRITER

Justice isn't cheap, as Hocking County, Ohio is finding out.

Faced with a murder case that is shaping up to be the most expensive in its history, the small county southeast of Columbus is bracing for the costs of both prosecuting and providing a defense for three residents.

Just detaining William Inman and his parents, William and Sandra, while awaiting trial has cost more than $71,000 as of mid-June, at $52 per day apiece. The younger William Inman was convicted June 12 of aggravated murder, after his estranged wife was found strangled in a septic tank, and he could face the death penalty upon sentencing.

His parents are awaiting trial. All three defendants are using public defenders, which adds to the county's

See **JUSTICE COSTS** *page 9*

Photo courtesy of the Columbus Clippers

Fans root for the home team — Franklin County, Ohio's Columbus Clippers — at a night game at Huntington Park. The county-owned team and county-built ballpark have spurred downtown economic development.

Team ownership hits home run for Franklin County, Ohio

By Charles Taylor
SENIOR STAFF WRITER

Baseball team owners can be a colorful lot. Remember Charlie Finley, who ushered in Technicolor uniforms at the Oakland Athletics? And who could forget opinionated Marge Schott of Cincinnati Reds fame? And then there's Franklin County, Ohio...

Huh?

Mixing majors and minors here — but Franklin County, home to the Triple A-league Columbus Clippers, is the only county in the nation that owns a minor league team and the ballpark where it plays. And while it may not be the quirkiest owner, it is a profitable one.

Forbes magazine recently ranked the Clippers — the Cleveland Indians' farm team — the fourth most valuable among 160 minor league baseball franchises in the nation. In a four-way tie, the Clippers, Frisco RoughRiders in Texas, Albuquerque Isotopes and Louisville Bats are each valued at $24 million. That's a far cry from the $25,000 the county spent to buy the franchise in 1977.

"The Forbes article really confirms what we have known," said Paula Brooks, who chairs the Franklin County Board of Commissioners. "This is a great investment for the citizens and taxpayers in our community." The county-owned team is overseen by an unpaid board of directors, appointed by the commissioners, who, in turn, hire the Clippers' general management, Brooks said.

The rankings are based on comparisons of operating income and revenue, attendance, stadium lease costs and the "spectacular returns" on investment, according to the magazine. The Clippers didn't crack the top 20 four years ago, according to *The Columbus-Dispatch*.

Ken Schnacke, the team's president and general manager, attributes the Clippers' rapid rise to its move to a new county-built downtown ballpark in 2009. "With that move attendance has increased, the perception of the team's value to the

See **BASEBALL** *page 6*

INSIDE »

Find out how many votes your county can cast at NACo's annual business meeting, July 17 in Allegheny County (Pittsburgh), Pa. » Pages 10–15

North Dakota voters reject effort to eliminate property taxes » Page 2

Several Minnesota counties look towards consolidating social services » Page 2

Local control over satellite dish placement in common areas is challenged » Page 8

CountyNews Features

▶Model Programs
▶News From the Nation's Counties
▶Profiles in Service
▶NACo on the Move
▶Research News
▶What's in a Seal?
▶Financial Services News
▶Job Market / Classifieds

Minn. counties revamping human services delivery

By Charles Taylor
SENIOR STAFF WRITER

Jane Hardwick is willing to "redesign" herself out of a job as Dodge County, Minn.'s director of human services to benefit the greater good.

The county is one of 12 that has been working on a plan to redesign human services delivery in southeastern Minnesota. If it happens, the number of social services employees in the region could drop to 700 from about 900 — by working together, eliminating redundancies and making greater use of technology — saving the counties about $30 million over five years. It would be the largest such collaboration in the state.

The process could be instructive for counties in about a dozen states, where, like those in Minnesota, counties are responsible for social services. Driving the effort are at least two factors: diminishing state and federal resources are making it harder for individual social service agencies to meet their clients' needs, and a push from the state capital for more transparency and accountability in the delivery of human services such as income maintenance, child support and TANF. In January 2009, former Gov. Tim Pawlenty proposed consolidation of county human services departments into 15 regional centers spanning the state's 87 counties — human services delivery authority (HSDA).

Hardwick is a staunch believer in the process, representing her county of 20,000 residents on a steering committee ironing out the financing and governance structure.

She said early on it became clear that her and her colleagues' jobs might be at risk. "And folks were comfortable with that at the table, because it was about improving our system and the outcomes that we get, and not our individual jobs."

Along with Dodge, counties considering the redesign are Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha and Waseca. Fillmore and Winona counties were part of the original 12 but decided this month to opt out of the planning process and perhaps pursue collaboration with neighboring smaller counties. They had already begun consolidating their human services and public health departments and don't want to undo the work they've already done, according to Chuck Amunrud, a steering committee co-chair and Fillmore County commissioner. The 12-county model does not include public health.

The work is being funded by a $750,000 grant from the St. Paul-based Bush Foundation, and each county contributed $25,000 to the study. The counties are working with Accenture, a management consulting and technology services company, to develop an operating plan, business case and implementation plan.

"I think the vision of the 12-county service delivery area has always been kind of a dream," said Goodhue County Commissioner Ted Seifert, whose county is leaning toward a smaller collaboration that includes public health. "To put 12 counties, their commissioners and their social services department heads all on the same page is a pretty tall order." He is also on the steering committee.

Olmsted County, population 144,250, is the largest of the counties in the 12-county region; the other 11 have populations of fewer than 65,000. One stumbling block for some of the smaller counties has been the proposed governance structure, wherein more populous counties' votes would be weighted according to what they spent on human services in 2010. Olmstead County has 48 percent of the region's "spend."

Seifert said he casts "no aspersions" on Olmsted County, but the proposal that would give it almost half the votes "rubs some of the smaller counties a little bit the wrong way."

Accenture's Mark Howard has been working with the counties and said, in the past, many counties cooperative ventures have been more "program specific." The dozen-county model takes a more comprehensive look at "how can we do all of human services better."

Paul Fleissner, Olmsted County's community services director, said the region probably will end up with two or three different HSDAs. "I think that's the signal we're starting to get as people make a final decision about the finance and governance model."

County commissions have been asked to decide over the next month whether they wish to move forward with the creation of HSDAs.

Howard said, "The question is can fewer than 12 counties realize benefits by shifting from that program-specific focused cooperation to a more comprehensive approach? The answer is yes. Our research says that the benefits in terms of dollars savings are going to be less." Under state law, any counties that work together must meet a threshold of a combined population of 55,000, he said.

Whether the collaborations are large or small, Dodge County's Hardwick remains convinced that this work, though hard, is worth the effort.

"One of the things that's been most challenging in this process is for us to regularly step back and remember why we started down this path to begin with, every once in a while we hit little bumps along the road, and it gets so frustrating that sometimes I just want to go back and just do our own thing as an individual agency," she said.

"And then in my day-to-day work here, I continue to bump up against challenges where I think, 'Why aren't we working together as counties across the region?' — and regroup again and engage even more strongly around a multi-county collaboration."

What's in a Seal?

» Yavapai County, Ariz.
www.yavapai.us

Yavapai County was one of the four original Arizona counties created by the first Arizona Territorial Legislature in 1865. The county is named after the Yavapai people, Native Americans who were the principal inhabitants at the time this area was annexed by the United States.

The mounted steed in the seal is an illustration of the famous Buckey O'Neill Rough Rider statue that graces the Courthouse Plaza in Prescott. William "Buckey" O'Neill led the U.S. Volunteer Calvary into the Spanish-American War in Cuba.

The butte in the logo depicts Thumb Butte, a prominent geographical feature that was perhaps the most important factor in the settling of the territorial government. When the governor's official party members were leaving Washington, D.C. for the new territory, they were given directions as to where to establish the capital. They were told by scouts to watch for a butte that looked like a thumb, for in that area was abundant game, water and timber.

The tree depicts the largest stand of Ponderosa Pine in the world, located at Lynx Lake in the Prescott National Forest, which covers 1.25 million acres.

The house represents the famous Governor's Mansion which stands today as part of the Sharlot Hall Museum. The water at the bottom of the seal represents the Verde River.

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

N.D. voters reject constitutional amendment repealing property tax

By Charlie Ban
STAFF WRITER

North Dakota counties are safe, thanks to a resounding defeat of a proposed constitutional amendment that would have repealed the state's property tax.

With all precincts reporting, almost 77 percent of voters rejected Measure 2, which would have replaced funding to local governments via the property tax with oil and sales tax revenues distributed though a complex formula that the Legislature would have had to devise. The state's 2011 property tax total was close to $812 million.

The Legislature rejected a similar bill three years ago. North Dakota's legislative process exposes every bill to a full vote, and the vote against the bill was overwhelming. The constitutional amendment would have been much more difficult to change or reverse.

Jeff Eslinger, the North Dakota Association of Counties' communications manager, said the association was expecting the measure to be defeated, but not as roundly.

"It was wonderful," he said, "There's a certain percentage of the population that will vote for tax repeal, no matter what the issue, but these numbers show the state's residents really didn't want this kind of change."

Getting the measure on the ballot required 20,000 signatures, and the total number of votes statewide was a little more than double that.

"With a year of campaigning, the measure's supporters weren't able to make much progress," Eslinger said.

Empower the Taxpayer, which supported the measure, argued that the state was flush with tax revenue through its sales tax, and the property tax system did not give local governments control over their funding.

Charlene Nelson, the group's chairwoman, said Empower the Taxpayer would continue its campaign, despite the defeat.

"We'll wait and see what happens in 2013 legislative session," she said. "If the legislature does not take this up, we expect we'll have (popular) momentum to try again."

CountyNews
The Voice of America's Counties

President | Lenny Eliason
Publisher | Larry Naake
Public Affairs Director | Tom Goodman
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
(202) 393-6226 • FAX (202) 393-2630
Published biweekly except August by:
National Association of Counties
Research Foundation, Inc.
25 Massachusetts Ave., N.W.
STE. 500, Washington, D.C. 20001
(202) 393-6226 | FAX (202) 393-2630
E-mail | cnews@naco.org
Online address | www.countynews.org

The appearance of paid advertisements in County News in no way implies support or endorsement by the National Association of Counties for any of the products, services or messages advertised. Periodicals postage paid at Washington D.C. and other offices.

Mail subscriptions are $100 per year for non-members. $60 per year for non-members purchasing multiple copies. Educational institution rate, $50 per year. Member county supplemental subscriptions are $20 each. Send payment with order and address changes to NACo, 25 Massachusetts Ave. N.W., Washington, D.C. 20001.

POSTMASTER: send address changes to
County News, 25 Massachusetts Ave. N.W., Ste. 500, Washington, D.C. 20001

(USPS 704-620) ■ (ISSN: 0744-9798)

© National Association of Counties
Research Foundation, Inc.

NACo National Association of Counties
The Voice of America's Counties

House T-HUD subcommittee passes FY13 funding bill

By Daria Daniel
ASSOCIATE LEGISLATIVE DIRECTOR

and Robert Fogel
SENIOR LEGISLATIVE DIRECTOR

The House Appropriations Committee released the FY13 Transportation, Housing and Urban Development (T-HUD) funding bill, which was considered by the subcommittee June 7. The subcommittee passed the bill by voice vote without amendments. In total, the bill provides $51.6 billion in discretionary spending — a reduction of $3.9 billion from last year's level and $1.9 billion below the president's budget request.

Housing and Urban Development (HUD)

The legislation includes a total of $33.6 billion for HUD, a decrease of $3.8 billion below last year's level. The Community Development Block Grant (CDBG) program is funded at $3.3 billion, a $396 million increase above FY12. The bill also provides a $200 million increase for the Home Investment Partnership (HOME) program for $1.2 billion for FY13.

NACo lobbied House and Senate appropriators for increased funding for CDBG and HOME. The Senate FY13 T-HUD appropriations bill included $3.1 billion for CDBG and $1 billion for HOME.

The bill also provides an increase of $99 million for homeless assistance grants, to fund at $2 billion for FY13. It provides $26.3 billion for public and Indian housing. This is an increase of $759 million above last year's level and $250 million below the president's request.

No funding is provided for HUD's Choice Neighborhoods or Sustainable Communities initiatives. The bill also funds veterans housing at $75 million to create 10,000 additional housing vouchers.

Transportation

The bill provides $39.1 billion for the federal highway program, the same level as current-year spending and the same level as included in the Senate T-HUD appropriations bill. The funding is contingent on Congress passing or at least extending authorization of the surface transportation program.

Approximately $10.4 billion is included for mass transit, about $227 million less than the Senate bill and $138 million less than current-year spending, and requires some action on the surface transportation legislation. The Airport Improvement Program is funded at $3.35 billion, the same as the current year and Senate bill funding. Amtrak receives $1.81 billion, about $250 million more than the Senate bill, but the amount does not include the $100 million the Senate set aside for high-speed rail.

There is no funding in the House bill for TIGER grants, which the Senate funds at $500 million.

The bill is expected to go to full appropriations committee within two weeks and move to the House floor later in June.

Contact Daria Daniel (housing) 202.942.4212 or Bob Fogel (transportation) 202.942.4217.

Check it out!

When you see the "web" icon in a story, there's more information available in the online edition of County News at *www.naco.org/countynews*.

Counties celebrate summer reading centennial

By Christopher Johnson
EDITORIAL ASSISTANT

WEB* CONTENT

Libraries across the U.S. are gearing up for the annual onslaught of kids participating in summer reading. For some county libraries, this annual tradition has a long history.

"The goals remain the same now as they did 100 years ago," said Jeremy Graybill, Multnomah County, Ore. library spokesperson. "Make sure kids are learning throughout the summer."

Summer reading programs were created in the 1890s by the American Library Association to encourage children, particularly in urban areas where there was no farm work, to read during the summer. Early reading programs focused on the quality of the books and contained required reading. Newer education trends have focused on breadth of reading to create an "avid reader."

The U.S. Department of Education says nearly 95 percent of all libraries have some form of summer reading program. Research shows that the reading skills a student gains during the school year are lost if he or she does not continue to read during the summer.

Summer Reading Out West

The Multnomah County Library is the oldest public library west of the Mississippi, with a history that reaches back to 1864. In 1912, the library gave special attention to summer reading with two honor rolls being instituted. One was for the fourth- and fifth-graders and consisted of a pictorial map of fairyland, the characters and places of which the children named from the books they read. The other was for students of the upper grades and consisted of a ladder of 12 steps, each step being a book from one of the 12 categories in library classification.

Through the years, the program has evolved to work with local school districts to help keep students reading throughout the summer. The current program, which kicked off June 15 with a centennial party, has children receiving a game board customized for their age group: birth–preschool, grades K–6 or grades 7–12.

Participants then engage in any number of literacy-building activities and track their progress on their game boards. Activities include reading, being read to, listening to audio books, reading aloud to others, writing a book review, drawing a picture about a book and attending an event at the library.

"It's amazing how this program has evolved," said Suzanne Myers Harold, summer reading program coordinator, Multnomah County Library. "To help kids learn through reading is a true success story."

More than 81,000 kids have signed up for the program thanks to the local schools with another 20,000 expected to sign up individually or through summer child-care programs. The summer reading program is made possible by donations to The Library Foundation, a charitable corporation based in Oregon that helps support the Multnomah County Library.

Photo by Suzanne Harold

Multnomah County Library celebrates 100 years of summer reading as participant Caige stands next to the 2012 Junior Rose Festival Parade float.

Reading Program, Statehood Share Birthday

Arizona is celebrating its state's and county summer reading programs' centennial. In May, Pima County and Maricopa County were among the Arizona Public Libraries to start participating in the program "Our State, Our Story: 100 years of Arizona."

Everyone who joins the summer reading program, sponsored by local businesses, receives a Reading Passport and an Arizona Adventure Pass. Setting a reading goal and logging activities in their Reading Passport helps get participants passports stamped as they meet goals and complete activities. The Arizona Adventure Pass includes passes for activities and venues all over the state.

**For more information on county summer reading programs and their centennial celebrations, read the online version of this article at www.naco.org/countynews.*

Profiles in Service

» Rocco J. DiVeronica

NACo Board of Directors
Supervisor
Madison County, N.Y.

Number of years active in NACo: 16
Years in public service: 53
Occupation: Retired contractor and public administrator
Education: High school, college
The hardest thing I've ever done: being superintendent of public works and a volunteer fireman
Three people (living or dead) I'd invite to dinner: Jesus, Leonardo da Vinci and John Wayne
A dream I have is to: fulfill my duties as supervisor to better my community.
You'd be surprised to learn that I: at 76, I can still do 24 one-handed pushups.
The most adventurous thing I've ever done is: climb Diamond Head in Hawaii with my wife.
My favorite way to relax is: fishing with my grandkids.
I'm most proud of: my accomplishments and awards throughout my life — in sports, religion and politics.
Every morning I read: local newspapers.
My favorite meal is: macaroni and meatballs.
My pet peeve is: people not doing what I tell them.
My motto is: "Get 'R Done."
The last book I read was: *Decision Points* by George W. Bush
My favorite movie is: "Iwo Jima."
My favorite music is: Jazz.
My favorite president is: Harry S. Truman.

Energy-Water appropriations bill faces uncertain fate in Senate

By Julie Ufner
ASSOCIATE LEGISLATIVE DIRECTOR

The House passed the FY13 Energy and Water Appropriations bill by a vote of 255–165 June 6. The $32.1 billion bill faces significant resistance in the Senate and a veto threat from the Obama administration. The spending bill provides funding for civil works projects by the Army Corps of Engineers, the Department of the Interior's Bureau of Reclamation, the Department of Energy (DOE) and other federal agencies including the Nuclear Regulatory Commission.

The DOE is slated to receive $26.3 billion. This includes $554 million for research and development for natural gas, coal, oil and other fossil fuels ($2.7 million over last year's levels.) Also included in the bill is $765 million for nuclear energy research, development and other activities. Additionally, the bill includes $25 million to study the viability of the Yucca Mountain nuclear repository program project.

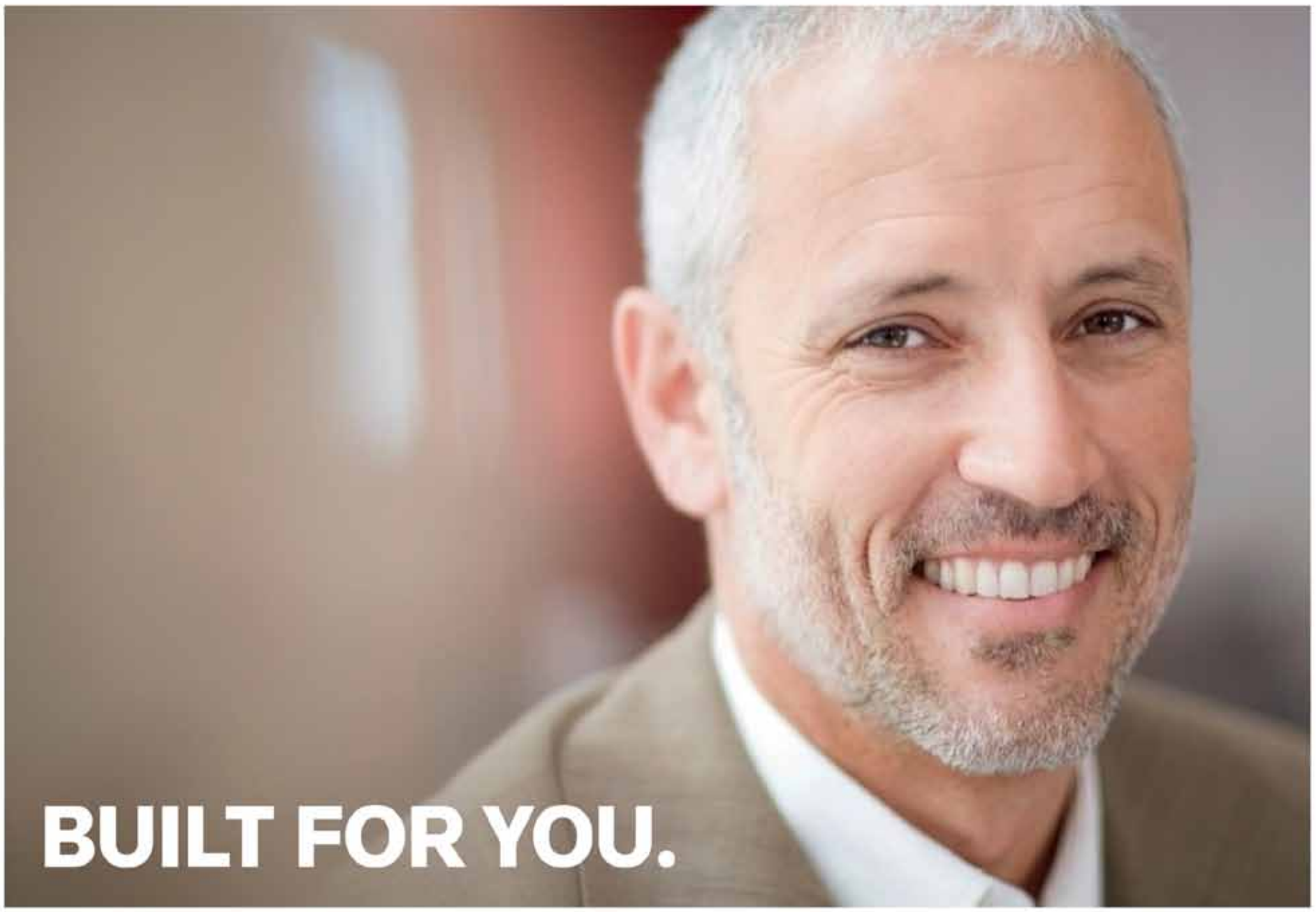
The Corps is funded at $4.8 billion and there are no congressional earmarked projects. The bill provides $1.89 billion for navigation studies and projects, this includes $1 billion for the Harbor Maintenance Trust Fund, $1.45 billion for flood-risk management activities and $324 million for necessary navigation and flood-control projects as determined by the Corps.

The bill also prohibits the Corps from using any of the FY13 monies to develop or implement new guidance on "waters of the U.S." This is in reference to the proposed waters of the U.S. guidance that awaits final review at the Office of Management and Budget. This provision would not impact the Environmental Protection Agency's responsibilities under the guidance.

President Obama has expressed concerns over the proposed cuts to clean energy programs and the renewed promotion of the Yucca Mountain nuclear waste repository, a project he blocked in 2009.

CORRECTION

A News From the Nation's Counties item in the June 4 edition incorrectly listed a news brief about Cowlitz County, Wash. under Oregon.



A NEW INVESTIGATIVE PLATFORM:
CLEAR® FOR GOVERNMENT FRAUD

Our customers said they wanted a comprehensive solution that brings all the important information on a person or business into one place. They wanted to understand the risks about a person and entities they are associated with, all at a glance. **CLEAR for Government Fraud** was built to address the investigative needs of government professionals – just like you.

Go to clear.thomsonreuters.com or call 1-800-262-0602.

THOMSON REUTERS™

© 2012 Thomson Reuters. L-374601/3-12
Thomson Reuters and the Kinesis logo are trademarks of Thomson Reuters.

The data provided to you by CLEAR may not be used as a factor in establishing a consumer's eligibility for credit, insurance, employment purposes or for any other purpose authorized under the FCRA.

'Waters of the U.S.' passes House Committee

By Julie Ufner
ASSOCIATE LEGISLATIVE DIRECTOR

The House Transportation and Infrastructure Committee passed H.R. 4965, a bill that would prevent the Obama administration from moving forward with its "waters of the U.S." guidance. The bill passed by a vote of 33–18 June 7.

Supported by NACo, H.R. 4965 was introduced in May by a group of representatives including Republican and Democrat leadership of the House Transportation and Agricultural Committees. The bill has 68 co-sponsors.

The bill prohibits the EPA or the Army Corps of Engineers from finalizing the Clean Water Act (CWA) guidance titled "EPA and Army Corps of Engineers Guidance Regarding Identification of Waters Protected by the Clean Water Act (EPA-HQ-OW-2011-0409)." The guidance is under final review at the Office of Management and Budget.

Proposed last year, it broadens federal CWA jurisdiction for tributaries (including ditches, culverts and channels). The guidance would have a significant impact on county operations such as storm drains, roadside ditches, flood-control programs or pesticide application.

According to EPA and the Corps, the guidance is meant to clarify what waters fall under federal jurisdiction by modifying the waters of the U.S. definition in the Clean Water Act (CWA).

The guidance states there is only one "waters of the U.S." definition within CWA, which would impact every CWA program beyond the 404-permit program. While the guidance is technically non-binding, many counties believe that — based on previous experience — Corps staff will claim federal jurisdiction over county ditches using the 404-permit program, essentially using the guidance as a regulation.

NACo has expressed repeated concerns over the scope of the waters of the U.S. proposal — the guidance is significantly broader in scope than previous guidance documents on the subject. NACo urges support for H.R. 4965.

Word Search

Yavapai County, Ariz. Facts

Read more about Yavapai County in "What's In a Seal?"

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

BEAR (plentiful in county)
DEER (plentiful in county)
FARMING (popular in county)
FISH (plentiful in county)
GOLD (found extensively in the mountains)
GRAIN (top crop in county)
MOHAVE (bordering county)
NEW MEXICO (bordering state)
PRESCOTT (town in county)
SALT (prominent stream)
SILVER (found extensively in the mountains)
SIPICUE (prominent stream)
TIMBER (large forests in county)
TURKEY (plentiful in county)
VERDE (prominent stream)
WHITE (prominent stream)

Created by Christopher Johnson

Minor league brings county major benefits

BASEBALL *from page 1*

Photo courtesy of the Columbus Clippers

Former Franklin County, Ohio Commissioner Harold Cooper (seated) is largely responsible for the county's purchase of the Columbus Clippers baseball team in 1977. Since deceased, here he celebrates opening day at the county's new ballpark in 2009 with (l-r) Mary Jo Kilroy, former commissioner and then-congresswoman, and Paula Brooks, who currently chairs the Franklin County Board.

community has skyrocketed," he said. "A new affiliation with the Cleveland Indians has increased interest in the fortunes of the team, and it is no longer a single-point destination. "It is in the heart of the thriving Arena District."

Huntington Park, where the Clippers play, is valued at $70 million, according to *Forbes*, and has helped to revitalize the district, where its neighbors include Nationwide Arena, where pro hockey's Columbus Blue Jackets play. Hotels, restaurants and other amenities have followed.

Linda Logan, executive director of the Greater Columbus Sports Commission, said of the area, "Just the electricity and buzz that happens while you're there, you don't even have to be a baseball fan to enjoy the atmosphere."

As a team owner, Franklin County is in pretty high cotton: billionaire Warren Buffet holds a 25 percent stake in the Omaha Storm Chasers, the Kansas City Royals' farm team. *Forbes* noted that two other billionaires own or partly own the Buffalo Bisons and Reno Aces. The county of 1.1 million people is also home to the state capital, Columbus.

Why own a team? — the *Forbes* article asked and answered its own question — "It's smart business." Unless they were seers, the Franklin County commissioners in 1977 couldn't have known just how smart.

Hugh Dorrian is Columbus' city auditor, a 47-year local government official, and the brother of one of those commissioners, the late Mike Dorrian, who was a county commissioner alongside Harold Cooper. Cooper was Mr. Baseball in Columbus, eventually rising to president of the Triple-A International League.

Cooper, whom Hugh Dorrian called a friend, is largely credited with leading the effort for the county to purchase the team, along with Dorrian's brother.

"Harold was the baseball genius," Dorrian said. "He would tell you, except for the time he spent in the Coast Guard during the war, he never did anything else but baseball."

Dorrian recalled that the county's entrée into baseball was not universally embraced at the time. The community's reaction was "mixed." "It was not met with unanimous support. This was not put on the ballot at the time," he said.

However, what sounded like a good deal, actually, was even better. Dorrian said, "Not only did they buy it for $25,000, they put 10 or 15 thousand dollars down and paid $5,000 a year for the next couple of years to pay it off."

Today's payoff isn't just in dollars, Brooks said, adding that the new ballpark the county built and opened in 2009 has energized the Clippers. "We are the two-time defending Triple-A national champions, and our ballpark has been nationally recognized as one of the best baseball parks in the country. Our attendance last year reached 608,000-plus tickets, and that ranks the Clippers in the top three of attendance figures in all the minor leagues."

As an economic engine, she added, the ballpark and Arena District help to recruit and retain businesses, spur tourism and benefit taxpayers. The team's former ballpark, also owned by the county, is slated for redevelopment as a motor sports park.

"We have grown our tourism industry here in central Ohio from a $5.2 billion industry in 2005 to $7.2 billion today," Brooks said. "And that reduces our local tax burden for every one of our county families here in Franklin County by $1,900."

Would Commissioners Cooper and Dorrian be surprised at how well the county's investment under their leadership has paid off? Hugh Dorrian thinks not: "They had such great faith in it." He remembered Cooper telling him about an outside offer to buy the team for "around $8 million" about 20 years ago. "But Harold and Mike said, 'Nothing doing.' This is a community asset; we're going to keep it here regardless of what the offer was."

Brooks, who also chairs NACo's Arts and Culture Commission, sees part of her mission as spreading the word that "culture" isn't just the high-brow stuff. "Sports is kind of a part of our American culture, too." It's a message she'll share with any county government colleague nationwide who will listen.

"I would just encourage my county commissioner, county government colleagues from around the country to take a look at sports."

Webinar to focus on Supreme Court cases affecting local govts.

By Lisa Soronen
EXECUTIVE DIRECTOR
STATE AND LOCAL LEGAL CENTER

The State and Local Legal Center (SLLC) has organized a webinar on the significant U.S. Supreme Court cases from this term affecting state and local government. The webinar will be held Thursday, July 19 at 1 p.m. EDT.

Since 1983, the SLLC has filed *amicus curiae* briefs to the Supreme Court on behalf of the "big seven" national organizations representing the interests of state and local governments, including NACo.

One of the webinar speakers is Paul Clement who argued the Affordable Care Act cases, the Arizona

See **WEBINAR** *page 8*

LUCC meeting focuses on reducing local costs, quality of care

By Dalen A. Harris
ASSOCIATE LEGISLATIVE DIRECTOR

A variety of innovative strategies for reducing local government costs and improving quality of care for residents were highlighted throughout the Large Urban County Caucus (LUCC) Annual Meeting May 30–June 1 in El Paso County, Colo.

Hosted by Sallie Clark, a LUCC steering committee member and El Paso County commissioner, the meeting showcased a number of programs and initiatives that have lowered local costs and improved the efficiency of county criminal justice, health care and human services systems.

Day one began with a session on NACo's Network of Care (NOC) program, and the relatively new service under NOC that provides a number of resources and services for military veterans returning from war or other service to the country. Counties across the nation are providing innovative programs and services to benefit the nation's military and their families.

The creation and success of Colorado's Peak Military Care Network (PMCN) was showcased, and panelists described how the PMCN uses NACo's Network of Care to provide a centralized point of entry for information for the military community including a searchable service directory, a library of health and veteran-related articles, employment information and care-coordination features.

Photo by Dalen Harris

LUCC members get in the spirit of their western host, El Paso County, Colo., at their annual meeting.

The meeting then shifted to a discussion about skyrocketing costs and inefficiencies in many criminal justice systems, and how a technical solution like Cisco Systems' Connected Justice technology has assisted in improving the efficiency and costs of this system.

Kelsey Proctor, a business system specialist in the Ada County, Idaho Sheriff's Office, discussed how the county's use of the system has enhanced law enforcement agility for rapid warrants, arrests and interviews. Also, former chief magistrate Judge W. Boyd Patterson, Dallas Criminal District Court, discussed how his use of the system reduced court docket backlog and provided better access to services in Dallas County, Texas.

During afternoon sessions, participants learned about two programs from El Paso County — the county's Strategic Moves Initiative and Consolidation for Improved Citizen Service, and the El Paso County Criminal Justice Center (CJC) Detox Facility. El Paso County Commission Chair Amy Lathen, County Budget Officer Nicola Sapp and Deputy County Administrator Monnie Gore described how the county addressed mounting critical capital needs when faced with aging and deteriorating facilities by acquiring a former Intel manufacturing complex.

The complex was transformed at minimal cost, and numerous El Paso County offices, departments and agencies are now centralized into this repurposed facility. The move not only enhanced the county's ability to provide required county government services, but also increased citizen convenience and strengthened collaboration among the various county departments

See **LUCC** *page 8*

How did
Franklin County, PA,
Standardize 36 Departments
onto one ECM System?

When Franklin County implemented Laserfiche enterprise content management, it quickly discovered that **one technology could transform staff productivity and cut costs across the county.** What started as a niche application in the County Commissioner's office grew into a critical foundation for business processes in 36 diverse business units.

"Laserfiche is hands down the most expansive technology in our county," says Ed Yonker, Application Software Support. "We can bring all of our activities from across the county together instantly. We're comfortable using it to streamline every single business process we've got."

Visit **laserfiche.com/franklincounty** to download the Franklin County case study white paper.

Run Smarter®

Laserfiche®

© 2012 Laserfiche. Laserfiche, Run Smarter, and Compulink are registered trademarks of Compulink Management Center, Inc. All rights reserved.

Special to *County News*

Cooperation, coordination key for managing public lands

By Cynthia Moses-Nedd
DEPARTMENT OF THE INTERIOR LIASON

Strong intergovernmental partnerships yield positive outcomes. Building bridges across the local, state, tribal and federal government divide benefits all.

Any successful partnership or collaboration must have as its basis an engaging, mutually respectful relationship, particularly when it comes to working across local, state and federal government boundaries. The Department of the Interior's Bureau of Land Management (BLM) has led the way in establishing a culture of cooperation, collaboration and partnership in its land use planning process and in its day-to-day interaction with its county, city, state and tribal partners.

Land-managing agencies are required by the National Environmental Policy Act (NEPA) to work in concert with their intergovernmental partners to balance environmental concerns with the social, economic and other requirements of present and future generations of Americans. The goal is one that reaches beyond the here and now, and across the span of time — "to create and maintain conditions under which man and nature can exist in productive harmony."

Engaging elected officials as cooperating agencies in the land use planning process as provided for by NEPA and guided by the Council on Environmental Quality's (CEQ) regulations, provides a key tool to facilitate the work between governmental entities. The Federal Land Management Policy Act (FLPMA) guides the BLM's coordination and consistency requirements so that, where possible, non-BLM plans are taken into consideration as BLM develops its resource management plans and environmental impact statements.

Like BLM, each of the land-managing agencies has similar coordination requirements to guide its interactions with state, local, tribal and federal partners.

"Cooperating agency" status provides governmental partners a seat at the table and an exclusive opportunity to provide input and lend expertise to the federal land use planning process.

An invitation to participate as a cooperating agency may be extended by the agency or it can be requested by the county or other government entity. Cooperating agency status does not bestow decision-making authority, or allow for veto power. It is a commitment of staff, time and resources to participate and provide vital input throughout what may be a lengthy planning process. The cooperating agency relationship goes beyond day-to-day coordination and provides an opportunity for county officials along with other elected representatives to review resource data and pre-decision documents, assist in formulating alternatives within the plan, and allows for collaboration in sponsoring community listening sessions and public involvement.

While coordination is part of the cooperating agency relationship, the BLM has a duty to coordinate even if a formal cooperating agency relationship is not established. That duty includes the responsibility to keep apprised of non-BLM plans and consider those plans that are germane to the development of BLM resource management plans. Further, to the extent practicable, BLM is required to assist in resolving inconsistencies between federal and non-federal plans; and where possible, develop the plans collaboratively with its counties, cities, states, tribes and other federal entities as cooperating agencies.

Some would argue that the BLM and other land-managing agencies are steering their intergovernmental partners to engage as cooperating agencies in order to avoid coordination. This is not correct. By working with its local, state, tribal and other federal government partners, BLM improves communication and understanding, identifies common goals and objectives, and enhances the quality of public land management for communities and Americans across this great land.

The BLM manages more than 245 million acres of public land, the most of any federal agency. This land, known as the National System of Public Lands, is primarily located in 12 Western states, including Alaska. The BLM also administers 700 million acres of subsurface mineral estate throughout the nation.

In FY11, recreational and other activities on BLM-managed land contributed more than $130 billion to the U.S. economy and supported more than 600,000 American jobs. The bureau is also one of a handful of agencies that collects more revenue than it spends. In FY12, nearly $5.7 billion will be generated on lands managed by the BLM, which operates on a $1.1 billion budget. The BLM's multiple-use mission is to sustain the health and productivity of the public lands for the use and enjoyment of present and future generations. The bureau accomplishes this by managing such activities as outdoor recreation, livestock grazing, mineral development and energy production, and by conserving natural, historical, cultural and other resources on public lands.

For more information, contact the author at cnedd@blm.gov.

Sign up for State and Local Legal Center's webinar

WEBINAR *from page 6*

immigration case, the Texas redistricting cases and four other cases before the Supreme Court this term. The other speaker is Patricia Millett, who argued three cases before the court this term affecting state or local government. Lisa Soronen, executive director of the SLLC, will discuss a number of cases where the SLLC filed an *amicus* brief.

The webinar provides an opportunity to hear attorneys intimately involved in many of the important cases before the Supreme Court discuss them and answer questions. Speakers will talk about the practical implications of the Affordable Care Act cases, the Arizona immigration case, and *Filarsky v. Delia*, involving qualified immunity for government contractors, among a number of other cases.

Register for the July 19 webinar at: *www2.gotomeeting.com/register/599978554,* or at the State and Local Legal Center's website: *www.statelocallc.org/*.

Please contact Lisa Soronen at *lsoronen@sso.org* if you have any questions.

FCC considering limits to local regulations of satellite dishes

WEB* CONTENT

NACo, along with its national partners, the National Associationof Telecommunications Officers and Advisors (NATOA), the National League of Cities and the US Conference of Mayors, filed comments with the FCC opposing a petition filed by the satellite industry to limit the ability of local jurisdictions to regulate the placement of satellite dishes.

Currently, as stipulated by the FCC's Over-the-Air Reception Devices (OTARD) rule, local governments may not impose regulations that "impair" the installation, maintenance or use of antennas to receive video programming. However, this rule applies only to areas under the exclusive use or control of the resident and not to common areas, which may include roofs or common walls of a multiple-dwelling unit.

The satellite industry is now trying to expand the coverage of the OTARD rule to these common areas. This effort is in direct response to an ordinance the County and City of Philadelphia recently enacted to minimize the visual impact of dish antennas by carefully balancing the goals of preserving the appearance and property values of all its neighborhoods with the interests of those seeking to obtain satellite services.

Local governments are encouraged to file reply comments opposing the petition filed by the Satellite Broadcasting and Communications Association in MB Docket No. 12-121. Reply comments are due June 22.

**To access the FCC notice, see this article in our online issue at* www.naco.org/countynews.

LUCC meeting stresses health system accountability

LUCC *from page 7*

headquartered in the citizen service center.

El Paso County Sheriff Terry Maketa and Detention Bureau Chief Paula Presley provided participants with an overview and tour of the county's award-winning community detox facility. Located in the county criminal justice center, but not a part of the El Paso County Jail — the center provides assessment, safe detoxification and encouragement for people in need of substance abuse and addiction treatment services. Providing a safe and effective continuum of care for citizens in El Paso County, the center has already helped reduce the nature of chronic substance abuse and lessened the impact on emergency service providers by offering appropriate alternatives for care and treatment.

The LUCC Annual meeting kicked off its final day with Dr. Richard Migliori, currently with United Healthcare, and Dr. Tracy Johnson, special assistant to the CEO for Health Reform at the Denver Health and Hospital Authority addressing participants. On a panel titled "The Value of Accountability in Local Health Systems," they discussed the reasons behind escalating local costs in the health care system in America and highlighted many of the significant cost drivers embedded throughout the system.

Migliori stressed the importance of enhanced wellness programs and better information in the health care delivery system for community involvement and success, while Johnson largely described what the City and County of Denver is doing in anticipation of national health care reform implementation.

LUCC Chair Helen Holton enthusiastically stressed to participants that she hoped "the meeting served as a catalyst for innovation in their county." This final statement has always been the mission of the LUCC Annual Meeting. The 2013 LUCC Annual Meeting will be held in Franklin County, Ohio (Columbus). Franklin County Commissioner John O'Grady and LUCC are already developing the agenda for 2013, and the dates and a detailed agenda will be available before the end of 2012.

All NACo members are encouraged to participate in future LUCC meetings, and should visit the LUCC website at *www.naco.org/urbancounties* for periodic updates, agendas and an assortment of materials from past LUCC meetings.

Death penalty cases compound prosecution costs

JUSTICE COSTS *from page 1*

cost. The subsequent appeals will also be funded by the county, the process that makes death penalty cases so expensive.

County Commission Chairman John Walker said he has no idea how much the trials will total.

"We really won't have all of the bills until this is finished," he said. "We've paid a $5,000 bill for one attorney, $5,000 apiece for mental evaluations, but there's so much coming in the future. There's no telling how much this is going to run."

In addition, the county has had to upgrade courthouse security and must pay for jury sequestration.

The County Commission set aside $100,000 from the general fund to pay for the trial, though Walker acknowledged it likely won't be enough. By comparison, the county's common pleas court works on an annual budget of about $180,000.

Walker said he couldn't speculate on whether the county would raise taxes or cut services to pay for the trial until the total is apparent.

It all pales in comparison to the $13.2 million that Los Angeles County spent on the McMartin preschool sexual abuse trials, which ended in 1990. Of course, the most populous county in the country boasts nearly 10 million residents, compared to Hocking's less than 30,000.

The death penalty adds an expensive factor to the cases because of the increased pretrial costs for more sophisticated investigations, more time-consuming jury selection, higher incarceration costs and several appeals.

"That's one of the reasons New Jersey abolished the death penalty, it was just too expensive to try those cases," said Jack King, a spokesman for the National Association of Criminal Defense Lawyers. "You hear apocryphal stories of prosecutor saying they won't go after murder cases because they'll break the bank."

In Illinois, the state's Capital Ligitation Fund provided counsel and prosecutors to assist in death penalty cases until the end of 2011, when the death penalty was abolished there.

The California Assembly reimbursed Del Notre County, Calif. up to $700,000 to help prosecute several high-profile murder cases in 2011. The county had been typically trying one murder case annually until what District Attorney Jon Alexander called an "onslaught of homicides" stressed his office's resources. Prior to the help from the state, the county was considering laying off employees.

"It would have wiped out our ability to prosecute people who are accused of heinous crimes," Alexander said of the situation without the state's help. "We're tremendously indebted to Sacramento for that appropriation."

In 1992, the Lincoln County, Ga. commission went to jail after refusing to pay defense costs for a second trial for a death row inmate. Then-chairman Walker Norman cited a tax increase to pay for the first trial, which cost $125,000 for the county of 7,500.

The cost of prosecuting one of the Matthew Shepard's killers in 1999 devastated Albany County, Wyo.'s budget, County Clerk Jackie Gonzales said.

The county is the poorest per capita in Wyoming, and it saw its costs skyrocket for the trial. It spent $20,000 for jury and witness fees. Courthouse security upgrades and a myriad of unexpected costs, all totaling $123,5000 accompanied the trial that caught national attention.

Since then, Albany County has stashed away a little each year in case it has to handle a similar trial.

"We absolutely had to cut spending elsewhere," she said. "We were only really allowed to pay salaries, cut corners and only provide the essential services required by statute."

One such service was the dispensation of justice. That's why although it may be expensive for Hocking County to pay for the prosecution and defense of the Inman family, Walker said it will give the small county of 29,000 closure after the gruesome case.

"I drive by (the crime scene) frequently and whether or not I look over, it sends cold chills up my back," he said. "I'm sure it does for a lot of people."

Dues increases, decreases capped at 15 percent

DUES *from page 1*

population for each county member to determine the dues.

- Increases and decreases in dues will be capped at 15 percent.
- Minimum dues will be raised to $450 from $400 (counties with populations of 20,000 or below).
- Maximum dues will increase by $5,000 (counties with populations of 2,360,000 and above); and
- Fixed-dues-amount counties in limited county responsibility states will increase a little over 6 percent (Mass. and N.H. only).

Fairness was cited as the primary reason for updating the dues structure. Currently, 1995 Census numbers are used to calculate dues, and population numbers have changed since then.

Under the new dues structure, some counties' dues will increase and others' will go down. The approved update takes into account many factors and also serves to temper the effects for those counties that have had large population changes.

For questions or more information, please email *membership@naco.org* or call toll-free, 1.888.407.NACo (6226) and ask for "membership."

Help Your Residents Save on Prescriptions

And Help Your County's Bottom Line, Too!

NACo's Prescription Discount Card Program was launched in 2005 and county residents across the country have saved more than $450 million over that period of time. Your residents can save, too! Savings can be up to 75%; the average savings rate is 24%. More than 65,000 pharmacies participate, including all the major chains. The program is free, easy to start and everyone is eligible.

The program can also help your bottom line. Your county can receive a marketing reimbursement fee for every prescription filled using the card. This funding could be used for specific programs or to balance your budget.

It's a winning program! It's a winner for residents and for counties. Sign up today!

To learn more about the program, go to www.naco.org/drugcard or scan the QR code.

Operated by CVS Caremark.
This is NOT insurance. Discounts are only available at participating pharmacies.

Rev 04.12

2012 Member County Vote Allocations

NACo National Association of Counties
The Voice of America's Counties

NACo member counties elect officers, as well as vote on NACo policy positions and bylaws changes at the Annual Meeting. Following are the number of votes for each NACo-member county, parish or borough. The list is current as of June 10, 2012.

As prescribed by NACo's bylaws, a county must be a member of NACo, current with NACo dues and have at least one paid registration to the NACo Annual Conference in order to vote. Questions can be directed to Ilene Manster, membership coordinator, at *imanster@naco.org* or toll-free 1.888.407.NACo (6226), ext. 291.

▶ Alabama	
Autauga County	2
Baldwin County	6
Barbour County	2
Bibb County	1
Blount County	2
Bullock County	1
Butler County	1
Calhoun County	5
Chambers County	2
Cherokee County	1
Chilton County	2
Choctaw County	1
Clarke County	2
Cleburne County	1
Coffee County	2
Colbert County	3
Conecuh County	1
Coosa County	1
Covington County	2
Crenshaw County	1
Cullman County	4
Dale County	3
Dallas County	3
DeKalb County	3
Elmore County	3
Escambia County	2
Etowah County	5
Fayette County	1
Franklin County	2
Geneva County	2
Greene County	1
Hale County	1
Henry County	1
Houston County	4
Jackson County	3
Jefferson County	29
Lamar County	1
Lauderdale County	4
Lawrence County	2
Lee County	5
Limestone County	3
Lowndes County	1
Macon County	2
Madison County	12
Marengo County	1
Marion County	2
Marshall County	4
Mobile County	17
Monroe County	2
Montgomery County	10
Morgan County	5
Perry County	1
Pickens County	1
Pike County	2
Randolph County	1
Russell County	3
Shelby County	6
St. Clair County	3
Sumter County	1
Talladega County	4
Tallapoosa County	2
Tuscaloosa County	7
Walker County	3
Washington County	1
Wilcox County	1
Winston County	2
State Total	215

▶ Alaska	
Anchorage Borough	11
Bristol Bay Borough	1
City and Borough of Juneau	2
City and Borough of Sitka	1
City and Borough of Wrangell	1
City and Borough of Yakutat	1
Denali Borough	1
Fairbanks North Star Borough	4
Haines Borough	1
Kenai Peninsula Borough	2
Kodiak Island Borough	1
North Slope Borough	1
Skagway Borough	1
State Total	28

▶ Arizona	
Apache County	3
Coconino County	5
Gila County	3
Graham County	2
Greenlee County	1
La Paz County	1
Maricopa County	91
Mohave County	6
Navajo County	4
Pinal County	7
Santa Cruz County	2
Yavapai County	6
Yuma County	6
State Total	137

▶ Arkansas	
Arkansas County	1
Ashley County	2
Baxter County	2
Benton County	6
Boone County	2
Bradley County	1
Calhoun County	1
Carroll County	1
Chicot County	1
Clark County	1
Clay County	1
Cleburne County	1
Cleveland County	1
Columbia County	2
Conway County	1
Craighead County	4
Crawford County	3
Crittenden County	3
Cross County	1
Dallas County	1
Desha County	1
Drew County	1
Faulkner County	4
Franklin County	1
Fulton County	1
Garland County	4
Grant County	1
Greene County	2
Hempstead County	1
Hot Spring County	2
Howard County	1
Independence County	2
Izard County	1
Jackson County	1
Jefferson County	4
Johnson County	1
Lafayette County	1
Lawrence County	1
Lee County	1
Lincoln County	1
Little River County	1
Logan County	1
Lonoke County	2
Madison County	1
Marion County	1
Miller County	2
Mississippi County	3
Monroe County	1
Montgomery County	1
Nevada County	1
Newton County	1
Ouachita County	2
Perry County	1
Phillips County	2
Pike County	1
Poinsett County	2
Polk County	1
Pope County	3
Prairie County	1
Pulaski County	16
Randolph County	1
Saline County	4
Scott County	1
Searcy County	1
Sebastian County	5
Sevier County	1
Sharp County	1
St. Francis County	2
Stone County	1
Union County	2
Van Buren County	1
Washington County	7
White County	3
Woodruff County	1
Yell County	1
State Total	144

▶ California	
Alameda County	58
Alpine County	1
Amador County	2
Butte County	9
Calaveras County	2
Colusa County	1
Contra Costa County	38
Del Norte County	2
El Dorado County	7
Glenn County	2
Humboldt County	6
Inyo County	1
Kern County	27
Kings County	5
Lake County	3
Lassen County	2
Los Angeles County	112
Marin County	11
Mariposa County	1
Merced County	9
Mono County	1
Monterey County	16
Napa County	5
Orange County	91
Placer County	9
Plumas County	1
Riverside County	59
Sacramento County	49
San Bernardino County	68
San Diego County	91
San Francisco City and County	32
San Joaquin County	23
San Luis Obispo County	10
San Mateo County	30
Santa Barbara County	17
Santa Clara County	68
Santa Cruz County	11
Shasta County	7
Sierra County	1
Siskiyou County	2
Solano County	16
Sonoma County	19
Sutter County	4
Tehama County	3
Trinity County	1
Tuolumne County	3
Ventura County	31
Yolo County	7
State Total	974

▶ Colorado	
Adams County	14
Alamosa County	1
Arapahoe County	20
Archuleta County	1
Baca County	1
Bent County	1
Boulder County	12
Broomfield City and County	2
Chaffee County	1
Clear Creek County	1
Conejos County	1
Costilla County	1
Crowley County	1
Custer County	1
Delta County	2
Denver City and County	23
Dolores County	1
Douglas County	5
Eagle County	2
El Paso County	21
Fremont County	2
Garfield County	2
Grand County	1
Gunnison County	1
Hinsdale County	1
Huerfano County	1
Jackson County	1
Jefferson County	22
Kiowa County	1
Kit Carson County	1
La Plata County	2
Lake County	1
Larimer County	10
Las Animas County	1
Lincoln County	1
Mesa County	5
Mineral County	1
Moffat County	1
Montezuma County	1
Montrose County	2
Morgan County	2
Otero County	1
Ouray County	1
Park County	1
Phillips County	1
Pitkin County	1
Prowers County	1
Pueblo County	6
Rio Blanco County	1
Rio Grande County	1
Routt County	1
Saguache County	1
San Juan County	1
San Miguel County	1
Sedgwick County	1
Summit County	1
Teller County	1
Washington County	1
Weld County	7
Yuma County	1
State Total	202

▶ Delaware	
Kent County	6
New Castle County	21
Sussex County	6
State Total	33

▶ Florida	
Alachua County	9
Bay County	7
Bradford County	2
Brevard County	20
Broward County	62
Calhoun County	1
Citrus County	5
Clay County	6
Collier County	9
Columbia County	3
DeSoto County	2
Dixie County	1
Escambia County	12
Flagler County	2
Franklin County	1
Gadsden County	2
Gilchrist County	1
Glades County	1
Gulf County	1
Hamilton County	1
Hardee County	2
Hendry County	2
Highlands County	4
HillsBorough County	39
Holmes County	1
Indian River County	5
Jackson County	2
Jefferson County	1
Lafayette County	1
Lake County	8
Lee County	17
Leon County	10
Levy County	2
Liberty County	1
Madison County	1
Manatee County	11
Marion County	10
Martin County	5
Miami-Dade County	90
Monroe County	4
Nassau County	3
Okaloosa County	7
Okeechobee County	2
Osceola County	6
Palm Beach County	44
Pinellas County	39
Polk County	20
Putnam County	3
Santa Rosa County	5
Sarasota County	14
Seminole County	15
St. Johns County	5
St. Lucie County	8
Sumter County	2
Suwannee County	2
Taylor County	1

See **FLORIDA** *page 11*

FLORIDA *from page 10*

Volusia County	18
Wakulla County	1
Walton County	2
State Total	561

Georgia

Appling County	1
Athens-Clarke County	5
Augusta-Richmond County	9
Baldwin County	2
Banks County	1
Barrow County	2
Bartow County	3
Ben Hill County	1
Bibb County	7
Bleckley County	1
Brantley County	1
Brooks County	1
Bryan County	1
Bulloch County	3
Butts County	1
Calhoun County	1
Camden County	2
Candler County	1
Carroll County	4
Charlton County	1
Chatham County	10
Clayton County	9
Clinch County	1
Cobb County	23
Columbia County	4
Cook County	1
Coweta County	4
Crawford County	1
Dade County	1
Dawson County	1
Decatur County	2
DeKalb County	27
Dodge County	1
Dougherty County	5
Douglas County	4
Elbert County	1
Evans County	1
Fannin County	1
Floyd County	4
Forsyth County	3
Fulton County	32
Glynn County	3
Grady County	1
Greene County	1
Gwinnett County	20
Habersham County	2
Hall County	5
Hancock County	1
Hart County	1
Heard County	1
Henry County	4
Jackson County	2
Jasper County	1
Jeff Davis County	1
Jefferson County	1
Jones County	1
Lanier County	1
Lee County	1
Liberty County	3
Lowndes County	4
Lumpkin County	1
Macon County	1
Madison County	2
McDuffie County	1
McIntosh County	1
Mitchell County	1
Monroe County	1
Morgan County	1
Oconee County	1
Peach County	1
Pierce County	1
Polk County	2
Pulaski County	1
Putnam County	1
Quitman County	1
Rabun County	1
Rockdale County	3
Screven County	1
Spalding County	3
Stephens County	2
Stewart County	1
Talbot County	1
Taylor County	1
Terrell County	1
The Unified Government of Cusseta-Chattahoochee County	1
Thomas County	2
Towns County	1
Troup County	3
Twiggs County	1
Union County	1
Walton County	3
Ware County	2
Warren County	1
Wayne County	2
Wheeler County	1
White County	1
Whitfield County	4
Wilkinson County	1
State Total	293

Hawaii

Hawaii County	7
Honolulu City and County	38
Kauai County	3
Maui County	6
State Total	54

Idaho

Ada County	11
Adams County	1
Bannock County	4
Bear Lake County	1
Benewah County	1
Bingham County	2
Blaine County	1
Boise County	1
Bonner County	2
Bonneville County	4
Boundary County	1
Butte County	1
Camas County	1
Canyon County	5
Caribou County	1
Cassia County	1
Clark County	1
Clearwater County	1
Custer County	1
Elmore County	2
Franklin County	1
Fremont County	1
Gem County	1
Gooding County	1
Idaho County	1
Jefferson County	1
Jerome County	1
Kootenai County	4
Latah County	2
Lemhi County	1
Lewis County	1
Lincoln County	1
Madison County	2
Minidoka County	1
Nez Perce County	2
Oneida County	1
Owyhee County	1
Payette County	1
Power County	1
Shoshone County	1
Teton County	1
Twin Falls County	3
Valley County	1
Washington County	1
State Total	75

Illinois

Cass County	1
Champaign County	8
Cook County	107
De Witt County	1
DeKalb County	4
DuPage County	37
Fayette County	1
Fulton County	2
Gallatin County	1
Grundy County	2
Kankakee County	5
Kendall County	2
Lake County	25
LaSalle County	5
Lawrence County	1
Livingston County	2
Logan County	2
Madison County	11
Marshall County	1
Mason County	1
McHenry County	10
McLean County	7
Montgomery County	2
Moultrie County	1
Peoria County	8
Piatt County	1
Putnam County	1
St. Clair County	12
Stark County	1
Stephenson County	3
Tazewell County	6
Union County	1
Vermilion County	4
Washington County	1
Will County	18
Winnebago County	12
	307

Indiana

Adams County	2
Benton County	1
Blackford County	1
Boone County	2
Cass County	2
Clinton County	2
Crawford County	1
Daviess County	2
Dearborn County	2
Decatur County	2
DeKalb County	2
Delaware County	6
Dubois County	2
Fayette County	2
Floyd County	3
Franklin County	1
Fulton County	1
Gibson County	2
Grant County	4
Greene County	2
Hamilton County	7
Harrison County	2
Hendricks County	4
Henry County	3
Indianapolis and Marion County	36
Jay County	1
Jefferson County	2
Jennings County	2
Johnson County	5
Knox County	2
Kosciusko County	3
LaGrange County	2
Lake County	21
LaPorte County	5
Madison County	6
Marshall County	2
Monroe County	5
Montgomery County	2
Morgan County	3
Newton County	1
Noble County	2
Ohio County	1
Orange County	1
Owen County	1
Parke County	1
Perry County	1
Pike County	1
Porter County	6
Posey County	2
Putnam County	2
Rush County	1
Shelby County	2
Spencer County	1
Steuben County	2
Sullivan County	1
Switzerland County	1
Tipton County	1
Vanderburgh County	8
Vermillion County	1
Vigo County	5
Washington County	2
Wayne County	4
Wells County	2
White County	2
Whitley County	2
State Total	209

Iowa

Allamakee County	1
Appanoose County	1
Benton County	2
Black Hawk County	6
Boone County	2
Bremer County	1
Buchanan County	1
Buena Vista County	1
Butler County	1
Calhoun County	1
Carroll County	1
Cass County	1
Cerro Gordo County	3
Cherokee County	1
Chickasaw County	1
Clarke County	1
Clay County	1
Clayton County	1
Clinton County	3
Crawford County	1
Dallas County	2
Des Moines County	2
Dickinson County	1
Dubuque County	4
Emmet County	1
Franklin County	1
Fremont County	1
Greene County	1
Grundy County	1
Hamilton County	1
Hardin County	1
Henry County	1
Howard County	1
Humboldt County	1
Jackson County	1
Jasper County	2
Jefferson County	1
Johnson County	5
Jones County	1
Kossuth County	1
Linn County	8
Louisa County	1
Lucas County	1
Lyon County	1
Marion County	2
Marshall County	2
Mills County	1
Mitchell County	1
Monona County	1
Palo Alto County	1
Plymouth County	2
Pocahontas County	1
Polk County	16
Pottawattamie County	4
Poweshiek County	1
Sac County	1
Scott County	7
Sioux County	2
Story County	4
Tama County	1
Taylor County	1
Union County	1
Wapello County	2
Warren County	2
Washington County	1
Wayne County	1
Webster County	2
Winnebago County	1
Winneshiek County	1
Woodbury County	5
Worth County	1
Wright County	1
State Total	138

Kansas

Allen County	1
Anderson County	1
Atchison County	1
Barber County	1
Bourbon County	1
Butler County	3
Cherokee County	1
Clay County	1
Coffey County	1
Cowley County	2
Crawford County	2
Decatur County	1
Dickinson County	1
Douglas County	4
Ellis County	2
Finney County	2
Ford County	2
Franklin County	2
Geary County	2
Gove County	1
Gray County	1
Greeley County	1
Greenwood County	1
Hamilton County	1
Harper County	1
Harvey County	2
Haskell County	1
Jefferson County	1
Jewell County	1
Johnson County	18
Labette County	1
Lane County	1
Linn County	1
Lyon County	2
Marion County	1
Marshall County	1
McPherson County	2
Miami County	2
Mitchell County	1
Morton County	1
Neosho County	1
Ness County	1
Osage County	1
Osborne County	1
Pottawatomie County	1
Pratt County	1
Reno County	3
Republic County	1
Riley County	3
Rooks County	1
Saline County	3
Scott County	1
Sedgwick County	19
Seward County	1
Shawnee County	8
Sherman County	1
Smith County	1
Stevens County	1
Trego County	1
Unified Govt. of Wyandotte County and Kansas City	7
Wilson County	1
State Total	131

Kentucky

Adair County	1
Allen County	1
Anderson County	1
Ballard County	1
Barren County	2
Bell County	2
Boone County	3
Bourbon County	1
Boyle County	2
Bracken County	1
Breathitt County	1
Breckinridge County	1
Bullitt County	3

See **KENTUCKY** *page 12*

KENTUCKY *from page 11*

Butler County	1
Caldwell County	1
Campbell County	4
Carlisle County	1
Carroll County	1
Carter County	2
Casey County	1
Clark County	2
Clinton County	1
Crittenden County	1
Edmonson County	1
Floyd County	2
Franklin County	2
Fulton County	1
Gallatin County	1
Grant County	1
Graves County	2
Grayson County	1
Greenup County	2
Hardin County	4
Harlan County	2
Harrison County	1
Hart County	1
Henderson County	2
Hopkins County	3
Jessamine County	2
Kenton County	7
Knott County	1
Laurel County	3
Lawrence County	1
Lee County	1
Leslie County	1
Letcher County	2
Lincoln County	1
Livingston County	1
Logan County	2
Louisville Jefferson County Metro Government	30
Madison County	3
Magoffin County	1
Marion County	1
Marshall County	2
Martin County	1
Mason County	1
McCracken County	3
McLean County	1
Meade County	2
Mercer County	1
Metcalfe County	1
Montgomery County	1
Nicholas County	1
Oldham County	2
Pendleton County	1
Pike County	4
Powell County	1
Pulaski County	3
Rockcastle County	1
Rowan County	1
Russell County	1
Scott County	2
Shelby County	2
Simpson County	1
Spencer County	1
Taylor County	1
Trimble County	1
Union County	1
Warren County	4
Wayne County	1
Webster County	1
Wolfe County	1
State Total	162

▶ Louisiana

Acadia Parish	3
Allen Parish	2
Ascension Parish	3
Beauregard Parish	2
Bienville Parish	1
Bossier Parish	4
Caddo Parish	11
Calcasieu Parish	8
Caldwell Parish	1
Cameron Parish	1
Claiborne Parish	1
Concordia Parish	1
DeSoto Parish	2
East Baton Rouge Parish	18
East Feliciana Parish	1
Evangeline Parish	2
Franklin Parish	1
Iberia Parish	4
Iberville Parish	2
Jackson Parish	1
Jefferson Parish	20
Lafayette Consolidated Government	8
Lafourche Parish	4
LaSalle Parish	1
Lincoln Parish	2
Livingston Parish	4
Madison Parish	1
Natchitoches Parish	2
Orleans Parish	22
Plaquemines Parish	2
Pointe Coupee Parish	1
Rapides Parish	6
Red River Parish	1
Sabine Parish	1
St. Bernard Parish	3
St. Charles Parish	2
St. Helena Parish	1
St. James Parish	1
St. John The Baptist Parish	2
St. Landry Parish	4
St. Martin Parish	2
St. Mary Parish	3
St. Tammany Parish	8
Tangipahoa Parish	5
Tensas Parish	1
Terrebonne Parish Consolidated Government	5
Vermilion Parish	3
Vernon Parish	3
Washington Parish	2
Webster Parish	2
West Baton Rouge Parish	1
West Feliciana Parish	1
Winn Parish	1
State Total	194

▶ Maine

Androscoggin County	5
Cumberland County	11
Kennebec County	6
Knox County	2
Lincoln County	2
Oxford County	3
Penobscot County	7
Sagadahoc County	2
Somerset County	3
Waldo County	2
Washington County	2
York County	8
State Total	53

▶ Maryland

Allegany County	4
Baltimore City	30
Baltimore County	32
Calvert County	3
Caroline County	2
Carroll County	6
Cecil County	4
Charles County	5
Dorchester County	2
Frederick County	8
Garrett County	2
Harford County	9
Howard County	10
Kent County	1
Montgomery County	35
Prince George's County	33
Somerset County	2
St. Mary's County	4
Talbot County	2
Washington County	6
Wicomico County	4
Worcester County	2
State Total	206

▶ Massachusetts

Barnstable County	1
Bristol County	1
Dukes County	1
Nantucket County	1
Norfolk County	1
Suffolk County, City of Boston	1
State Total	6

▶ Michigan

Alcona County	1
Alger County	1
Alpena County	2
Antrim County	1
Branch County	2
Calhoun County	6
Charlevoix County	2
Cheboygan County	2
Clare County	2
Clinton County	3
Crawford County	1
Delta County	2
Emmet County	2
Gogebic County	1
Grand Traverse County	4
Houghton County	2
Huron County	2
Iosco County	2
Iron County	1
Isabella County	3
Jackson County	7
Kalamazoo County	10
Lake County	1
Leelanau County	1
Lenawee County	5
Mackinac County	1
Macomb County	33
Manistee County	1
Menominee County	2
Missaukee County	1
Montcalm County	3
Montmorency County	1
Muskegon County	8
Newaygo County	2
Oakland County	50
Oceana County	2
Ontonagon County	1
Osceola County	1
Oscoda County	1
Otsego County	1
Ottawa County	10
Saginaw County	10
Schoolcraft County	1
St. Clair County	7
Tuscola County	3
Washtenaw County	13
Wayne County	91
State Total	309

▶ Minnesota

Aitkin County	1
Anoka County	12
Becker County	2
Beltrami County	2
Benton County	2
Big Stone County	1
Blue Earth County	3
Brown County	2
Carlton County	2
Carver County	3
Cass County	2
Chippewa County	1
Chisago County	2
Clay County	3
Clearwater County	1
Cook County	1
Cottonwood County	1
Crow Wing County	3
Dakota County	14
Dodge County	1
Douglas County	2
Faribault County	1
Fillmore County	1
Freeborn County	2
Goodhue County	2
Grant County	1
Hennepin County	47
Houston County	1
Hubbard County	1
Isanti County	2
Itasca County	2
Jackson County	1
Kanabec County	1
Kandiyohi County	2
Kittson County	1
Koochiching County	1
Lac Qui Parle County	1
Lake County	1
Lake of The Woods County	1
Le Sueur County	2
Lincoln County	1
Lyon County	2
Mahnomen County	1
Marshall County	1
Martin County	1
McLeod County	2
Meeker County	1
Mille Lacs County	1
Morrison County	2
Mower County	2
Murray County	1
Nicollet County	2
Nobles County	1
Norman County	1
Olmsted County	5
Pennington County	1
Pine County	2
Pipestone County	1
Polk County	2
Pope County	1
Ramsey County	22
Red Lake County	1
Redwood County	1
Renville County	1
Rice County	3
Rock County	1
Roseau County	1
Scott County	4
Sherburne County	3
Sibley County	1
St. Louis County	9
Stearns County	6
Steele County	2
Stevens County	1
Swift County	1
Todd County	2
Traverse County	1
Wabasha County	1
Wadena County	1
Waseca County	1
Washington County	8
Watonwan County	1
Wilkin County	1
Winona County	3
Wright County	4
Yellow Medicine County	1
State Total	244

▶ Mississippi

Adams County	2
Alcorn County	2
Attala County	1
Benton County	1
Bolivar County	2
Calhoun County	1
Carroll County	1
Choctaw County	1
Claiborne County	1
Clarke County	1
Coahoma County	2
Covington County	1
DeSoto County	4
Forrest County	4
Franklin County	1
George County	1
Greene County	1
Hancock County	2
Harrison County	8
Hinds County	11
Holmes County	1
Humphreys County	1
Itawamba County	1
Jackson County	6
Jasper County	1
Jefferson County	1
Jefferson Davis County	1
Jones County	3
Kemper County	1
Lafayette County	2
Lauderdale County	4
Leake County	1
Lee County	4
Leflore County	2
Lincoln County	2
Lowndes County	3
Madison County	3
Marion County	2
Marshall County	2
Monroe County	2
Montgomery County	1
Neshoba County	2
Newton County	1
Oktibbeha County	2
Pearl River County	2
Perry County	1
Pontotoc County	2
Prentiss County	2
Quitman County	1
Rankin County	5
Scott County	2
Sharkey County	1
Smith County	1
Stone County	1
Sunflower County	2
Tallahatchie County	1
Tate County	1
Tippah County	1
Tishomingo County	1
Tunica County	1
Union County	1
Walthall County	1
Warren County	3
Washington County	3
Wayne County	1
Webster County	1
Wilkinson County	1
Yalobusha County	1
Yazoo County	2
State Total	136

▶ Missouri

Adair County	2
Andrew County	1
Atchison County	1
Audrain County	2
Barton County	1
Bates County	1
Benton County	1
Bollinger County	1
Boone County	6
Buchanan County	4
Caldwell County	1
Callaway County	2
Camden County	2
Cape Girardeau County	3
Carroll County	1
Carter County	1
Cass County	4
Cedar County	1
Chariton County	1
Christian County	2
Clay County	8
Cole County	3
Cooper County	1
Dallas County	1
DeKalb County	1
Dent County	1
Franklin County	4
Gasconade County	1
Gentry County	1
Greene County	10
Grundy County	1
Harrison County	1
Hickory County	1
Holt County	1

See **MISSOURI** *page 13*

MISSOURI *from page 12*

Howard County	1
Howell County	2
Iron County	1
Jackson County	28
Jasper County	5
Johnson County	2
Laclede County	2
Lafayette County	2
Lincoln County	2
Linn County	1
Livingston County	1
Macon County	1
Madison County	1
Marion County	2
Mercer County	1
Mississippi County	1
Moniteau County	1
Morgan County	1
New Madrid County	1
Nodaway County	1
Oregon County	1
Ozark County	1
Perry County	1
Pettis County	2
Phelps County	2
Platte County	3
Polk County	2
Ralls County	1
Randolph County	2
Ray County	1
Reynolds County	1
Ripley County	1
Scott County	2
Shannon County	1
St. Clair County	1
St. Francois County	3
Stone County	2
Sullivan County	1
Taney County	2
Texas County	1
Vernon County	1
Warren County	1
Washington County	1
Wayne County	1
Wright County	1
State Total	166

▶ Montana

Anaconda-Deer Lodge County	1
Beaverhead County	1
Big Horn County	1
Blaine County	1
Broadwater County	1
Butte-Silver Bow County	2
Carbon County	1
Carter County	1
Cascade County	4
Chouteau County	1
Custer County	1
Daniels County	1
Dawson County	1
Fallon County	1
Fergus County	1
Flathead County	3
Gallatin County	3
Garfield County	1
Glacier County	1
Golden Valley County	1
Granite County	1
Hill County	1
Jefferson County	1
Judith Basin County	1
Lake County	2
Lewis and Clark County	3
Liberty County	1
Lincoln County	1
Madison County	1
McCone County	1
Meagher County	1
Mineral County	1
Missoula County	4
Musselshell County	1
Park County	1
Petroleum County	1
Phillips County	1
Pondera County	1
Powder River County	1
Powell County	1
Prairie County	1
Ravalli County	2
Richland County	1
Roosevelt County	1
Rosebud County	1
Sanders County	1
Sheridan County	1
Stillwater County	1
Sweet Grass County	1
Teton County	1
Toole County	1
Treasure County	1
Valley County	1
Wheatland County	1
Wibaux County	1
Yellowstone County	6
State Total	76

▶ Nebraska

Adams County	2
Banner County	1
Boone County	1
Boyd County	1
Buffalo County	2
Butler County	1
Cass County	1
Chase County	1
Cherry County	1
Cheyenne County	1
Clay County	1
Colfax County	1
Cuming County	1
Custer County	1
Dawson County	2
Douglas County	19
Fillmore County	1
Franklin County	1
Frontier County	1
Garden County	1
Greeley County	1
Hall County	3
Hamilton County	1
Hayes County	1
Hitchcock County	1
Holt County	1
Howard County	1
Jefferson County	1
Keith County	1
Kimball County	1
Knox County	1
Lincoln County	2
Madison County	2
Merrick County	1
Morrill County	1
Nance County	1
Nemaha County	1
Nuckolls County	1
Otoe County	1
Red Willow County	1
Richardson County	1
Rock County	1
Saline County	1
Sarpy County	5
Saunders County	1
Seward County	1
Sherman County	1
Sioux County	1
Stanton County	1
Thayer County	1
Thomas County	1
Thurston County	1
Washington County	1
Wayne County	1
Wheeler County	1
York County	1
State Total	85

▶ Nevada

Carson City	3
Churchill County	1
Clark County	45
Douglas County	2
Elko County	2
Esmeralda County	1
Eureka County	1
Humboldt County	1
Lander County	1
Lincoln County	1
Lyon County	2
Mineral County	1
Nye County	2
Pershing County	1
Storey County	1
Washoe County	13
White Pine County	1
State Total	79

▶ New Hampshire

Belknap County	2
Carroll County	2
Cheshire County	2
Coos County	2
Grafton County	2
Hillsborough County	2
Merrimack County	2
Rockingham County	2
Strafford County	2
Sullivan County	2
State Total	20

▶ New Jersey

Camden County	22
Cape May County	5
Cumberland County	7
Gloucester County	11
Hudson County	25
Mercer County	15
Somerset County	12
Sussex County	6
Union County	22
State Total	125

▶ New Mexico

Bernalillo County	24
Catron County	1
Chaves County	3
Cibola County	2
Colfax County	1
Curry County	3
De Baca County	1
Dona Ana County	7
Eddy County	3
Grant County	2
Guadalupe County	1
Harding County	1
Hidalgo County	1
Lea County	3
Lincoln County	1
Los Alamos County	1
Luna County	1
McKinley County	4
Mora County	1
Otero County	3
Quay County	1
Rio Arriba County	2
Roosevelt County	1
San Juan County	5
San Miguel County	2
Sandoval County	4
Santa Fe County	6
Sierra County	1
Socorro County	1
Taos County	2
Torrance County	1
Union County	1
Valencia County	3
State Total	94

▶ New York

Broome County	9
Cattaraugus County	4
Cayuga County	4
Dutchess County	12
Essex County	2
Genesee County	3
Greene County	3
Hamilton County	1
Herkimer County	3
Livingston County	3
Madison County	4
Orange County	14
Rensselaer County	7
Rockland County	12
Saratoga County	9
Seneca County	2
Steuben County	5
Suffolk County	59
Sullivan County	4
Washington County	3
Westchester County	39
State Total	202

▶ North Carolina

Alamance County	6
Alexander County	2
Alleghany County	1
Anson County	2
Ashe County	1
Avery County	1
Beaufort County	2
Bertie County	1
Bladen County	2
Brunswick County	3
Buncombe County	9
Burke County	4
Cabarrus County	5
Caldwell County	4
Camden County	1
Carteret County	3
Caswell County	1
Catawba County	6
Chatham County	2
Cherokee County	1
Chowan County	1
Clay County	1
Cleveland County	4
Columbus County	3
Craven County	4
Cumberland County	13
Currituck County	1
Dare County	2
Davidson County	6
Davie County	2
Duplin County	2
Durham County	9
Edgecombe County	3
Forsyth County	13
Franklin County	2
Gaston County	8
Gates County	1
Graham County	1
Granville County	2
Greene County	1
Guilford County	17
Halifax County	3
Harnett County	4
Haywood County	3
Hertford County	1
Hoke County	2
Hyde County	1
Iredell County	5
Jackson County	2
Johnston County	5
Jones County	1
Lee County	2
Lenoir County	3
Lincoln County	3
Macon County	2
Madison County	1
Martin County	2
McDowell County	2
Mecklenburg County	26
Mitchell County	1
Montgomery County	2
Nash County	4
New Hanover County	7
Northampton County	1
Onslow County	7
Orange County	5
Pamlico County	1
Pasquotank County	2
Pender County	2
Perquimans County	1
Person County	2
Pitt County	6
Polk County	1
Randolph County	6
Richmond County	2
Robeson County	5
Rockingham County	4
Rowan County	6
Rutherford County	3
Sampson County	3
Scotland County	2
Stanly County	3
Stokes County	2
Surry County	3
Swain County	1
Transylvania County	2
Tyrrell County	1
Union County	5
Vance County	2
Wake County	23
Warren County	1
Washington County	1
Watauga County	2
Wayne County	5
Wilkes County	3
Wilson County	3
Yadkin County	2
Yancey County	1
State Total	354

▶ North Dakota

Adams County	1
Barnes County	1
Benson County	1
Billings County	1
Bottineau County	1
Bowman County	1
Burke County	1
Burleigh County	3
Cass County	5
Cavalier County	1
Dickey County	1
Divide County	1
Dunn County	1
Eddy County	1
Emmons County	1
Foster County	1
Golden Valley County	1
Grand Forks County	4
Grant County	1
Griggs County	1
Hettinger County	1
Kidder County	1
LaMoure County	1
Logan County	1
McHenry County	1
McIntosh County	1
McKenzie County	1
McLean County	1
Mercer County	1
Morton County	2
Mountrail County	1
Nelson County	1
Oliver County	1
Pembina County	1
Pierce County	1
Ramsey County	1
Ransom County	1
Renville County	1
Richland County	1
Rolette County	1
Sargent County	1
Sheridan County	1
Sioux County	1
Slope County	1
Stark County	1
Steele County	1
Stutsman County	1
Towner County	1
Traill County	1
Walsh County	1
Ward County	3
Wells County	1
Williams County	1
State Total	65

See **OHIO** *page 14*

OHIO *from page 13*

▶ Ohio	
Athens County	3
Auglaize County	2
Belmont County	3
Brown County	2
Carroll County	2
Champaign County	2
Clark County	7
Clermont County	8
Clinton County	2
Cuyahoga County	61
Defiance County	2
Delaware County	4
Erie County	4
Fayette County	2
Franklin County	44
Fulton County	2
Gallia County	2
Geauga County	4
Greene County	7
Hamilton County	38
Hocking County	2
Holmes County	2
Jackson County	2
Jefferson County	4
Knox County	3
Lake County	10
Lawrence County	3
Lorain County	13
Madison County	2
Mahoning County	12
Marion County	3
Montgomery County	25
Morrow County	2
Muskingum County	4
Ottawa County	2
Paulding County	1
Pike County	2
Portage County	7
Preble County	2
Ross County	4
Sandusky County	3
Scioto County	4
Summit County	23
Trumbull County	10
Union County	2
Van Wert County	2
Warren County	6
Washington County	3
Williams County	2
Wood County	5
Wyandot County	1
State Total	367

▶ Oklahoma	
Alfalfa County	1
Beaver County	1
Beckham County	1
Blaine County	1
Bryan County	2
Caddo County	2
Cherokee County	2
Cimarron County	1
Cleveland County	9
Coal County	1
Craig County	1
Creek County	3
Custer County	2
Delaware County	2
Grady County	2
Grant County	1
Harmon County	1
Haskell County	1
Hughes County	1
Jackson County	2
Jefferson County	1
Johnston County	1
Kay County	3
Kiowa County	1
LeFlore County	2
Logan County	2
Love County	1
Major County	1
Marshall County	1
Mayes County	2
McClain County	2
McIntosh County	1
Muskogee County	3
Noble County	1
Okmulgee County	2
Ottawa County	2
Pawnee County	1
Pittsburg County	2
Roger Mills County	1
Rogers County	3
Seminole County	2
Sequoyah County	2
Stephens County	2
Texas County	1
Tillman County	1
Tulsa County	23
Wagoner County	3
Washington County	3
Washita County	1
Woods County	1
Woodward County	1
State Total	110

▶ Oregon	
Baker County	1
Benton County	4
Clackamas County	14
Clatsop County	2
Columbia County	2
Coos County	3
Crook County	1
Curry County	1
Deschutes County	5
Douglas County	5
Gilliam County	1
Grant County	1
Harney County	1
Hood River County	1
Jefferson County	1
Josephine County	4
Klamath County	3
Lake County	1
Lane County	14
Lincoln County	2
Linn County	5
Malheur County	2
Marion County	12
Morrow County	1
Polk County	3
Sherman County	1
Tillamook County	2
Umatilla County	3
Union County	2
Wallowa County	1
Wasco County	1
Washington County	17
State Total	117

▶ Pennsylvania	
Adams County	4
Allegheny County	57
Armstrong County	4
Beaver County	9
Bedford County	3
Berks County	16
Bradford County	3
Butler County	8
Cambria County	7
Carbon County	3
Centre County	6
Chester County	18
Clarion County	2
Clearfield County	4
Clinton County	2
Columbia County	3
Crawford County	4
Dauphin County	11
Delaware County	24
Elk County	2
Erie County	13
Forest County	1
Franklin County	6
Fulton County	1
Greene County	2
Indiana County	4
Jefferson County	2
Juniata County	1
Lackawanna County	10
Lancaster County	20
Lawrence County	5
Lebanon County	6
Lehigh County	13
Lycoming County	6
McKean County	3
Mercer County	6
Mifflin County	2
Monroe County	6
Montour County	1
Northampton County	12
Northumberland County	5
Perry County	2
Pike County	2
Potter County	1
Snyder County	2
Somerset County	4
Sullivan County	1
Tioga County	2
Union County	2
Warren County	2
Washington County	9
Wayne County	2
Westmoreland County	17
Wyoming County	2
State Total	363

▶ South Carolina	
Abbeville County	2
Allendale County	1
Anderson County	7
Bamberg County	1
Barnwell County	1
Beaufort County	5
Berkeley County	6
Calhoun County	1
Charleston County	13
Cherokee County	3
Chester County	2
Chesterfield County	2
Clarendon County	2
Colleton County	2
Darlington County	3
Dillon County	2
Dorchester County	4
Fairfield County	1
Florence County	6
Georgetown County	3
Greenville County	15
Greenwood County	3
Hampton County	1
Horry County	8
Jasper County	1
Kershaw County	3
Lancaster County	3
Laurens County	3
Lee County	1
Lexington County	9
Marion County	2
McCormick County	1
Newberry County	2
Oconee County	3
Orangeburg County	4
Richland County	13
Saluda County	1
Spartanburg County	11
Sumter County	5
Williamsburg County	2
York County	7
State Total	165

▶ South Dakota	
Aurora County	1
Beadle County	1
Bennett County	1
Bon Homme County	1
Brookings County	2
Brown County	2
Brule County	1
Buffalo County	1
Butte County	1
Campbell County	1
Charles Mix County	1
Clark County	1
Clay County	1
Codington County	2
Corson County	1
Custer County	1
Davison County	1
Day County	1
Deuel County	1
Dewey County	1
Douglas County	1
Edmunds County	1
Fall River County	1
Faulk County	1
Grant County	1
Gregory County	1
Haakon County	1
Hamlin County	1
Hand County	1
Hanson County	1
Harding County	1
Hughes County	1
Hutchinson County	1
Hyde County	1
Jackson County	1
Jerauld County	1
Jones County	1
Kingsbury County	1
Lake County	1
Lawrence County	1
Lincoln County	1
Lyman County	1
Marshall County	1
McCook County	1
McPherson County	1
Meade County	2
Mellette County	1
Miner County	1
Minnehaha County	6
Moody County	1
Pennington County	4
Perkins County	1
Potter County	1
Roberts County	1
Sanborn County	1
Shannon County	1
Spink County	1
Stanley County	1
Sully County	1
Todd County	1
Tripp County	1
Turner County	1
Union County	1
Walworth County	1
Yankton County	1
Ziebach County	1
State Total	78

▶ Tennessee	
Anderson County	4
Bradley County	4
Campbell County	2
Carter County	3
Hamilton County	13
Haywood County	1
Hickman County	1
Jefferson County	2
Knox County	16
Lauderdale County	2
Lincoln County	2
Loudon County	2
Macon County	1
Madison County	4
Metropolitan Government of Nashville and Davidson County	24
Montgomery County	6
Overton County	1
Putnam County	3
Rhea County	2
Scott County	1
Sevier County	3
Shelby County	38
Tipton County	2
Weakley County	2
White County	1
Williamson County	5
Wilson County	4
State Total	149

▶ Texas	
Andrews County	1
Aransas County	1
Austin County	1
Bandera County	1
Bastrop County	2
Bell County	10
Bexar County	56
Borden County	1
Bosque County	1
Brazoria County	10
Brazos County	6
Brewster County	1
Briscoe County	1
Brooks County	1
Burleson County	1
Burnet County	2
Calhoun County	1
Callahan County	1
Camp County	1
Carson County	1
Chambers County	1
Cochran County	1
Coleman County	1
Collin County	16
Comal County	3
Concho County	1
Cooke County	2
Coryell County	4
Crane County	1
Crockett County	1
Dallam County	1
Dallas County	87
Dawson County	1
Denton County	15
Dimmit County	1
Eastland County	1
Ellis County	5
Erath County	2
Falls County	1
Fannin County	2
Fayette County	1
Fort Bend County	13
Franklin County	1
Freestone County	1
Frio County	1
Gaines County	1
Garza County	1
Gillespie County	1
Glasscock County	1
Goliad County	1
Gonzales County	1
Gray County	1
Gregg County	5
Grimes County	1
Guadalupe County	4
Hamilton County	1
Hansford County	1
Hardeman County	1
Harris County	97
Harrison County	3
Hartley County	1
Hemphill County	1
Hockley County	2
Hood County	2
Hopkins County	2
Houston County	1
Hudspeth County	1
Hunt County	3
Hutchinson County	2
Irion County	1
Jack County	1
Jackson County	1
Jasper County	2
Jefferson County	11
Jim Hogg County	1
Jim Wells County	2
Jones County	1
Karnes County	1
Kaufman County	3
Kenedy County	1

See **TEXAS** *page 15*

TEXAS *from page 14*

Kimble County	1
Kleberg County	2
Knox County	1
La Salle County	1
Lampasas County	1
Lavaca County	1
Leon County	1
Liberty County	3
Lipscomb County	1
Live Oak County	1
Llano County	1
Madison County	1
Marion County	1
Martin County	1
Mason County	1
McCulloch County	1
McLennan County	9
McMullen County	1
Milam County	2
Montague County	1
Montgomery County	10
Moore County	1
Morris County	1
Navarro County	2
Newton County	1
Nolan County	1
Nueces County	14
Ochiltree County	1
Oldham County	1
Palo Pinto County	2
Panola County	1
Parker County	4
Polk County	2
Presidio County	1
Rains County	1
Real County	1
Red River County	1
Refugio County	1
Robertson County	1
Rockwall County	2
Runnels County	1
Rusk County	2
Sabine County	1
San Augustine County	1
San Jacinto County	1
San Patricio County	3
Scurry County	1
Shackelford County	1
Shelby County	2
Smith County	7
Somervell County	1
Starr County	3
Stephens County	1
Sterling County	1
Sutton County	1
Tarrant County	56
Terrell County	1
Terry County	1
Throckmorton County	1
Titus County	2
Tom Green County	5
Travis County	30
Trinity County	1
Tyler County	1
Upshur County	2
Upton County	1
Val Verde County	2
Victoria County	4
Walker County	3
Washington County	2
Wharton County	2
Wheeler County	1
Willacy County	1
Williamson County	8
Wilson County	2
Wise County	2
Wood County	2
Yoakum County	1
Young County	1
Zapata County	1
Zavala County	1
State Total	666

▶ Utah

Beaver County	1
Box Elder County	2
Cache County	4
Carbon County	1
Daggett County	1
Davis County	10
Duchesne County	1
Emery County	1
Garfield County	1
Grand County	1
Iron County	2
Juab County	1
Kane County	1
Millard County	1
Morgan County	1
Piute County	1
Rich County	1
Salt Lake County	36
San Juan County	1
Sanpete County	1
Sevier County	1
Summit County	2
Tooele County	2
Uintah County	2
Utah County	14
Wasatch County	1
Washington County	4
Wayne County	1
Weber County	8
State Total	104

▶ Virginia

Accomack County	2
Albemarle County	4
Alleghany County	1
Amelia County	1
Amherst County	2
Appomattox County	1
Arlington County	8
Augusta County	3
Bath County	1
Bedford County	3
Bland County	1
Botetourt County	2
Brunswick County	1
Buchanan County	2
Buckingham County	1
Campbell County	3
Caroline County	1
Carroll County	2
Charles City County	1
Charlotte County	1
Chesterfield County	11
Clarke County	1
Craig County	1
Culpeper County	2
Cumberland County	1
Dickenson County	1
Dinwiddie County	2
Essex County	1
Fairfax County	39
Fauquier County	3
Floyd County	1
Fluvanna County	1
Franklin County	2
Frederick County	3
Giles County	1
Gloucester County	2
Goochland County	1
Grayson County	1
Greene County	1
Greensville County	1
Halifax County	2
Hanover County	4
Henrico County	11
Henry County	3
Highland County	1
Isle of Wight County	2
James City County	2
King and Queen County	1
King George County	1
King William County	1
Lancaster County	1
Lee County	2
Loudoun County	5
Louisa County	1
Lunenburg County	1
Madison County	1
Mathews County	1
Mecklenburg County	2
Middlesex County	1
Montgomery County	4
Nelson County	1
New Kent County	1
Northampton County	1
Northumberland County	1
Nottoway County	1
Orange County	2
Page County	1
Patrick County	1
Pittsylvania County	3
Powhatan County	1
Prince Edward County	1
Prince George County	2
Prince William County	11
Pulaski County	2
Rappahannock County	1
Richmond County	1
Roanoke County	4
Rockbridge County	1
Rockingham County	3
Russell County	2
Shenandoah County	2
Smyth County	2
Southampton County	1
Spotsylvania County	4
Stafford County	4
Surry County	1
Sussex County	1
Warren County	2
Washington County	3
Westmoreland County	1
Wise County	2
Wythe County	2
York County	3
State Total	233

▶ Washington

Asotin County	1
Benton County	6
Chelan County	3
Clallam County	3
Clark County	13
Columbia County	1
Cowlitz County	4
Douglas County	2
Ferry County	1
Franklin County	2
Garfield County	1
Grant County	3
Island County	3
Jefferson County	2
King County	70
Kitsap County	10
Kittitas County	2
Klickitat County	1
Lewis County	3
Lincoln County	1
Mason County	2
Okanogan County	2
Pacific County	1
Pend Oreille County	1
San Juan County	1
Skagit County	5
Skamania County	1
Snohomish County	23
Spokane County	18
Stevens County	2
Thurston County	9
Wahkiakum County	1
Walla Walla County	3
Whatcom County	7
Whitman County	2
Yakima County	10
State Total	220

▶ West Virginia

Barbour County	1
Berkeley County	3
Boone County	2
Braxton County	1
Brooke County	2
Cabell County	5
Calhoun County	1
Clay County	1
Doddridge County	1
Fayette County	3
Gilmer County	1
Grant County	1
Greenbrier County	2
Hampshire County	1
Hancock County	2
Hardy County	1
Harrison County	3
Jackson County	2
Jefferson County	2
Kanawha County	9
Lewis County	1
Lincoln County	1
Logan County	2
Marion County	3
Marshall County	2
Mason County	2
McDowell County	2
Mercer County	3
Mineral County	2
Mingo County	2
Monongalia County	4
Monroe County	1
Morgan County	1
Nicholas County	2
Ohio County	3
Pendleton County	1
Pleasants County	1
Pocahontas County	1
Preston County	2
Putnam County	3
Raleigh County	4
Randolph County	2
Ritchie County	1
Roane County	1
Summers County	1
Taylor County	1
Tucker County	1
Tyler County	1
Upshur County	2
Wayne County	2
Webster County	1
Wetzel County	1
Wirt County	1
Wood County	4
Wyoming County	2
State Total	108

▶ Wisconsin

Adams County	1
Ashland County	1
Barron County	2
Bayfield County	1
Brown County	10
Burnett County	1
Calumet County	2
Chippewa County	3
Clark County	2
Columbia County	3
Dane County	18
Dodge County	4
Door County	2
Douglas County	2
Dunn County	2
Eau Claire County	4
Florence County	1
Fond du Lac County	5
Forest County	1
Grant County	3
Green County	2
Green Lake County	1
Iowa County	1
Jackson County	1
Jefferson County	4
Juneau County	2
Kenosha County	7
Kewaunee County	1
La Crosse County	5
Langlade County	1
Lincoln County	2
Marathon County	6
Marinette County	2
Marquette County	1
Milwaukee County	41
Oconto County	2
Oneida County	2
Outagamie County	7
Ozaukee County	4
Pierce County	2
Polk County	2
Portage County	3
Price County	1
Racine County	8
Richland County	1
Rock County	7
Rusk County	1
Sauk County	3
Sawyer County	1
Sheboygan County	5
St. Croix County	3
Taylor County	1
Trempealeau County	2
Vernon County	2
Vilas County	1
Washburn County	1
Washington County	5
Waukesha County	15
Waupaca County	3
Waushara County	1
Winnebago County	7
Wood County	4
State Total	239

▶ Wyoming

Albany County	2
Big Horn County	1
Campbell County	2
Carbon County	1
Converse County	1
Crook County	1
Fremont County	2
Goshen County	1
Hot Springs County	1
Johnson County	1
Laramie County	4
Lincoln County	1
Natrona County	3
Niobrara County	1
Park County	2
Platte County	1
Sheridan County	2
Sublette County	1
Sweetwater County	2
Teton County	1
Uinta County	1
Washakie County	1
Weston County	1
State Total	34

Total National Votes	9,030

Stay updated on NACo's Facebook ...

COUNTY NEWS

www.facebook.com/NACoDC

Model Programs From the Nation's Counties

Henrico County, Va.

Employee Challenge Raises County Morale

By Charlie Ban
STAFF WRITER

Motivated by friendly competition, eight departments of Henrico County, Va. employees square off each year in a tests of wits, endurance and might.

The Henrico County Games were born from the combination of a desire to increase employee morale and the tight budget that precluded boosting morale by giving them raises. An anonymous suggestion to the county manager to recognize the employees led the department of human resources' fitness and wellness division to brainstorm ways to liven the work day and encourage employees to use wellness programs.

"It's an opportunity to bring folks together, in their departments and throughout the county," said Liz Stepanek, the fitness and wellness division manager. "The competitions became a way to break down barriers between departments."

The opportunity to boost employee morale was a crucial part of the planning. Stepanek said her department wanted to reverse the loss of productivity though low employee energy or negative attitudes.

"When employees gripe, complain and gossip about conditions at work, it's up to the employer to create a positive atmosphere and a cooperative spirit," she said. "It's up to the county to solve morale issues."

Employees face three competitions spread over three months in the fall. A two-mile cross-country run around the county training center in October awards points for finishing places, with the lowest-aggregate team score winning.

November's mental skills challenge gives teams 15 minutes to accomplish a complex goal with a set of simple props. In 2010, participants had to protect a raw egg from a six-foot drop, using cotton balls, straws, balloons and masking tape. The 2011 competition charged teams with using balloons, tape and pencils to build free-standing towers.

The competition culminates in a double-elimination tug-of-war competition in December.

For two years, the Department of Public Utilities' team Running Water has won the overall competition.

The program won a lot of praise from participants who liked the county's responsiveness to employees' need for recreation.

"It struck a chord with employees who wanted to get involved," Stepanek said. "It didn't take much, but we got a lot out of it."

The program's budget was only a little more than $350, but it accomplished a lot for that price.

Of the employees who participated in the first year's games, 34 percent had not made prior use of any of the fitness and wellness division's programs. In the months following the games in 2010, approximately 500 more people per month used the county's fitness facilities or programs.

"There's a lot of word-of-mouth and positive peer pressure involved," Stepanek said. "Employees see their friends and coworkers getting involved training or participating for the games and they want to be a part of it, too.

The enthusiasm from the Henrico County Games has carried over outside of the county's general wellness program, too. The county had 40 employees participate in the Connects Federal Credit Union Corporate 4-Miler, a race sponsored by the Richmond Sportsbackers, where a women's team won the military and government division.

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

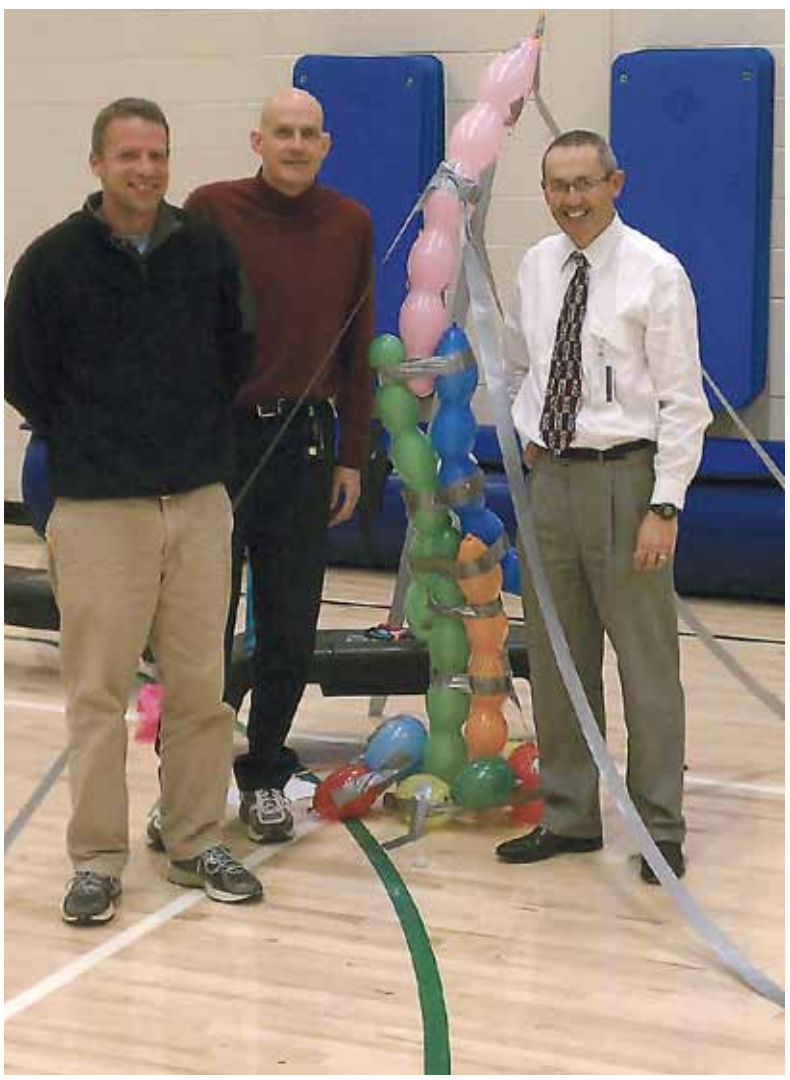


Photo courtesy of Henrico County, Va.

Henrico County Games participants built freestanding structures out of balloons, pencils and tape in 2011's mental skills challenge.

NACo on the Move

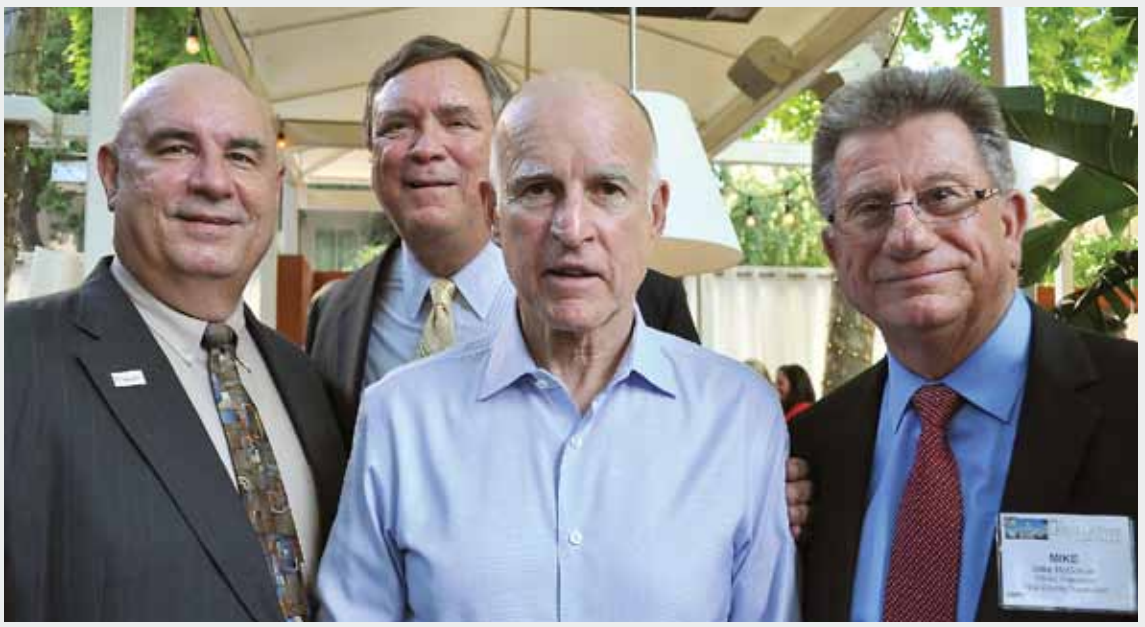


Photo courtesy of CSAC

NACo President Lenny Eliason (l) joins California Gov. Jerry Brown (center), CSAC Executive Director Paul McIntosh, and CSAC President and Yolo County Supervisor Mike McGowan at the 2012 CSAC Legislative Conference.

» NACo Officers and Officials

NACo president **Lenny Eliason** spoke about NACo membership and the Counties Work online game at the New Jersey Association of Counties Annual Conference in Atlantic County June 6.

» NACo Staff

• **Dan Gillison** is NACo's new corporate relations director in the information technology department. Before joining NACo, Gillison served as Sprint's national director for public safety programs, sales and distribution. He brings more than 20 years of private sector sales and marketing experience.

Dan Gillison

• **Erik Johnston**, associate legislative director, gave a report about NACo's legislative priorities at the Council on Agriculture, Research and Extension's Executive Committee Meeting in Washington, D.C. June 7.

• **Bob Fogel**, senior legislative director, spoke on the reauthorization of the federal highway program before 400 members of the Wisconsin County Road Association in Wisconsin Dells June 5.

• **Bill Cramer**, marketing director, spoke on innovative communications using the Counties Work game as an example at a workshop entitled, "Learn from the Best to be the Best" at the American Society of Association Executives' Membership, Marketing and Communications Conference in Washington, D.C. May 23–24.

» Coming Up

Andrew Goldschmidt, membership marketing director, will be exhibiting on behalf of membership recruitment and retention at the Florida Association of Counties annual conference in Orange County June 18–22.

On the Move is compiled by Christopher Johnson.

News From the Nation's Counties

▶CALIFORNIA

• **Food trucks** will be able to expand their presence in **SAN BERNARDINO COUNTY** thanks to new rules approved by the Board of Supervisors.

They will still not be allowed to roam freely as they do in other counties, but starting in July, food trucks will be allowed to operate for extended periods where they have permits, the *Press Enterprise* reported.

The ordinance separates food truck permit requests into two categories: major events such as a food truck festival where more than 500 customers are expected; and minor events with crowds of fewer than 500. In both cases they would need to provide a plan to deal with issues such as parking, trash and restrooms, and pay a $596 permit fee.

Property owners would be limited to six major event permits per year. Under a minor event permit, food trucks can operate 365 days a year at a particular location and pay a one-time permit fee good for three years. The county health department also will conduct health inspections and issue permits and letter grades as it does with restaurants.

• Costco will pay **$3.6 million in civil penalties and costs** to settle a lawsuit with 29 counties over alleged violations of environmental laws governing safe storage, handling and disposal of pharmaceutical and pharmacy waste as well as other hazardous waste.

SAN JOAQUIN COUNTY inspectors found evidence of improper storage, handling and disposal of waste products at Costco stores. Costco officials cooperated with prosecutors and quickly came into compliance with regulations. The violations occurred over a five-year period at numerous Costco stores across the state.

The filing and settlement were handled in **ALAMEDA COUNTY** Superior Court, and under the final judgment signed by Alameda Superior Court Judge Winifred Smith, Costco's $3.6 million civil penalties and costs will fund supplemental environmental projects furthering consumer protection and environmental enforcement in California.

▶FLORIDA

The influx of almost 50,000 visitors for the Republican National Convention in August has spurred **HILLSBOROUGH COUNTY** to **relocate its entire workforce** for the duration.

The Fred B. Karl County Center that holds 1,000 workers will be closed during the week of, and the week prior to the convention in August. An elaborate relocation plan will send workers to existing satellite offices around the county and keep all services available to residents. The county will use the Internet, social media, brochures and other advertising to inform the public of the changes, ABC News reported.

▶GEORGIA

FULTON COUNTY Board Chairman John H. Eaves (left) and Bahia, Brazil Gov. Jaques Wagner sign a formal partnership agreement between the State of Bahia and Fulton County—the first such partnership between a foreign state and a Georgia county government.

This historical agreement will promote cooperation and joint initiatives between the two governments. Fulton County will benefit from a bilateral agreement with the State of Bahia in five areas: economic development and tourism, public health, youth development and education, arts and culture and promotion of justice, citizenship and human rights.

▶MARYLAND

• By the end of July **PRINCE GEORGE'S COUNTY** will have a **gun-offender registry** that will require people convicted of gun crimes to register with police, check in regularly and agree to let officers randomly visit their homes.

Details of how the registry will work are being finalized, the *Washington Post* reported, but the bill requires anyone convicted of a gun crime in the county to provide police with his or her name, any aliases and a host of contact information, including a home address, telephone number and email address.

Registrants will be required to meet with police to verify the information they provided every six months, and officers can periodically visit — but not search — offenders' homes to make sure the information is accurate.

Those convicted of most gun crimes will stay on the registry for three years; those convicted of using a handgun in another crime will remain on the registry for five years. Offenders have 48 hours from the time they are sentenced or released to register.

• The **WASHINGTON COUNTY** Health Department began **sending layoff notices to 76 nurses** and other health care workers at Washington County Public Schools after the Washington County Board of Commissioners voted to cut funding for the program.

County Board of Education President Wayne Ridenour said the school system will have a school nursing program in place for the start of the next school year, but he could not say for certain whether it would be through the county health department.

The layoffs are effective June 30, the *Herald-Mail* reported.

The county had three options to fill the $3 million hole it faced because it must pick up a portion of teacher pensions, and the health department program that provides nurses in schools got the axe. County Administrator Gregory B. Murray offered two other choices to offset the shortfall — increasing the property tax or lowering payments to the county employee pension fund — but those options were rejected by the five commissioners.

The state mandates that boards of education provide health care workers at schools, but the mandate doesn't stipulate how local governments should fund the program.

▶MICHIGAN

MACOMB COUNTY health officials invoked a provision of the Michigan Public Health Code to **ban the sale of synthetic marijuana**, calling it an imminent danger to the health and lives of residents

The drugs, called K2 or Spice, are marketed as incense and sold legally. Teenagers and young adults ingest the substances, usually by smoking. The drugs produce a "high" similar to that experienced by marijuana users. They are controversial because of health hazards and violent behavior associated with their use. In a notorious case in Oakland County, two defendants charged with beating a third man reportedly smoked Spice, another brand of synthetic drugs, hours before they acted.

The order goes into effect immediately and provides penalties of up to six months in jail, $200 in fines or both to business establishments that violate the prohibition, the *Advisor and Source* reported.

County Executive Mark Hackel also introduced a companion program called K2 Kops, an effort that encourages the public to inform authorities about retailers who ignore the ban. Residents can report violators online, and Macomb County Health Department officials will follow up with an inspection.

▶NEW YORK

Eleven counties face unexpected demands to pay back federal money related to Medicaid payments for nursing homes and hospitals from 2009, including **ERIE** and **NIAGARA counties**, *The Buffalo News* reported.

The federal Center for Medicare and Medicaid Services is demanded the state Health Department repay $16 million it owes Washington. The state, in turn, is seeking to get the money back from the counties that ultimately received it.

The counties claim the Obama administration changed procedures for how and when the additional Medicaid reimbursements should have been requested. Federal officials say they're only enforcing a law passed more than 30 years ago.

Erie County and Niagara County owe $5.3 million and $1.3 million, respectively.

"At the end of the day, Erie County and these other counties did everything by the book," said Mark Cornell, a spokesman for Erie County Executive Mark C. Poloncarz. "We did what we were told to do, and now we're paying the consequences for other people's actions."

▶PENNSYLVANIA

• **ALLEGHENY COUNTY** Executive Rich Fitzgerald has proposed legislation to have a **mock oil-and-gas production** facility built in the county.

If approved by the County Council, it would be used to train both career and volunter first responders to deal with emergencies, the *Pittsburgh Post-Gazette* reported. Huntley and Huntley Inc., an oil and gas fields developer, has offered to build the facility but needs county approval.

"It would be an exact replica of what a well would look like," according to Amie Downs, a spokeswoman for Fitzgerald. "Public-safety responders need to be trained in how to deal with emergency situations involving oil-and-gas industry structures." It would take only a few weeks to build.

• A fledgling national group of **oil- and gas-producing counties** has garnered **BRADFORD COUNTY**'s support.

County commissioners recently passed a resolution authorizing the county to join the, as yet, unnamed group — though it is unoficially being referred to as America's Counties for Energy Freedom. The association intends to advocate for the safe and responsible development of natural gas, *The Daily Review* reported.

Doug McLinko, chairman of the Bradford County commissioners, said most counties where natural gas and oil are produced are rural and, "quite frankly taken for granted."

Twelve to 16 counties nationwide are working to form the nonprofit association, he said.

▶SOUTH CAROLINA

CHARLESTON COUNTY government and the county's Park and Recreation Commission (PRC) are working to create a comprehensive **recreational recycling program for the county parks**.

PRC recently announced a food-waste recovery pilot program at a local water adventure park. It would include converting to compostable serving ware and providing food-waste-collection bins within the park. One of the county's food-waste-collection services transports the food waste to a county landfill compost facility, where it is processed into high-quality compost.

If the pilot is successful, the county will consider expanding it to other public spaces in the parks system.

See **NEWS FROM** *page 20*

Research News

Ads for Sale Boost County Revenues

WEB* CONTENT

As local governments across the country look for additional revenue sources, they are discovering new programs where they can sell access to county vehicles and buildings for marketing. Cook County, Ill. is one example of how to make money with your existing infrastructure. The assessor's office is selling ad space on its website, and the county is now looking at selling naming rights to various governmental buildings and installations.

The County Council is looking at selling naming rights for assets such as the cafeteria in the county hospital, county-owned bike trails and nature centers. It is are also looking at other facilities near substantial foot and vehicular traffic such as parking lots and garages, dog parks and forest preserves. Other possibilities may include naming a wing or site in the hospital for a corporate or philanthropic sponsor. County Council President Toni Preckwinkle has staff seeking a company that can create a marketing plan that will explore options. The ultimate goal of the county is not to spend any of its own funds but to get into a revenue-sharing plan with its vendor company.

Lee County, Fla. and other counties in Florida are also allowing advertisements on their websites. Charlie Green, Lee County clerk of courts, is using Google ads hoping to entice local advertisers. Brevard County's clerk and Alachua County's property appraiser are doing the same. Lee County hopes to generate about $100,000 a year that will be used to support the technology for the website.

With an average of 5,000 views a day, the clerk's Web page is pricing ads from about $62 to nearly $1,500 a month. Currently Google ads rotate about five national ads on the clerk's site. Banned ads include those that address politics, religion, sex, guns, gambling, alcohol or tobacco.

The clerk's office's contract is with a company that pays it a commission for other governments that the clerk's office refers and 10 percent of the gross revenues of the new client for the first three years.

Sarasota County, Fla. is now allowing prominent placement of advertisers' signs in many of its public parks and spaces. A county dog park now boasts a sign advertising a dog grooming service, and a public beach has a sign advertising a DIY dog wash. Each of these businesses paid a fee of $500 to have its signs posted. The funds go to a nonprofit group that coordinates the county's new marketing program. The nonprofit can approve deals for up to a certain amount, but the County Commission must approve deals for more than $50,000. The sponsors are also responsible for the maintenance and upkeep of the area where their signs are posted.

Westchester County, N.Y. has an exclusive contract to sell ads in its parking garage at the county airport. The city of Baltimore recently approved legislation that would ultimately prevent the closure of some of the local fire companies. The plan is to sell ad space on the sides of the fire trucks.

Critics of the sale of ads and naming rights to county government property say that there are possible conflicts of interest and lack of public control over what they are subjected to. Targeting criticism to advertising in schools and on school buses, many parents believe that these ads can send the wrong message to impressionable children. Supporters counter with the fact that they are very discerning about the types of ads that are allowed.

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

**To see samples of the website advertising mentioned here, read Research News online at www.naco.org/countynews.*

Ad dollars on school boards' agendas

School boards seem especially adept at finding ways to attract advertising revenue. The Douglas County, Ga. school board, grappling with $67 million in state cuts since 2003 and a $775 million decline in property tax, has reviewed a proposal that would allow the district's schools to sell ads for placement just about anywhere in school facilities as long as it is not a classroom. Napkins in the cafeteria, logos on lunch trays and auditorium seat backs and salad bar sneeze guards are fair game. Nearby Cobb County sells ad space on signs that are hung outside of the high schools.

Meanwhile, Jefferson County, Colo. schools have a contract with a local bank that allows advertising on 100 school buses and announcements during events.

County school boards in northern Texas are also selling advertising space on their school buses and buildings to help offset a $5.4 billion education funding cut from the state last year. Ads are being placed in school newsletters and stadiums, and one school is looking at ads on the school roofs.

Schools in some counties in Colorado have sold ad space at the bottom of student's report cards. One enterprising teacher in Idaho negotiated a deal with a local pizzeria to get paper for her classroom with the pizzeria's ad on each page.

The H.R. Doctor Is In

Waiting by the Mailbox

In our careers and lives, there are moments of key importance when news arrives that we have expected for a long time. The wait by the mailbox seems interminable.

The HR Doctor remembers as though it were yesterday, running to the mailbox every day as a high school senior waiting for a letter from UCLA. Then the letter arrived and I recalled being paralyzed for several moments. Do I open it? What if I haven't been admitted? I have shared my hopes and dreams with friends and colleagues. I have waited for weeks and now the letter is in my hand. Do I open it now? I did. I stared at the letter in silence as I read the words "Congratulations on your admission to the University of California, Los Angeles!" If it had been bad news I would have stared at it in silence in much the same way, though the later celebration and joy would have been absent.

The same feeling of impatience, worry, fear and hopefully joy is something we all experience. Sometimes that concern is reflected when we visit a doctor's office with a medical problem, and we wait for the doctor to come in to the chilly, Spartan examining room to tell us the results of a test.

Sometimes at work we wait for the results of the performance evaluation. Every appointed official has waited, either impatiently, nervously or both, while the elected city commission, County Commission or Board of Supervisors considers our recommendations and then says to the clerk, "Call the roll!"

The same scenario replayed itself a generation later in the Rosenberg family with two major events occurring in close proximity. Wonderful HR daughter Elyse, a county government senior management and budget analyst, applied for a promotion to manager. We all strive to advance our career, even though it might mean leaving the comfort zone of a job we understand and working with people we respect, to risk the unknown of a new director, a new department, unfamiliar work and our first supervisory responsibility. Am I doing the right thing? Will this work out? How do I excel in supervision? How do I handle my first staff meeting with new subordinates?

Am I doing the right thing? Will this work out? How do I excel in supervision? How do I handle my first staff meeting with new subordinates?

Several years after the offer was finally made and accepted, Elyse and the rest of us look back on our careers and find that the answers to these questions were all inside of us already. We may have had self-doubts, but somewhere along the line a mentor or a sensitive executive understands that there is nothing to worry about except, to paraphrase the great Franklin Roosevelt, "Fear Itself."

The other "blessed event" involved wonderful HR doctor daughter Rachel. No matter how hard you work in medical school, no matter how respected you may be by your fellow students, the attending physician who grades you, or your patients, you simply cannot be a doctor — you cannot graduate — unless you pass the various state medical board examinations. These are two-day marathons — grueling, nerve-racking examinations — which can shatter a student's confidence and leave you wondering if instead of being a doctor, perhaps you should consider a career as a greeter at Wal-Mart.

The monumental board examinations were taken two months ago and the results arrived just recently Every day the "HR Daddy" was dispatched out to the mailbox by his daughter who is involved doing clinical rotations half a continent away. "Has the letter arrived?" "I don't think I did well!" "What if I failed?"

Needless to say, the letter arrived, ironically, while Rachel was on the telephone talking to dad about her day's experience. I got to open the magic letter from the dreaded "Board of Medical Examiners" and got to say immediately, "It's a "Pass,

See **H.R. DOC** *page 20*

Keep up with NACo online ...
www.naco.org

Financial Services News

NACo Scholarship Winners Urge Peers to Start Saving for Retirement Early

For the seventh year in a row, high school seniors participating in the NACo-Nationwide Scholarship Essay Contest demonstrated a significant understanding of the importance of preparing financially for retirement.

Lisa Cole, director of the NACo Financial Services Corporation, said this year's entries were strong. "More than 200 students responded, and the answers they gave developed an impressive list of actions and strategies to help Americans take responsibility for their retirement."

Graduating high school seniors whose parent or grandparent contributes to the NACo 457 Deferred Compensation Plan were eligible. They were asked to write a short essay describing why it is important for a public sector employee to start early when saving for retirement. The winning entries were submitted by:

- Amanda Boyer, Monmouth County, N.J.
- Connor Carey, Genesee County, Mich.
- Zamir Kanji, Snohomish County, Wash.
- Justin Lehmann, Jefferson Parish, La.

These four seniors will each receive a $2,000 scholarship from Nationwide and NACo. The following excerpts from their submissions have been slightly edited for space considerations, but the comments suggest that these students have a strong grasp on the subject.

Justin Lehmann says the secret to building wealth in a retirement fund is to begin as soon as possible. "Because of compounding interest, the money which is invested today has the opportunity to grow the most. In fact, money invested at an early age may increase several times its original value by the time retirement rolls around.

"The cost of living during retirement is guaranteed to be much higher at the end of one's career than it was some 40 to 45 years earlier. Fortunately, many government employees have a 457 plan available to them which lets them take control of their investments and provides automatic deductions from their income into the plan."

For **Connor Carey**, the issue is getting past the reasons for not contributing to a deferred compensation plan. "We have a million reasons (excuses, really) why we don't start saving…and this where the danger begins. The reality is wealth is built through time and investing some portion of your income on a regular basis.

"Having funds automatically deducted from your paycheck will assure that you have one less thing to worry about in this crazy world and a nest egg waiting for your golden years."

Using mathematical examples to underscore his points, **Zamir Kanji** explained why he feels the earlier one starts to save for retirement, the better. "My dad by profession manages money and works for Snohomish County. He has taught me two extremely important things about money. First, is that whenever I get an allowance or a cash gift, I should take out a minimum of 10 percent of my wages and pay myself as to help me save for the future.

"Now that I am 18 and have just started working, my goal is to open an investment account and start saving now, no matter how little I start out with. The idea is to get started early and let the power of compounding do its job."

As **Amanda Boyer** sees it, "The problem with saving for retirement is that most people don't realize how much money they'll need and how long it will take them to collect it. Previous norms about the amount of money to save and when to save it are changing, and that is misleading many people. They are basing their retirement plans on what their parents or grandparents did, and those techniques are just not enough anymore.

"Companies and the public sector have started changing their policies about retirement benefits, so employees need to make sure that they have enough retirement money on their own. This is proof that saving as early as you can isn't being overly cautious, it's necessary. Before writing this essay I hadn't thought once about retirement, but these numbers have proven to me that I really do need to start saving as soon as I can."

The students were not asked to consider what risks that long-term saving may entail, but it's worth keeping in mind that investing involves market risk, including possible loss of principal. Nationwide Retirement Specialists representing the NACo Program cannot provide investment, tax or legal advice, but they can help county workers understand the concept of market risk and strategies that may help with dealing with it.

For additional information about the NACo Deferred Compensation Program, please contact Lisa Cole by email at *lcole@naco.org* or phone at 202.942.4270; or contact your Nationwide representative by calling 877.677.3678.

(Financial Services News was written by Bob Beasley, communications consultant, Nationwide Retirement Solutions.)

About the Winners

This year's scholarship winners are winners in the classroom and in their communities as well.

Connor Carey has served as president of the Grand Blanc High School chapter of the National Honor Society, played on the varsity golf team, is a member of World Language Club, a member of Homecoming Court, and served on the staffs of his school's yearbook and newspaper. He plans to attend Michigan State University to study economics and pre-law, eventually pursuing a law degree. Connor's mother, Rhonda Carey, works for the 67th District Court in Genesee County, Mich.

Zamir Kanji

Zamir Kanji was born in Austin, Texas in 1994. His parents are from Kenya and life has taken him to London, Hawai'i and Mexico before his family settled in Seattle. He graduated from KamiakHigh School and will attend Washington State University pursuing a four-year degree in management information systems, and then a master's degree. Zamir's father, Arif Kanji, is employed as a money manager for Snohomish County, Wash.

Justin Lehmann

Justin Lehmann, a recent graduate of Grace King High School in Metairie, La. lists his interests as marching band, track (high jump), online video games and computers. He is enrolled in Louisiana State University where he plans to major in computer science.

Amanda Boyer

Amanda Boyer graduated from Shore Regional High School in Oceanport, N.J. She was involved in her school's community service club, National Honor Society chapter and Ski Club. She performs with the English Handbell Choir at the First Presbyterian Church of Red Bank. She is enrolled in the University of Pittsburgh's Honors College, and plans to major in engineering and minor in cognitive psychology.

©2012, Nationwide Retirement Solutions Inc. All rights reserved. Nationwide, On Your Side and the Nationwideframemark are service marks of Nationwide Mutual Insurance Company.

Nationwide Retirement Solutions (Nationwide) makes payments to the National Association of Counties (NACo) and the NACo Financial Services Center Partnership (FSC) for services and endorsements that NACo provides for all its members generally related to Nationwide's products and services sold exclusively in public sector retirement markets. More detail about these payments is available at www.nrsforu.com.

Nationwide representatives are Registered Representatives of Nationwide Investment Services Corporation, member FINRA. In Michigan only: Nationwide Investment Svcs. Corporation.

NRM-9285AO-NX (06/2012)

Job Market & Classifieds

▶DIRECTOR OF MANAGEMENT AND BUDGET – PINELLAS COUNTY, FLA.

Salary: $99,321–$148,982 annually plus excellent benefits; DOQ.

We are seeking an effective leader with good communications and team building skills to develop and administer the Pinellas County budget and to mentor and facilitate the development of OMB into a high performing organization. Highly desirables: experience in budgeting for large, complex public sector organization, program budgeting, linking budget to a strategic plan, debt management, interfacing with external Financial Advisors and work in an ERP environment.

MQ: BS/BA in business administration, economics, public administration or a related field and 4 years' experience in budgeting/management of major public or private sector financial operations and programs including 1 year as a supervisor or manager in the public sector. County application required. Apply by June 29. Application and additional information available at *www.pinellascounty.org* under Jobs. AA/EOE/ADA.

▶ZONING/PLANNING/BUILDING DIRECTOR – BERNALILLO COUNTY, N.M.

Salary: DOQ.

Bernalillo County is seeking a qualified individual to serve as a Zoning/Planning/Building Director who will direct and oversee the operations of the Zoning/Planning/Building Department in adherence with applicable laws, regulations and policies in order to ensure appropriate uses of land, safe buildings, and orderly development within the unincorporated areas of Bernalillo County. The director reports to the Deputy County Manager.

Minimum Qualifications include Bachelor's Degree in Planning, Architecture, Engineering, or closely related field; advanced degree preferable are strongly encouraged to apply. Minimum of eight (8) years' directly applicable work experience, including a minimum of three (3) years in a management capacity, involving city or county zoning, planning or code enforcement and requiring research, analysis, and project development activities.

Must have the ability to review, analyze and interpret pertinent federal, state and local zoning/planning/building laws, regulations, policies and procedures in terms of impact on assigned area. Must have the ability to research and analyze complex issues, develop project plans, conduct surveys and develop policy proposals.

Bernalillo County is an equal opportunity employer, offering a great work environment, challenging career opportunities, professional training and competitive compensation.

For more information regarding the job description, salary and closing dates visit the Bernalillo County website at *www.bernco.gov* and refer to the section on job postings. Apply online or in person at Bernalillo County Human Resources Department, One Civic Plaza, 4th Floor. Albuquerque, NM 87102.

All applicants must complete the county employment application.

Virginia county's supervisors give up office surplus funds

NEWS FROM *from page 17*

▶VIRGNIA

PRINCE WILLIAM COUNTY supervisors no longer will be able to contribute **surplus office funds to outside organizations**. Recently, they voted unanimously to end what had been a long-standing practice.

The county's eight supervisors are allotted about $350,000 per year to hire staff and pay office expenses. Since the 1990s, they had been able to donate thousands of leftover dollars nonprofit groups, charities, schools and other organizations in their districts, *The Washington Post* reported.

Some critics have called them slush funds, adding that the money that could be used to a supervisor's political advantage—such as for purchasing advertising, which has happened in at least one instance.

Board Chairman Corey A. Stewart called the system "more of a liability than...a benefit." He's wanted to eliminate the practice for some time, he told the Post, saying, "It doesn't look right."

▶WASHINGTON

WHATCOM COUNTY and the city of Bellingham are moving forward with plans to create a unified emergency medical services system.

County and city councils recently approved resolutions that recommend creating oversight and advisory panels. The plan calls for a nine-member EMS board that would include members of county and city government, and citizens with medical and financial-sector backgrounds.

"I'm excited for the possibilities of building this system into the next 20 to 30 years,"County Executive Jack Louws said.

▶WYOMING

Counties in the rural Rocky Mountain West with **lands managed more for conservation** and recreation than resource development are benefiting economically, according to a new study.

"Conserving Lands and Prosperity" found the region's rural counties with higher percentages of public lands managed for conservation and recreation reported higher per capita incomes and job growth in sectors ranging from the hospitality industry to health, legal and retail services.

The report looked at the relationship between land use and economic growth in Idaho,Montana, Wyoming, Utah, Colorado,New Mexico and Arizona and was written by Southwick Associates. It was commissioned by Sportsmen for Responsible Energy Development, according to the *Casper Star-Tribune*.

**For a link to the report, see the online version of this story at* www.naco.org/countynews.

(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.*)*

Anticipation breeds unease, reflection

H.R. DOC *from page 18*

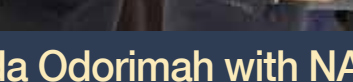
Rachel! Not only is it a pass, it's a 'super pass!'" A great score, literally off the graphic chart, which accompanied the tests results. Perhaps it was wrong to open the letter while your daughter was driving home from a day at the hospital because the tears which followed made driving dangerous. How wonderful that they were tears of joy.

It may be something like medical boards or getting a promotion. It may be good news from the doctor or good news about other people you work with or care very much about. The situation is the same. Every one of us faces these moments in our lives when we "wait by the mailbox" — either literally or figuratively.

These moments of great importance mark the progress of our careers and our lives. While we believe that joy is far better than disappointment, the HR Doctor wondered — but only briefly — how the HR daughters would have reacted if the promotion went to someone else or the board scores were disappointing. How we handle disappointment and failure is, arguably, more important than how we handle success.

The "Seduction of Comfort" (see the HR Doctor article by that name at *www.hrdr.net*) can be dangerous. The best bosses, colleagues, spouses and parents work through the process of recovery and growth out of disappointment with the ones they care about with equal passion and sharing as though it was joy rather than sadness.

Joy may not be as great a character builder as disappointment can be, but it is much more fun. The HR Doctor hopes that your time spent "waiting at the mailbox" produces equal joy to what has occurred recently in our house.



Phil Rosenberg
The HR Doctor • *www.hrdr.net*

Please join NACo for a LIVE online leadership development workshop

Leadership: Awakening the Best in People

Led by Carl Neu, a nationally recognized local governance and leadership authority.

Carl will share principles and tools to help motivate and empower YOU in order to compel counties to "Make Things Happen." Learn how other local governments have used the core principles to achieve success. You will also begin building your own case study on awakening the best in others!

Date: Monday, July 16th
Time: 10:45 a.m. – 12 noon EDT
Location: From your office or home via the World Wide Web

Register @ www.naco.org/hybrid

Are you ready to broaden your leadership skills?

For more information, please contact Amanda Odorimah with NACo at aodorimah@naco.org or 202.942.4225.