

LUCC symposium heavy with talk of partnerships, transportation, big data

By CHARLIE BAN
STAFF WRITER

Aboard the METRO Green Line light rail, which links the main business districts in Minnesota's Twin Counties (Ramsey and Hennepin), dozens of county officials attending NACo's Large Urban County Caucus meeting saw the potential for economic development the line was bringing.

Long-plateaued business districts had likely been seen by more eyes in four months than they had in a long time, thanks to the transit link, which is seeing already in 2014 the ridership goals planners had set for 2030.

But according to Ramsey County Commission Chairman Jim McDonough, it's a lot easier to see it in hindsight. Since 2008, he has been the chairman of the Ramsey County Regional Rail Authority.

"In 2003, the St. Paul Chamber (of Commerce) not only did not support the (Green Line), they worked against it, did not see the value," he said. "We took a trip to Denver, saw what they were doing out there. Within the matter

of a years, (the chamber) came around. Their businesses put in money. The government put in money. Business, government, nonprofits got behind it in the Central Corridor Partnership."

It was, at the time, a surprising group of allies for the state Legislature to see as it mulled \$70 million in bonds as part of a \$227

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Draft ozone rule slated for December release

By JULIE UFFNER
ASSOCIATE LEGISLATIVE DIRECTOR

In early October, the U.S. Environmental Protection Agency (EPA) sent its draft rule on ozone to the White House for review. The EPA is under a court-ordered deadline to release the new rule by Dec. 1 and has already completed a scientific assessment. And it is anticipated that the agency will propose a tightening of current ozone standards.

The ozone standard was last set in 2008 at 75 parts per billion.

Areas that do not meet the air pollution standard are considered in "non-attainment." Currently, more than 200 counties are in non-attainment under the ozone standard. Non-attainment areas must submit plans to the federal government on how they intend to reduce emissions.

The plans usually include stricter emission controls and counties in non-attainment areas have indicated challenges with attracting and maintaining

See OZONE page 2

Santa Barbara County supervisor stands up for vets with 'Stand Down'



Photo courtesy of Noozhawk.com

An unidentified veteran inspects a sweater, flanked by volunteers from Vandenberg Air Force Base, at the Santa Barbara County Veterans Stand Down. Three years ago, a county supervisor launched the event, which provides services and donated items to vets in need, particularly those who are homeless.

By CHARLES TAYLOR
SENIOR STAFF WRITER



As Veterans Day approaches this year, it's a particularly emotional time for Monica Diaz. This month marks 10 years since her middle son, Joseph J. Heredia, died from injuries he suffered as a Marine deployed to Iraq. He was 22 years old. Her youngest son, Adrian, 26, was later injured serving in Afghanistan with the National Guard.

Still, for each of the past three years — despite some sadness — this Gold Star Mom has willed herself to volunteer at the Santa Barbara County, Calif. Veterans Stand Down, an event designed to help vets who may be having a tough time reintegrating into civilian life, especially those who are homeless. This year, she helped distribute clothing, blankets and backpacks to men and women in need.

Stand Downs take their name from the wartime practice of providing a safe retreat for units returning from combat — a secure place where they could get a hot meal and

clean uniforms, attend to personal hygiene, receive medical and dental care and other services.

Though Santa Barbara's Stand Down is not a county government event, Steve Lavagnino, chairman of the Board of Supervisors, was instrumental in bringing the concept to the county, which held its first Stand Down three years ago. Many county employees volunteer their time, and county agencies are on hand to provide services. Last year, about 450 veterans participated, some 130 of whom were homeless, he said.

"His role has been an enormous one," Diaz said of Lavagnino. "It has been such an inspiration to all of us in regards to this."

That sentiment resonates with Harry Hagan, the county's elected treasurer, tax collector and public administrator, whose office oversees the county's Veterans Services Division. "It's Steve Lavagnino who really needs to get the kudos for putting this on everyone's radar," Hagan said. "I'm just eternally grateful for what he's doing for vets."

The U.S. Department of Housing and Urban Development esti-

mates that nearly 50,000 veterans are homeless on any given night, and the Veterans Administration has set a goal of ending veterans' homelessness by the end of 2015. Lavagnino said that about 1,500 veterans reside in the county of 424,000, 15 percent of whom are homeless.

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NFIP, RESTORE Act top Gulf Coast county talks

By JULIE UFNER

ASSOCIATE LEGISLATIVE DIRECTOR



More than 50 elected officials and staff from Gulf Coast county and parish governments convened in Biloxi, Miss., Oct. 15, for NACo's 2014 Gulf States Counties and Parishes Caucus (GSCPC) Annual Meeting.

Hosted by Harrison County, Miss. Supervisor Connie Rockco, GSCPC chair, the caucus explored a wide variety of issues from coastal restoration, federal fishing quotas, "waters of the U.S." definitions and reauthorization of the National Flood Insurance Program (NFIP).

"Gulf Coast counties and parishes are a major driver for the nation's economy. Ten percent of the nation's population lives in these five states. We have a lot to contribute to the rest of the nation and have found out we are stronger when we address these problems together," Rockco said about the caucus.

The caucus comprises the five Gulf Coast states of Alabama, Florida, Louisiana, Mississippi and Texas. In July, NACo's Board of Directors endorsed GSCPC and

recognized it as operating under the NACo umbrella. Originally created as a NACo task force on the 2010 Deepwater Horizon Oil Spill, the group evolved beyond the BP oil spills and lobbied on a number of high-priority issues such as reforms to the National Flood Insurance Program and the RESTORE Act.

GSCPC's purpose is to promote a clearer understanding of the problems shared by Gulf Coast counties and parishes and their citizens; establish a single source of information concerning county and parish governments in the Gulf region; and advocate on behalf of those residing in Gulf counties and parishes before federal, state and other local governments.

Rockco added, "This caucus is composed of five Gulf States that have faced some of the most devastating events known to man. Natural and man-made disasters taught us the importance of local regional strength. The Gulf of Mexico is the common thread that ties us together like a well-woven cloth of strong human spirit."

** To download a comprehensive summary of the meeting, see this story online at www.countynews.org.*

EPA likely to increase air quality standards

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businesses and industries that must also meet the standards.

Between 2009–2011, the EPA floated a revised, more restrictive ozone standard, which would have affected approximately 650 rural and urban counties, in addition to the hundreds of counties currently under non-attainment. It would have lowered the current 2008 standard of 75 parts per billion to a revised range between 60–70 ppb. But in 2011, the White House scrapped the plans after the cost of implementation was estimated to range between \$19 billion and \$90 billion. The December ozone proposal is anticipated to propose an ozone decrease to below 70 ppb levels.

Under the National Air Ambient Quality Standards (NAAQS), a federal law governing air pollution, the agency is required to regulate six principle pollutants: ozone, carbon monoxide, lead, nitrogen dioxide, particle pollution and

sulfur dioxide. Under NAAQS, the current standard threshold for each pollutant must be reassessed every five years.

Controlling ozone, though, can be challenging. Ozone is not a directly emitted pollutant; it is formed when certain gases interact in sunlight, which is why it is generally known as a summer pollutant.

Examples of sources that contribute to ozone formation include, but are not limited to vehicle emissions, industrial facilities, paints and solvents and dry cleaning. However, in recent years, ozone has been detected in more rural counties near oil and gas drilling operations in the winter.

According to the American Lung Association, more than 119 million people live in areas considered in ozone non-attainment. Ozone, a key component of smog, is blamed for increased health care costs for bronchitis, acute asthma, hospital and emergency room visits, non-fatal heart attacks and premature deaths.

NACo continues advocacy for federal transportation funding



Photo courtesy of Grant County, Okla.

Grant County, Okla. commissioners take lobbying for MAP-21 on the road. Commissioner Cindy Bobbitt talks to U.S. Rep Frank Lucas (R-Okla.) while County Clerk Sherri Eulberg and Commissioners Jerry Shaffer and Max Hess look on.

By JESSICA MONAHAN

ASSOCIATE LEGISLATIVE DIRECTOR

NACo continues to pound Capitol Hill to pass transportation legislation in the lame duck session and provide its members with tools to aid in the effort.

On Oct. 21, NACo joined four other organizations representing local governments and regional planning authorities on a letter to members of Congress responsible for writing the next surface transportation authorization bill.

"It is our belief that supporting locally owned infrastructure and emphasizing locally and regionally based decision-making will secure the most cost-effective, and economy- and mobility-enhancing investments to build our future" the letter stated.

Together, the five groups urged committee leaders to allocate more resources to metropolitan and other regional agencies where local officials make decisions pertaining to locally owned infrastructure.

This letter is just one of NACo's recent advocacy efforts focused on transportation policy.

NACo President Riki Hokama sent a letter to Speaker of the House John Boehner (R-Ohio) and Senate Majority Leader Harry Reid (D-Nev.) urging them to secure a long-term funding solution for the Highway Trust Fund now, rather than waiting until highway

and transit dollars run out at the end of May.

NACo also released a toolkit in October to help its members advocate for a Highway Trust Fund fix.

The trust fund has been facing increasing shortfalls since 2008 because of reductions in vehicle miles traveled, increased fuel efficiency and decreased purchasing power. Without a long-term funding solution for the trust fund, analysts say a multi-year reauthorization of MAP-21 is nearly impossible.

Subsequently, NACo is urging its members to engage their congressional representatives on this critical issue. The toolkit provides talking points, draft materials to Congress and the media, and guidance for making the most out of their advocacy efforts. The toolkit can be found at: www.naco.org/legislation/pages/MAP21.aspx.

If you have any questions about NACo's advocacy on

federal transportation policy, please contact NACo's associate legislative director for transportation policy at jmonahan@naco.org or 202.942.4217.

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Quick Takes

Top counties for veterans

By percentage of adult population

Pulaski County, Mo.	28.14%
Liberty County, Ga.	25.88%
Elmore County, Idaho	25.21%
Geary County, Kan.	22.96%
Custer County, Colo.	22.36%

Source: NACo Analysis of American Community Survey Data, 2012

County cuts taxes but not services during recession

By CHARLES TAYLOR
SENIOR STAFF WRITER

WEB* CONTENT When the recession and housing downturn hit counties hard, they got creative. With revenue collections declining, the options seemed few—or perhaps, two—to keep budgets in balance. Raise taxes or cut services.

For Burlington County, N.J., there was what county officials refer to as “the third way.” Do neither, and perhaps more audaciously, cut taxes while maintaining service levels.

Since 2009, the county saw a \$6.4 billion (14 percent) decrease in property values, which cost it \$50 million in lost revenue. Over the same period, the county decreased overall spending by \$39 million and cut taxes by almost 13 percent or \$24.7 million.

How, you ask?
“Our goal was to reinvent government. We wanted to find a better way to get it done,” said Bruce Garganio, who leads the county’s governing Board of Freeholders. “We had 34 different departments and offices. We knew that if we could combine some of them that we would have a lot of synergies, and we would find ways to save dollars and not duplicate tasks. We had to be more efficient.”
County staff was the key to making it happen.
“Basically when we pushed a direction from the freeholder level,”

SpeedRead » » »

- » Property tax values fell by \$6.4 billion, 2009 – 2014
- » County cut spending by \$39 million during period
- » Maintained and grew some services
- » No tax increase to residents

Garganio said, “they went out and got the job done.”
Much of the strategy and execution fell on the shoulders of County Administrator Paul Drayton.
“You always hear the argument that you have to raise taxes or cut programs,” he said. “We lowered taxes and in fact increased some of our programs but did not cut any programs especially to our neediest citizens....”
Drayton said the county did many of the things that other struggling jurisdictions did, including a hiring freeze, and using retirements and

attrition to reduce the size of the workforce. Today, the county has 31 percent (650) fewer employees than it did in 2008.
But during the same time, virtually all the county’s unionized employees—80 percent of the total workforce—still received raises, albeit smaller ones of about 1.7 percent versus historic levels of 4 percent to 5 percent. “It was not done easily and the union was not walking hand in hand with us,” said Marc Krassan, the county’s chief financial officer. “But again that was part of the strategy where we knew that there are some things we’re going to be able to agree on and there are some things when we’re not, but we can no longer maintain the status quo.”
In addition to extracting union concessions, the county sold its money-hemorrhaging long-term care medical facility to a private operator, which has since expanded the facility and become a tax-paying entity. Previously, the county had been subsidizing its operation to the tune of about \$5 million to \$6 million annually.
“They have the economies of scale,” Krassan said of the new owners, “and in fact they have expanded the number of beds there...and made it more beneficial for patients in terms of programs, not just the pure aesthetics behind it.” Ninety percent of the hospital’s formerly public employees were offered jobs at the private hospital and “most of those accepted those positions,” Drayton said.
Another area where cuts were made was in overtime pay for correctional employees. By transitioning staff from eight-hour to 12-hour shifts, the county realized a 90 percent—or \$3.1 million—reduction in overtime. Union and management took it to mediation and the change was agreed to.
In assessing where else savings could be found, Drayton took a silo-busting approach, Krassan said. There were no “sacred cows.”
Typically in government, public

works, they just do public works; human services just does that,” he added. “While perhaps not revolutionary, each department can act as a consultant for other departments... using others to see how can we do things better.”
In one example, the county’s workforce development and highway departments cooperated to get more equipment operators certified as truck drivers. “Then you can have a much more flexible labor force,” Krassan said. “You can have someone driving a truck today and operating another piece of equipment tomorrow.”
He cited another example: reducing turnover in the emergency dispatch office. In the past, many employees used dispatch center jobs as a stepping stone to their ultimate goal of becoming a police officer or firefighter.
Krassan explained that Drayton crafted a partnership with the local community college to offer a certificate training program for emergency dispatch, “so that these folks would have some skin in the game with this.”

“They’re making an investment to get this certification, so now it’s an actual occupation and not just a job,” Krassan said. Grant funding helps support the training program. Though a smaller contribution to savings, this helped the county to reduce spending by \$39 million over the past several years.

New Jersey Association of Counties Executive Director John Donnadio said the county has done a good job of spreading the word about its successes.

“I think Burlington County has done an exceptional job at documenting the innovative, cost-saving measures that they’ve taken, while really not missing a beat on the level of service that they provide,” he said.

As the saying goes: “You see one county, you’ve seen one county”—so much do they vary from state to state. But Drayton is convinced that there are lessons that can apply broadly.

“Every county has its own sets of challenges. None of this was easy,” he said. “This was very difficult to implement, but we were committed to running and managing the operations of the county in the same way that a small business would or that a private sector company would—just in terms of looking at best practices, best ideas, looking at it strategically, and that was our commitment.”

**The Web version of this article at www.countynews.org features a link to Burlington County’s Roadmap to Excellence presentation.*

BUDGET COMPARISON • 2008–2014

Burlington County, N.J.	2008	2014	Amount Changed	Percentage Changed
Total County Appropriations	\$227,937,602	\$188,771,122	– \$39,166,480	– 17.2%
Total Levy	\$194,177,108	\$169,496,985	– \$24,680,123	– 12.7%
Amount Taxed per Resident	\$384	\$339	– \$45	– 11.7%

FCC issues new wireless equipment rules

WEB* CONTENT On Oct. 21, the Federal Communications Commission released new rules regarding the placement, or “siting,” of wireless facilities such as small cells, macro cells and distributed antenna systems (DAS). The recently released order defines terms found in Section 6409 of the Middle Class and Tax Relief Act which states, in part:
“... a State or local government may not deny, and shall approve, any eligible facilities request for a modification of an existing wireless tower or base station that does not substantially change the physical dimensions of such tower or base station.”
Under the new order, counties may continue to require an application for collocation installations that do not involve a “substantial change” to the physical dimensions of the underlying structure.
Counties can continue to enforce and condition approval on

building, structural, electrical and safety codes and with other laws or standards reasonably related to health and safety
The FCC order will go into effect 90 days after publication in the Federal Register.
Counties should also note that the order imposes a 60-day “shot clock” to approve eligible collocation applications, those with no substantial change, which NACo opposed. If a county misses this window, the application would be deemed granted.
PCIA-The Wireless Infrastructure Association and CTIA-The Wireless Association have committed to working with NACo and other local government organizations to develop checklists, sample ordinances and applications among other resources for resource-restrained counties.
NACo will alert members to related resources as they are scheduled and developed.

Substantial Change Defined

“Substantial change” has occurred when,

- heights for towers outside of public rights of way would be increased by more than 20 feet or 10 percent, whichever is greater; and for towers in the rights of way and for all base stations, heights would be elevated by more than 10 percent or 10 feet, whichever is greater
- collocating equipment would protrude from the edge of the tower more than 20 feet, or more than the width of the tower structure at the level of the device, whichever is greater for towers outside of public rights of way; for those towers in the rights of way and for all base stations, collocation would cause protrusions from the edge of the structure more than six feet
- more than the standard number of new equipment cabinets are installed for the technology involved, but not to exceed four cabinets
- it entails any excavation or deployment outside the current site of the tower or base station
- it would defeat the existing concealment elements of the tower or base station, or
- it does not comply with conditions associated with the prior approval of the tower or base station unless the non-compliance is due to an increase in height, increase in width, addition of cabinets or new excavation that does not exceed the corresponding “substantial change” thresholds.

Stealth installations must continue to be stealth (i.e. collocation cannot un-do stealth).



COUNTY INNOVATIONS AND SOLUTIONS

Henrico County, Va.

Library Discussions Draw Immigrants into Community

By CHARLIE BAN
STAFF WRITER

There is a lot less shushing at two Henrico County, Va. library branches.

In fact, two librarians are trying to get patrons talking more. It's part of the library system's four-year old ESL Conversation Café series, which aim to introduce immigrants to what the county library system has to offer and help them adjust to life in Virginia by offering a place to practice conversational English.

A library system-wide multicultural committee noted the county's increasing diversity, particularly non-native English speakers, and librarians Steve Carter-Lovejoy and Kate McClory saw an opening.

"Henrico County is a pretty diverse place, but not everybody comes to the library," Carter-Lovejoy said. "We have all the resources to be a great place for immigrants."

Although immigrants have supportive communities, Carter-Lovejoy said the drawback is that they can be comforting, insular and not promote linguistic assimilation because it's easier to continue



Photo by Kate McClory

Participants refer to their lists of English words during an ESL Conversation Café at a Henrico County, Va. library.

speaking the community's original language.

"They don't have a good chance to practice speaking English," Carter said. "There's English ev-

erywhere but if the immigrants are isolated from it, they can't benefit as much. There could be mothers at home with their kids who don't even get out much, but the library

could be a great place for them and their children."

McClory and Carter-Lovejoy found they didn't have the resources to hold a traditional English as a second language instruction program, but they also noticed there were not too many ESL conversation programs, even online, so they hatched a plan to hold two conversation evenings a month and their respective branches.

They recruited participants via flyers posted at the county school system's adult education center and community colleges, the Catholic Charities refugee program and local Hispanic bodegas and laundromats. Some Hispanic radio stations read public service announcements.

The response was encouraging. There was a good turnout, Carter-Lovejoy said. So good, in fact, that planning for two meetings a month was too much for the librarians, who were working on a small budget and carving the time for the cafés out of their workdays. They each cut back to one meeting a month.

The café motif encourages informal discussions, led by the librarians and their volunteers, who help maintain conversations. McClory likes playing games to spark discussion; Carter-Lovejoy found that the less structure he gives his groups, the better.

"We always manage to get off

track," he said. "I've gotten comfortable letting the conversations wander."

He stocks each table with atlases and dictionaries and draws people out by encouraging them to talk about their homes in the old country.

"We'll often move the conversation to something seasonal, but talking about where they're from opens them up."

McClory favors more structure in her library's conversation cafés.

"I organize each one around a theme: the beach, school, Halloween, and work from there," she said. "We act out some situations, like waiting in line at the airport, and play games, like picking a coin and talking about what happened to us during the year the coin was made."

She prepares a list of words and writes down descriptions for those words. If a participant knows the word and can talk about it, it's worth two points. If the participant can acknowledge understanding the concept but not knowing the exact word, that's worth one point.

Like Carter-Lovejoy, she is seeing volunteers become more and more capable in their interactions.

"The big thing is to avoid asking any question that can be answered with a yes or no," she said. "Above all, we want to keep people talking."

Carter-Lovejoy finds the most success when the immigrants talk to each other. For him, good attendance means between two and eight participants, and he usually sees some turnover in attendance.

"We have some regulars, but they eventually cycle out," he said. "I've seen some using the library later on, so I feel like that's success."

"The amount of learning they do is minimal (compared to formal ESL classes), but what is good is that they understand the notion that people care about them; they form friendships and also recognize that that the library is a good place for resources for them."

McClory has one of those participants, a man named Ernesto.

"Ernesto has joined a bowling league, which meets on Tuesdays, the same day we do our conversation cafés," she said. "He promised me on conversation café day, he will skip bowling."

County Innovations and Solutions features award-winning programs.

Ballot initiatives range wide, but number fewer than 2012

By BEVERLY SCHLOTTERBECK
EXECUTIVE EDITOR

Voters going to the polls Nov. 4 will not only decide the make-up of the U.S. House and Senate, but they will also cast their ballots on a range of state-wide and local initiatives from fracking bans, to GMO labeling, minimum wage increases and marijuana use.

The range may seem wide but the number of proposals seeking voter approval isn't.

USC's Initiative and Referendum Institute (I&RI) says the tide of statewide ballot initiatives and referenda for the 2014 November general election is down substantially from their height in the final decades of the 20th century.

Overall, there are 146 propositions in 41 states this upcoming general election, the institute says. Thirty-five of them are citizen initiated, down from 50 in 2012, well

below the horizon when compared to the 93 initiatives on statewide ballots in 1998, and the lowest in even numbered years since the rock bottom of 19 in 1974.

California may have the reputation as the land of the ballot initiative, but this year it stands behind Louisiana, New Mexico and North Dakota, according to I&RI.

Louisiana owes its first place to the state Legislature, which placed all 14 propositions on the ballot, including one that would allow Orleans Parish — pending voter approval — to increase the property taxes charged for fire and police protection. Meanwhile, in Tennessee a constitutional amendment would shut the door on levying any new state or local taxes on personal income or payroll, and polls show Georgia voters set to approve a constitutional cap on the state's income tax.

Keeping taxes in check will also be on the ballot for North Dakota

voters who will decide whether to prohibit the state or any county or other political subdivision of the state from imposing mortgage taxes, or any sales or transfer taxes on the mortgage or transfer of real property.

In resource-rich Nevada, voters will decide whether to keep a constitutional provision that a certain amount of the net proceeds of minerals tax revenue continue to be distributed to each county where minerals are extracted based on the county's property tax rate.

A ballot measure in Arkansas that would legalize alcohol sales in all the state's 75 counties seems to be headed for the recycling bin. A recent University of Arkansas poll reported by KSFMTV shows likely voters opposing the measure by a 51 percent to 41 percent margin. That would keep the cap screwed tight on

See **BALLOT** page 8

Password manager software helps corral user log-ins

By JERRYL GUY
INFORMATION TECHNOLOGY MANAGER

Even though Cyber Security Month may have ended, the need to continue a focus on safe, secure access to cyber space remains all year round.

If you are like most Americans, you probably have about 10 to 20 login names and passwords to different services or systems located on your computer, your work network or on the Internet. The proliferation of these accounts reflects today's connected world.

Online accounts for personal services such as email, social networks, entertainment, banking, news sites and a host of other professional and governmental services have ballooned in volume.

It's very tempting to simply use the same login name and password for each account; however, good password security policy deems this



practice unacceptable. Using the same login names and passwords for multiple accounts means that an attacker who is able to break one password would then have access to several of the user's accounts.

Hoping to avoid this unhappy scenario, some computer users have devised creative ways to store passwords such as creating a spreadsheet to document login names and passwords, then encrypting it to avoid unauthorized access.

One emerging trend for securing passwords is the use of password-management software. In general, these software systems serve as a repository to store all of one's login and password credentials. So instead of a typical user needing to memorize up to 20 usernames and passwords, one simply needs to recall one password to the password-management system.

They can exist locally, installed on users' computers, tablets or other devices, or they can be online systems based on the Internet. For the Internet-based systems, the stored password data reside in the provider's Internet servers, while locally based systems store data directly on the local devices. Many local systems can also use third party systems such as Dropbox to store the information in the cloud.

To activate, users must log on to the password management system to gain access to its functionality. After logging in, users set up a profile for each managed account that includes a login name, password and other optional information pertinent to the account. Once the profile information is stored, users can subsequently return to the system as needed to retrieve the login information needed to access all stored accounts.

The retrieved account information can be manually entered to access the desired accounts, or in some password management systems, it is entered automatically.

There are several advantages to using password management systems:

- no need to remember multiple passwords
- easier use of longer, more complex and abstract passwords
- can store other account data like personal information and credit card numbers
- notification for upcoming password expiration, and
- makes available optional system-generated user account passwords.

There are some disadvantages too and they include:

- a breach of the password management system could allow an attacker access to all managed accounts
- configuration of the system may be difficult for the technically challenged
- substantial costs may be required to purchase some systems
- for an online-based system, one may be giving up control of private information.

In selecting a system, it is important to fully understand its

“... use of a password management system can go a long way to improve one's computing safety.”

weaknesses as well as its bells and whistles. Remember that some software only works on Windows systems, although most now run on multiple platforms including, Mac, Android, iOS and Linux based operating systems. Choosing a password management system also requires consideration of the vendor's reputation, the level of support provided, and the consequences for the stored password information if the system fails.


Three of the better-known examples of these systems include 1Password, LastPass and KeePass. All three work quite well, offering a lot of the most important features

like compatibility to multiple desktop and mobile device operating systems and high-quality data encryption.

KeePass tends to be the fastest growing of the three because it is available as a free download. It also comes with a drawback that is does not automatically sync to the cloud like the other two. 1Password can be purchased for \$34.99, while LastPass comes with a subscription service of \$12 per year per use. All seem to be relatively easy to use.

No security or password management system can fully protect any user. However, use of a password-management system can go a long way to improve your computing safety.

Users must not forgo due diligence to make sure they fully understand their risks and requirements, and the level of protection provided by the system they choose. The prevalence of these systems will continue to increase as users become more aware of their value in protecting online privacy.



Profiles in Service

Patty O'Brien Weeks

Clerk of the District Court
Nez Perce County, Idaho
NACo Board of Directors

- Number of years active in NACo:** three
- Years in public service:** 15
- Occupation:** Clerk of the District Court
- Education:** Bachelor of Science, Boise State University; Juris Doctor, University of Idaho
- The hardest thing I've ever done:** Bed rest during pregnancies.
- Three people (living or dead) I'd invite to dinner:** My great-grandparents
- A dream I have is to:** spend a month on an ocean beach and read undisturbed.
- You'd be surprised to learn that I:** coach boys varsity basketball.
- The most adventurous thing I've ever done is:** climb Mount Borah (the tallest mountain in Idaho), 12,662 feet elevation.
- My favorite way to relax is:** read.
- I'm most proud of:** my children. They are multi-talented teenagers.
- Every morning I read:** *Lewiston Morning Tribune*
- My favorite meal is:** bite-size steak, noodles romanoff and steamed artichokes.
- My pet peeve is:** discrimination.
- My motto is:** "Endurance and perseverance."
- The last book I read was:** *Coaching Basketball Successfully* by Morgan Wootten.
- My favorite movie is:** *Bridget Jones's Diary*.
- My favorite music is:** Anything by Pitbull and Aretha Franklin.
- My favorite president is:** Abraham Lincoln.
- My county is a NACo member because:** NACo is a comprehensive lobbying resource for counties on the national level.

WORD SEARCH

Giles County, Va. Facts

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

F V U E P I D Z B Q F T V G A S E T C E
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E K U I Q J A N R T R I E P F Q Q I Y Y

- BATTS AND FALLON** (early explorers of area in 1671)
- CELANESE PLANT** (manufacturer fiber-based products)
- CHRISTOPHER GIST** (explorer in 1750)
- FINCASTLE TURNPIKE** (former longest road)
- GERMAN** (nationality of settlers group)
- INDIAN TRAILS** (county's earliest roads)

- LITTLE WALKER CREEK** (creek named for surveyor Dr. Thomas Walker)
- OHIO COMPANY** (land development company backing Gist expedition)
- PEARISBURG** (county seat)
- TAZEWELL** (one of Giles' parent counties)
- WILLIAM B GILES** (county namesake and former congressman)

Created by Charles Taylor

Federal funding is available for Stand Down homeless services

VETERANS from page 1

He got the idea for the event after seeing a 2010 segment on *60 Minutes* about that year's Stand Down in San Diego, where the concept originated in 1988. "I took it to a few veterans groups in [my district] and asked them if they thought it was something worthwhile to be doing here — or why weren't we doing it here — and they thought it was a good idea," he said. Lavagnino never served in the armed forces, but his father is a Navy veteran.

Today, Stand Downs range in duration and most are especially targeted to homeless vets but are open to all who served, according to Dr. Jon Nachison, a clinical psychologist and one of the co-founders of the first Stand Down in San Diego 26 years ago.

This year alone, more than 250 of the events were scheduled throughout the United States in every month of the year, according to the Department of Veterans Affairs. The National Coalition for Homeless Veterans calls them "the most valuable outreach tool to help homeless veterans in the nation today."

Lavagnino explained the range of services available to veterans. They include PTSD screenings, referrals to substance abuse treatment, job-search assistance, help with access government programs and benefits. As the event has evolved — more than 100 nonprofits, businesses and



Photos by Sandy Agalos

A homeless veteran leaves the Santa Barbara County Veterans Stand Down equipped for braving the elements.

government agencies now participate — the focus has shifted from simply giving handouts to providing a hand up, he said.

"The first year or two, we kind of were thinking about giving guys — men and women — things. It was, 'What can we do for you? We can give you food; we can give you

clothing," he said. "And now we've kind of transitioned in this third year to how can we reconnect you into the community either through employment, getting you back to school, getting you clued into our social services programs and really getting that person reconnected into the community."

Stand Down co-founder offers advice, resources

Jon Nachison and Robert Van Keurenco founded the first veterans' Stand Down in the United States in 1988 in San Diego. Back then, they couldn't have foreseen that the event would launch a national movement. But they hoped it would.

Nachison is the chief of psychology at a San Diego hospital who also maintains a private practice focused on psychological trauma. He's also a Vietnam-era Army veteran.

"One of the first things for us about doing the Stand Down was essentially to raise the consciousness of the community — the local community and the national community — that there are veterans that are homeless and it's really a national disgrace, something needs to be done," he said. In 1988, veterans comprised an estimated 25 percent of the nation's homeless population. Today they account for 11 percent, according to federal data.

The second year, the founders became "strategic" about spreading their message and invited providers from various veterans organizations throughout the U.S. to come volunteer at the San Diego Stand Down, with an eye toward trying to "seed" the event.

"We put them through a little boot camp in terms of preparing them to go back to their own community and create a similar event," he explained. "It was done purposefully, and it started being national right from the start."

The San Diego event runs three to four days, which Nachison calls the "gold standard" because it gives the veterans time to bond. "That's where you have the best chance of affecting people's levels of motivation and getting them to start feeling good about themselves, which hopefully leads to better things after they leave," he said. But the length of Stand Down isn't as important as its outreach, even if it's just a one-day event.

For any community interested in hosting a Stand Down, Nachison extends an "open invitation" to attend San Diego's, which is held in mid-July — or attend one closer to where they live. The U.S. Department of Labor's Veterans' Employment and Training Service has grant funding available to support Stand Down activities geared toward helping homeless veterans find jobs.

"There are homeless veterans, and there are vets who are risk of becoming homeless," he said. In other cases, an area's veterans population may be so spread out that there are no services for them available locally.

"In that sense, Stand Down becomes kind of a first catchment area," he said. "It's not in and of itself an ongoing agency running all year long to help people. It's a place to start. It's a place to bring people in and then be able to refer them out to other places to keep the work going."



Volunteers at an Alteration Station were on hand to make on-the-spot repairs to veterans' clothing.

Sandy Agalos is an administrative assistant in Lavagnino's office who coordinates the Stand Down. The event, held at the Santa Maria Fairpark, occupies two buildings: One is filled with service providers, ranging from the DMV to an amputee peer-support group. Another building, where Diaz volunteered this year, was a place to pick up donated clothing, boots, socks, pajama bottoms. Agalos said there was even an Alteration Station, where a group of women volunteers, sewing machines at the ready, could hem garments or tack down the odd detached belt loop. Guys got a free haircut; massages were available for women vets, also gratis.

Outside there are medical and dental vans, providing blood pressure checks and glucose screenings, podiatry, chiropractic and even veterinary services available to vets with pets.

Lavagnino and Agalos have worked to extend the reach of Santa Barbara's single-day event by securing free bus passes so that vets can get to and from follow-up appointments.

"Whether it's one day, two days, three days, we've got to get these men and women back into the community get them out from underneath the bridges, get them

out from living in a box," Lavagnino said. "There are resources out there and we've just got to get them back in line with those resources."

It appears to be working.

Diaz, the Gold Star Mom and volunteer, said formerly homeless vets from past years' Stand Down have come back to volunteer at later ones. She also recounted a story that brings it all home for her.

One evening while driving to a class, she saw a man near her freeway exit who looked familiar and wondered where she had seen him before. Then it dawned on her, she'd seen him getting a haircut at the Stand Down and in the clothing area where he got a duffel bag.

"He had that duffel bag with him when I saw him on the street," Diaz said. "And inside the duffel bag you can see the top, he had one of those sleeping bags that we were handing out."

"For me to be able to witness that — it grabbed me, and I thought he's going to have something to cover up with and sleep in tonight and it made a difference. And that's why we have the veteran's Stand Down."

**See this story at www.countynews.org for links to Stand Down planning and funding resources.*

Public-private-philanthropic partnerships key for urban counties

LUCC from page 1

million in state and local funding necessary to secure federal money, but now members of that group can all take credit for spurring redevelopment along much of the 11-mile rail line that opened in June.

"It wasn't just government, not the usual (transit) advocates, not your usual suspects," McDonough said. "That's what won them over."

That Green Line trip was the centerpiece of LUCC's Leadership Symposium, held Oct. 15-17 in Ramsey County, home of the state capital, St. Paul.

At the symposium, speakers examined how public-private-philanthropic partnerships could spur economic development, but stressed that background and preparatory work are necessary to make those arrangements successful.

"Cities, counties and metropolitan areas' capacity for action and innovation won't be measured solely on the health of local governments, but rather on the financial commitments and engagement of private nonprofit and civic intuitions and their leaders," said Michael Langley, CEO of the Minneapolis St. Paul



Photo by Charlie Ban

Linn County, Iowa Supervisor Linda Langston; King County, Wash. Commissioner Jane Hague; Miami-Dade County, Fla. Commissioner Sally Heyman; and Multnomah County, Ore. Commissioner Judy Shiprack confer.

Regional Economic Development Partnership.

Jennifer Ford Reedy, president of the Bush Foundation, explained the learning curve she had experienced leading a philanthropy in a project

with local governments.

"We are eager to be a part of public sector collaborations, and I suspect that is true of most of the foundation partners in your counties, and I also suspect it's true they don't

know how to do it well," she said.

"We funded a pretty big high-profile effort in southeastern Minnesota for 15 counties to collaborate to do human services in a different way, and we didn't have a sophisti-

cated understanding of the political processes involved for something like that to be successful," she said. "Eleven counties dropped out and I think that reflected the naiveté of the foundation world, how stuff gets done."

Committee members also heard the Obama administration's perspective on the national transportation funding situation.

Peter Rogoff, U.S. undersecretary of transportation for policy, made a case for changing the mechanisms of transportation funding and illustrated President Obama's commitment to transportation funding by putting the legislation's introduction into context.

By formally submitting his transportation bill to Congress, Obama did what he hadn't for the initiatives most closely linked to his administration — the Recovery Act and Affordable Care Act, Rogoff said.

"We wanted to put in Congress' lap a very detailed and clear message (regarding) the fact that we need to do more than just replenish the trust fund — we need to make real, meaningful policy changes so

See LUCC page 8



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Data used the right way can pierce clouds of uncertainty

LUCC from page 7

the taxpayers and travelers of the country actually get better value out of the dollars we put into it," he said.

"So much attention is being paid to the need to replenish the trust fund that not enough is being paid to the imperative need to make this program better, make the way we spend this money more productive for everybody, make sure the way we spend this money is actually delivering for the public."

Rogoff suggested that the federal government could improve its processes to make that transportation funding go further and demonstrate to the public an effort to be judicious with that money. Those improvements could include changing regulations to accelerate project delivery and avoid time-based cost increases, allowing preferences for local hiring — something the federal government has opposed but that could work under certain conditions — and an increase in high-performing metropolitan planning organizations in hopes of putting more federal money under local control.

He pointed out that Census projections estimated 100 million more people would live in the United States by 2050, most of whom settling in the counties that had seen the most growth in the past 10 years. The resulting economic activity will depend on the support from regional and national transportation infrastructure.

At the same time, he said, the last transportation bill, 2012's MAP-21, involved just a 4 percent increase in spending, compared to an average of 38 percent to 41 percent for all transportation bills since 1990.

That limited increase, Rogoff

said, came partially from cynicism toward government spending and political pressure to limit it.

"The cynicism may be reaching an all-time high when we need to go to them for more money," he said. "If you're going to ... go before the taxpayers to say we need to raise revenue, you should at least get something for it. Let's not go through a lot of pain and suffering and political challenges only to maintain the status quo for four, five, six years."

"Big Data" featured prominently for several speakers, who primarily addressed how analyzing existing information can ferret out trouble.

Stephen Goldsmith described how two months of analysis of 911 and 311 call records and building inspection records helped New York City identify the 300 buildings at the greatest risk for a fire. Goldsmith



Photos by Charlie Ban

Peter Rogoff, U.S. undersecretary of transportation for policy, outlines the Obama Administration's goals for transportation reauthorization.



Ramsey County Commission Chairman Jim McDonough and Hennepin County Commissioner Peter McLaughlin listen to speakers discuss public-private-philanthropic partnerships.

is the director of the Innovations in American Government program at Harvard. He was formerly deputy mayor of New York City.

He suggested making data more open to the public to give people with a different perspective a crack at it.

"The (New York) agencies were anxious that it was just going to create more complaints, actually the opposite happened. When people who live in the community can see what happens, they have answers to problems that we don't see," he said. "The departments work vertically, but the people live horizontally."

He pointed out that a smartphone application in Boston for reporting potholes got an increase in input compared to telephone reporting. Users would photograph and geo-tag potholes, and the public works department would respond with a photograph of the patched pothole when the job was complete.

"(Previously) when [citizens] called, they viewed it as a complaint," he said. "When they used their smartphone, they viewed it as 'participation in their government.'"

Big data can also help sort out counties' treatment of social problems.

Matt Alsdorf helped the Laura and John Arnold Foundation, where he is the director of criminal justice, identify nine risk factors that would determine whether a person awaiting trial was likely to be safe to release on his or her own recognizance before trial, based on 1.5 million cases in seven states.

"Very few local governments have the data to help judges make those determinations," he said, noting that ordinarily, such determinations required extensive personal interviews with individual offenders, a barrier to most localities doing such analysis.

Daro Mott, deputy director of performance management for Louisville, Ky. Mayor Greg Fisher, said proper perspective in data was crucial.

"When looking at whether (some place) was a dangerous place to work, instead of looking at number of OSHA incidents, look at time missed from work," he said. "We brought every function leader together and said when they report out to their elected officials, don't talk about what you're doing well, approach it from a 'weakness orientation.' Say, 'this is what I want to do well, and here's why, and here's where I need your help.'"

And keeping things in context is important, too.

"We don't want to look at the fires of the day, we want to spend time at the important but not urgent," he said.

Battles over GMO propositions cost millions

BALLOT from page 4

sales in the state's 35 dry counties and please the County Judges Association of Arkansas, which opposes the amendment because it would preempt local control.

In Oregon, where voters in two counties — Jackson and Jefferson — have already approved measures outlawing the production or cultivation of genetically modified organisms, or GMOs, voters will be asked whether they approve a requirement to label genetically modified foods. If they do, Oregon could become the first state to mandate the GMO label on its foods.

The measure has prompted the most expensive ballot campaign in recent memory. *The Bulletin*, a central Oregon newspaper, reported that supporters and opponents have already spent \$17 million in their fight with more money still going out the door.

The cost of Oregon's statewide battle pales in relative comparison, though, to the battle raging in Maui County over a proposition to temporarily ban the use of genetically engineered seeds until the county conducts a public health and environmental study. Pro-GMO companies such as Monsanto and Dow AgroSciences have thrown in nearly \$8 million to defeat the

measure, according to *Hawaii News Now*.

The role of modern technologies like GMOs is causing controversy in three California counties with hydraulic fracturing, or fracking, bans on their ballots. San Benito, Santa Barbara and Mendocino counties all have measures outlawing hydraulic fracturing and related activities. While local in nature, the bans, if approved, may set off a chain reaction in other California counties, possibly closing the state to further oil and gas extraction.

It's neither fracking nor GMOs nor the minimum wage that's a hot button item on the ballot in Clark County, Wash. It's home rule. If

voters approve, the county, which sits on the state's southern border with Oregon, would join six other home rule counties in the state that range in size from King County (pop. 1.9 million) to San Juan County at almost 16,000.

Home rule also takes the stage as a constitutional amendment on New Mexico's ballot that would make it easier for counties to acquire "urban county" status and adopt county home rule charters, according to a report from the National Conference of State Legislatures. One critical provision would reduce the required majority vote from a majority of all eligible voters to a majority of those voting in favor of a charter proposal.

STATE → TO → STATE



UTAH



What issues are driving state associations' legislative agendas? What are the latest and most persistent challenges your county colleagues in other states are facing? What looks to be looming on the horizon?

State-to-State explores these questions and helps keep you in touch with your fellow leaders across the country.

UTAH



With the 2014 state legislative session already under their belts at the end of March, Utah's counties are looking forward to the 2015 session where they are likely to face sentencing reform for drug offenses, battles over Medicaid expansion and the extent of funding to counties in a transportation funding package, according to Adam Trupp, Utah Association of Counties chief executive officer.

A PEW study of the state's corrections system, commissioned by Utah's governor, is likely to drive "substantial change" in the prison system, Trupp said. "It's not a huge change in our view on how treatment (for drug addiction) should be pursued, but there's going to be a

real change in what will happen to sentencing and to prisons and jail."

Next up, there's a whole range of issues associated with a transportation-funding package that's expected to be introduced during the next legislative session. "There's a fear that state legislators will adopt laws and a budget that benefit state roads and let county roads fall by the wayside."

And finally, there's Medicaid. Like several states, Utah has resisted expanding its Medicaid program to capture the federal

dollars available for expansion under the Affordable Care Act. Instead, Utah's governor, Gary Herbert (R), has proposed using federal dollars to enroll low-income Utahns in private health insurance plans.

For counties, which are responsible for providing mental health and addiction treatments, the questions would arise about their role in any new accountable care organizations that might emerge from Herbert's plan, Trupp explained.

Regardless of the outcome with the governor's plan, Utah's counties would continue to face financial hurdles as they struggle to provide substance abuse and mental health services.

"Counties need to find other ways to address their needs or push the state to increase Medicaid eligibility," he said. Trupp suggested it was a conundrum because expanding Medicaid would also put more pressure on a county's budget to provide matching funds.

Another persistent challenge pushing at the seams of county budgets are the costs they incur providing services on federal lands, particularly those managed by the Bureau of Land Management.

Yet, Trupp is hopeful about the future for Utah's counties. "The study of our jail and prison systems is very interesting and very hopeful to me. It's an opportunity for our counties to play an even bigger role in helping to rehabilitate and get people back in the community."

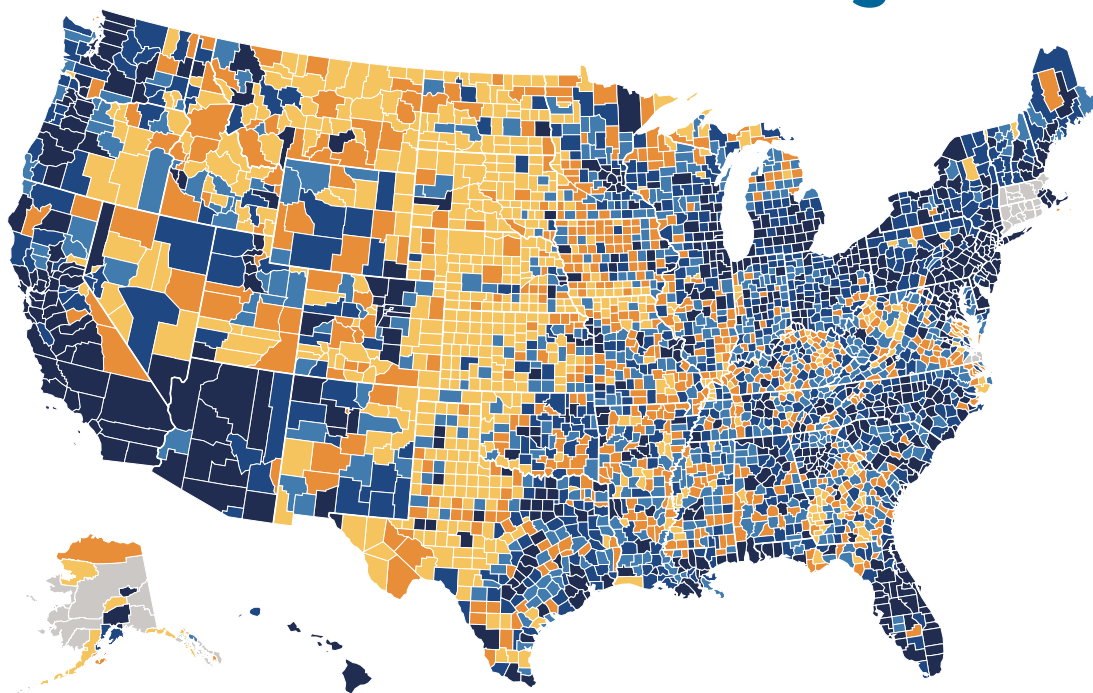


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What's in a Seal?

► **Giles County, Va.**
www.gilescounty.org



The first recorded expedition in the area of what is now Giles County dates back to 1671, but settlers established the first permanent settlement in 1749. Giles County was formally established from parts of Montgomery, Monroe and Tazewell counties on Jan. 6, 1806 and named after William B. Giles, a member of Congress and later governor of Virginia. Giles County originally comprised a territory of about 100 miles long and 30 miles wide, giving it an area of approximately 3,000 square miles. Its boundary lines have been changed four times since then and the present land area is 362 square miles.

Approximately 50 miles of the historical Appalachian Trail passes through Giles County, which offers hikers easy access to this nationally acclaimed hiking trail that runs through the county seat of Pearisburg. The trail is positioned along the mountaintops and into the valleys granting visitors a birds-eye view of the natural beauty throughout the county.

The county seal celebrates Giles County's natural resources, including the Blue Ridge Mountains and New River, which travels 37 miles through the county, and the avid appreciation for outdoor sports, including hunting and fishing.

(If you would like your county's seal featured, please contact Charlie Ban at 202.942.4210 or cban@naco.org.)



News From the Nation's Counties

► CALIFORNIA

• The Department of Public Social Services is asking the **RIVERSIDE COUNTY** Board of Supervisors to exempt its new vehicles from a requirement that county-owned **vehicles display insignia or lettering** showing that they are county property.

Officials are asking for the change to protect social workers while they are conducting investigations of alleged child or elder abuse.

The change would apply to social service vehicle purchases over the next five years. Coroner's cars are among those already exempt from the ID requirement.

Investigators have used their personal vehicles, the *Press-Enterprise* reported, sometimes because there aren't enough county vehicles and sometimes because of the situation.

• **SANTA CLARA COUNTY** has hired an **immigration-law specialist** to work in the public defender's office advising noncitizens about how to tailor a guilty plea to avoid deportation. The supervisors hired the attorney mindful of a 4-year-old U.S. Supreme Court ruling that obligates the defense bar to advise clients about immigration consequences.

The move makes Santa Clara County the third in the Bay Area after **SAN FRANCISCO** and **ALAMEDA** to hire an in-house immigration expert, the *Mercury News* reported.

► COLORADO

The **FREMONT COUNTY** Board of County Commissioners unanimously approved a **resolution opposing Amendment 68**, which would allow racetrack casino gambling in **ARAPAHOE**, **MESA** and **PUEBLO** counties.

Fremont County Commissioner Ed Norden said their resolution is "very similar" to a resolution Colorado Counties Incorporated voted on 10 days prior.

Norden said it is estimated that the current gambling towns in Colorado could lose 30 percent

to 40 percent of their business if additional gambling begins.

The measure's passage would yield gaming revenue to schools.

The Denver Channel reports that after placing \$25 million into the fund, which must be done in the first month of operation, the casino businesses will give 34 percent of their gambling proceeds to it.

► FLORIDA

Legal concerns have persuaded **PALM BEACH COUNTY** to at least temporarily stop using **traffic-light cameras** to catch red-light runners.

A recent court ruling raised questions about the legality of local governments partnering with private camera operators to ticket motorists. That prompted the county's legal team to recommend suspending the use of cameras, the *Sun Sentinel* reported.

Whether people with outstanding traffic citations will be expected to pay and whether people who did pay will get their money back has yet to be resolved, said County Engineer George Webb, who oversees the county's traffic light camera program.

Some commissioners also said they want to resume using the cameras if the courts give the green light.

► ILLINOIS

COOK COUNTY has filed a motion to dismiss the federal lawsuit against its so-called **puppy mill ban**.

The ordinance was approved in April and set to go into effect Oct. 1. It would have limited the sale of dogs, cats and rabbits to those that come from rescue groups, humane societies, government-run shelters or federally licensed breeders who use no more than five reproducing females.

In September, the Missouri Pet Breeders Association — which says its state is home to more breeders than any other state — and the owners of three pet stores in suburban Cook County filed the lawsuit, contending that the ban is unconstitutional because it is overly vague, interferes with interstate commerce,

provides unequal protection, impairs business contracts and would put the shop owners out of business and cause them "financial ruin."

A judge halted the ban so affected businesses could stay open while the lawsuit is pending, the *Chicago Tribune* reported.

► MISSISSIPPI

AMITE and **WILKINSON** counties are planning a **two-county water district** to oversee the use of billions of gallons of water that will be needed for hydraulic fracturing.

If approved, officials said, it would be the nation's first public water management district created only because of hydraulic fracturing, according to *The Enterprise-Journal*.

The district would not control municipal or rural water services but could seek access to their water. The plan calls for oil companies to put up money to form the district, then pay it for access to water and for recycling wastewater. Revenues would be divided evenly between the counties, regardless of the balance of wells.

► NEW YORK

• Delays in reporting **two incidents involving propane** aren't sitting well with **ALBANY COUNTY** Executive Dan McCoy — among them the recent derailment of 18 freight cars at a CSX yard involving at least one propane tanker. The county requires that such incidents be reported within 30 minutes, the *Times Union* reported.

During the week of the CSX incident, there was a propane spill at a terminal adjacent to two interstate highways. McCoy said it took five hours for a report to be filed, according to *capitalnewyork.com*.

"Do we need a Canadian accident to happen here?" McCoy told *Time Warner Cable News*, referring to a deadly July 2013 train derailment and fire in Quebec. "Because I can tell you, from looking at this pile up with 20 cars on top of each other, we're very close to that happening."

• What's in a name? **ULSTER COUNTY** residents will have their say when it comes to public facilities. A new policy adopted by the County Legislature sets the **criteria for naming public assets** and creates a process through which residents can voice their opinions in a formal public hearing.

Factors to be considered include neighborhood or geographical identification, a historical event or an

individual who made a significant contribution to the locality or the nation, *The Daily Freeman* reported.

Naming facilities became an issue after the county executive proposed renaming a county bridge after the late Levon Helm. A musician, Helm had lived in the town of Woodstock in the county, which in 1969 lent its name to a popular music festival in neighboring **SULLIVAN COUNTY**. Many residents bashed the idea, saying the decision should be made at the town level.

► PENNSYLVANIA

• **MONTGOMERY COUNTY** commissioners approved \$2,690 in matching funds to enable the Department of Public Safety to apply for a \$13,450 grant to train county personnel for the **possibility of an oil spill**, according to *The Times Herald*.

The risk comes from rail lines that run parallel to the Schuylkill River in the county. If approved, the grant will "provide first responders with the guidance necessary to manage and mitigate a Bakken crude oil rail line incident," Commissioner Bruce L. Castor Jr. said.

Since summer, trains carrying Bakken crude oil from North Dakota and Montana have traversed Montgomery County en route to Philadelphia, where the oil is processed.

• Sixteen counties across the state will benefit from a **\$65.6 million investment in water infrastructure** by the Pennsylvania Infrastructure Investment Authority. The total includes \$50.6 million for low-interest loans and \$15 million in grants, WFMZ-TV news reported.

The awards range from a \$370,050 grant to a volunteer fire company in **HUNTINGDON COUNTY** to reduce nutrient runoff into the Chesapeake Bay, to a \$17.3 million loan and grant to an authority in **CAMBRIA COUNTY** that will fund improvements to its wastewater treatment plant and collection system to protect a local stream from contamination.

► OREGON

Critical buildings in **MULTNOMAH COUNTY** need to be strengthened in order to **withstand a major earthquake**, an expert told the Board of Commissioners at a recent meeting.

Yumei Wang, a geotechnical engineer with the Oregon Department of Geology and Mineral Industries, told the board that

buildings such as police stations, hospitals and schools should be modified to survive several minutes of violent seismic activity, according to KPTV-TV news.

The meeting was one of two the Multnomah County Board of Commissioners scheduled to learn more about the local risk of earthquake damage and what officials can do to prepare.

► UTAH

When **IRON COUNTY** needed a **new ambulance**, it wasn't thwarted by a high price tag. Its Sheriff's Office started bargain hunting.

Lt. Jody Edwards, who runs the office's ambulance department, said pricing vehicles came up with about \$215,000 for a new one and \$10,000 less for a used one.

But then he heard about an ambulance crash in Washington County and began to wonder about salvage. That's when he learned of company in Las Vegas that can retrofit ambulances by taking the box off an old one and putting it on a new chassis, *Deseret News* reported.

"We took an old, tired ambulance to them that barely made it, puttering, sputtering and smoking the whole way," he said. The company, Firetrucks Unlimited, did the "transplant," and it cost about \$100,000.

"This ambulance can serve this community for 10 years," Edwards said. "We wanted to get the best bang for our buck and we got it."

► VIRGINIA

The Intelligent Community Forum (ICF) has named **ARLINGTON COUNTY** one of the world's **Smart21 Communities of 2015** — the only U.S. county to make the list. Four American cities were also honored: Aurora, Ill.; Columbus, Ohio; Dubuque, Iowa; and Mitchell, S.D.

The designation recognizes economic and social improvements, and this year's awards will be guided by the theme, The Revolutionary Community, focusing on the study of urban and regional planning and its impact on the way people live, work and create in their communities.

ICF selects 21 finalists with the potential to become one of its Top Seven Intelligent Communities of the Year.

(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.)

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The H.R. Doctor Is In

The Year of '91...

This is a reprint of an HR Doctor article describing a military adventure not often discussed or analyzed. Yet it is more than a recap of a military history seminar paper. It is a restatement of the critical importance in our careers and our lives of recognizing and controlling for our own tendency toward arrogance.

Arrogant pride, or “hubris,” is a consistent theme in the HR Doctor’s writings. Why? Because it is public enemy number one in any efforts we make to be safe and successful as individuals and as a country.

Over and over again the headlines tell of the troubles that occur in a world of people with entrenched beliefs that “my religion can beat up your religion,” “my country is better than your country,” etc.

Someday humanity will overcome this self-imposed recipe for disaster. Too bad that Arthur St. Claire didn’t get it! Read on for more.

This article is written close to Veteran’s Day and close to another military-related commemoration. Both are aimed at remembering sacrifices made, honoring those who made them, and, hopefully, learning important lessons from them.

Unfortunately, this other commemoration marks the worst relative defeat in the history of the U.S. military, and certainly the worst defeat at the hands of Native Americans in the nation’s history. Yet at best it may garner a sentence or two in a history book.

The tragedy, which occurred in 1791, contains some management lessons, just as relevant 223 years later as they were in March of 1791, when Gen. Arthur St. Clair was summoned to Philadelphia to meet with President George Washington. The general was directed to command a force, including about a quarter of the entire United States

“Even 200 years ago, whining and blaming others was a major political and social activity.”

Army, and to establish a strong and permanent fort right near the Miami Indian Village in the then-Northwest Territory, near present day Fort Wayne, Ind. This is the same mission, which led to the earlier defeat of another American general, Joshua Harmer.

St. Clair had a distinguished military history during the Revolutionary War. However Washington gave him some personal and professional advice: “Beware of surprise;” “Leave not your arms for the moment;” “When you halt for the

night, fortify your camp.” Here repeatedly stressed the great importance of “Beware of Surprise!”

After the Revolutionary War victory, the U.S. military was attacked savagely by accountants and budget cutters, whose work disbanded the Continental Army leaving only a tiny force of regulars.

Other cuts affected logistics and other vital support services. Secretary of War Henry Knox called for a force of 3,000 to be raised for this campaign, and estimated the enemy strength at about 1,000. Ultimately about 2,000 troops left for the battle, consisting mainly of 600 regular soldiers, 600 militia members and 800 conscript “six month levies” with neither military experience nor positive morale.

They were accompanied by 200 “camp followers,” many of whom were women and children. Desertions and illness reduced the number to 1,400 by the time of the battle.

St. Clair suffered seriously from gout. He was also barely on speaking terms with his second-in-command. He also had poor or no intelligence about the enemy strength, disposition or tactics. There was little knowledge about the territory. By the time the army reached the scene of the ultimate battle, desertions had reduced the force to about 1,400. Not a good recipe.

The Indians, on the other hand, were led by experienced “generals,” principally a brilliant tactician, Chief Little Turtle, who presided over 1,000 seasoned warriors of the Miami, Shawnee, Delaware and other tribes in a coordinated confederation. The chief received a steady stream of intelligence from deserters and prisoners. The Indians were defending their homes from the foreign invaders and certainly knew the territory.

Despite the president’s advice, St. Clair’s army stacked arms to head off to meals. Pickets mistook sightings of armed Indians as hunting parties. Horses were allowed to roam loose in the forest at night, leading many to be stolen by the Indians or simply lost.

At dawn on Nov. 4 the Indian attack came, ironically using the same guerrilla tactics as were employed by

American Minutemen in attacking the British during the Revolutionary War.

As the 19th century folksong says, “The Indians attacked our force just as the day did dawn. The arrows fell like deadly rain, as we were set upon. One hundred men fell writhing before our startled eyes as horrid yells of savages resounded through the skies!”

The panic, the screams, and the initial attack’s ferocity created a scene in which “...this well-appointed army which had fought so brave before now fled before the savage and his bloody kind of war.”

The result was a terrible massacre, in which only 48 people survived and escaped unharmed, including — purely coincidentally no doubt — St. Clair. Six hundred regulars were killed, along with nearly 300 militia and all of the camp followers. Many others were left behind on the battlefield.

St. Clair reported about a 97.4 percent casualty rate and only 24 officers survived. There were a total of about 61 Indian casualties. It was the worst relative defeat the United States would ever suffer in battle.

The last footnote to the saga is that in the name of revenge and perhaps national ego, another army was raised under the general with the lovely name of “Mad” Anthony Wayne, who avoided St. Clair’s mistakes and soundly defeated the Indian Confederation, leading to the establishment of “Fort Wayne” in today’s Indiana.

What lessons can we glean from the terrible outcome? After the defeat came the “search for a scapegoat” — a common event when something goes wrong at home or at work.

Even 200 years ago, whining and blaming others was a major political and social activity.

St. Clair lost his military commission, but remained territorial governor. No doubt, he would have then retired and qualified for a defined benefit pension plan had one existed at the time.

For the first time, Congress conducted an investigation of

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NACo on the Move

► In the News

• NACo Associate Legislative Director **Jessica Monahan** was quoted in an Oct. 24 *Bond Buyer* story, “Local Governments Want More Federal Highway Funds.” The story reported on a letter sent to congressional leaders by local government representatives, including NACo, urging more federal transportation funding. The letter also attracted attention in reports from *CQ Roll Call* and the online *International Trade Today*.

• An article in *The Hill* newspaper Oct. 21 “Cyber demand leaves states at risk,” about recruiting cyber security specialists for state and local governments, featured quotes from **Karon Harden**, NACo training, professional development and education director.

► NACo Officers and Members

NACo First Vice President **Sallie Clark** was the keynote luncheon speaker at the New Hampshire Association of Counties Annual Meeting, Oct. 27, hosted by Hillsborough County. She updated delegates on NACo activities and services, and also presented public service awards to county leaders.

► NACo Staff



Natalie Ortiz

• **Natalie Ortiz** has joined the Research Department as a senior research analyst focused on justice-related issues. Ortiz graduated with a doctorate in criminology and criminal justice from Arizona State University. She most recently co-authored a report for the National Institute

of Justice that discussed the findings of a three-year study examining the effect of a criminal record on employment. She has also co-authored several evaluations and reports for the California Department of Corrections and Rehabilitation, the California Department of Justice and the California Office of Emergency Services. Ortiz decided to pursue a career in criminal justice research after working in a county jail law library as an undergraduate.

• **Karina Golkova** has moved from NACo’s membership division to a newly created position as association coordinator in the Finance and Administration Department. In her new role, she will assist NACo’s CFO in providing association management services. Golkova formerly held the membership coordinator’s post.

► Coming Up

It’s a busy few weeks:

• **Kaye Braaten**, former NACo president, will be exhibiting on behalf of NACo at the Virginia Association of Counties’ 80th Annual Conference in Bath County, Va., Nov. 9–11.

• **Andrew Goldschmidt**, director of membership marketing, will be exhibiting at the Kansas Association of Counties’ 39th Annual Conference in Sedgwick County, Kan., Nov. 12–14.

• **Alex Koroknay-Palicz**, membership coordinator, will be exhibiting at the Utah Association of Counties 2014 Annual Convention in Washington County, Utah Nov. 12–14.

• **Tom Goodman**, director of public affairs, will represent NACo at the Association of Oregon Counties’ Annual Conference in Lane County, Ore., Nov. 17–21.

(NACo on the Move was compiled by Beverly Schlotterbeck, Executive Editor.)

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Financial Services News

State Association Execs Lead FSC's Line-up

At the recent National Council of County Association Executives (NCCAE) annual meeting in Colorado Springs, Colo., NACo Financial Services recognized several state associations of counties for their support of two flagship FSC programs, U.S. Communities and the NACo Deferred Compensation Program.

To highlight the associations that went above and beyond sponsorship requirements, Bill Jasien, NACo FSC's interim managing director, presented customized engraved Louisville Slugger bats to key state association representatives. While many state associations do a great deal to support FSC programs, the bats acknowledged state associations that have "hit it out of the park."



Photo by Tom Goodman

The Winners

U.S. Communities sales have had a record year, and the following four state associations were given awards based on their strong impact on the achievements reached:

- *California State Association of Counties – Tonnage Award:* California has had the highest county sales at \$56 million in purchases through U.S. Communities contracts in the last year. As a founding sponsor, California has been and continues to be a leader for U.S. Communities.

- *South Dakota Association of County Officials – Growth Award:* South Dakota has experienced an extremely high growth rate in county usage of U.S. Communities. Sales grew 757 percent year-over-year from 2013 to 2014 and grew an additional 286 percent in the last quarter.

- *Maryland Association of Counties – Diversification Award:* Counties in Maryland use the most U.S. Communities contracts of any state. U.S. Communities has set a goal to get every county to start using one additional contract. The national average is 1.67 contracts per county. Maryland counties use 3.18 contracts on average.

- *Arizona Association of Counties – Greatest Usage:* Arizona has the highest per capita U.S. Communities' spending in the nation. For their size, counties are using U.S. Communities at a greater rate than counties in any other state. In the past year, sales for U.S. Communities were almost \$6 per person in Arizona. The average for all states is less than \$1 per capita.

State association execs show off their Louisville Sluggers. (l-r): Matt Cate, California; Chris Holley, Florida; Chris Villins, Arkansas; Michael Sanderson, Maryland; Patti Hamilton, West Virginia; Randall Allen, Kansas; Jennifer Marson, Arizona; and Bob Wilcox, South Dakota.

More Winners

The NACo Deferred Compensation Program, administered by Nationwide Retirement Solutions, also had a record year. Assets at the end of the third quarter of 2014 exceeded \$14 billion and the participation base is at nearly 350,000. In 2014, the program was also successful in acquiring and retaining county plans of all sizes. The following four state associations were given bats based on their significant contributions to these successes:

- *West Virginia Association of Counties – Best Efforts Award:* Persistence led to the addition late in 2013 of Kanawha County. In the year since the county signed on, assets have gone from zero dollars to more than \$62,000 and from zero participants to 38, with that number increasing quarterly. The state association's effort, including the engagement of its leadership and coordination with its Nationwide team, contributes to this success.

- *Florida Association of Counties – Best Save Award:* When notified that a county would be voting to change its 457 deferred compensation provider for all of its employees, the Florida Association of Counties mobilized its membership and staff. Its review of the county's plan of action and conversations with county employees, prompted the County

Board to vote against changing providers.

- *Kansas Association of Counties – Strategic Thinking Award:* After a change of providers in the state's deferred compensation plan, the Kansas Association of Counties suggested the change could impact one of the state's largest counties, consequently presenting an opportunity for the NACo program.

Specifically, since the state was changing providers, it was likely that its soon-to-be former provider would reduce its reps in the state. Damping down the service level would likely adversely affect the counties currently served by the plan. Additionally, given relations between the state and the county, the county would be unlikely to stay with the state's new provider. These

Modern leaders assess risk, listen to staff

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the Executive Branch. The ultimate blame went to "Purchasing." It seems that logistical support came from a well-connected banker who supplied defective, reprocessed gun powder, which one survivor said simply bounced off the Indian warriors.

There were insufficient supplies for the troops. For example, to cut trails through the Ohio wilderness, the force was equipped with only 15 hatchets and 18 axes. The horse master, responsible for hundreds of horses, reportedly had never been in the woods before. Many horses were injured as he simply scattered their food on the ground rather than feed them more securely.

St. Clair's assumption that the Indians would simply abandon their villages as the army approached

was the height of foolish arrogance. Such arrogance invariably gets us into trouble within our families and among our work colleagues. It gets our governments and our leaders into great trouble.

Finally, again not surprisingly, is the outcome of the terrible mistake of ignoring the HR Doctor's maxim, "Don't Walk By Something Wrong!" It is hard to believe that responsible leaders, including moms, dads and generals, would, in effect, go out for an Egg McMuffin in the midst of a crisis with high-risk instead of taking immediate and sustained steps to protect themselves and others from unnecessary danger.

The modern leader is one who assesses risks with the help of skilled and diverse staff members. The leader listens carefully to the thoughts of others and weighs the

situations offered strategic opportunities for the NACo program.

- *Association of Arkansas Counties – Heads Up Award:* The Association of Arkansas Counties had been approached by a company that offers a retirement savings program for part-time, temporary and seasonal employees. The appeal of the program is that if counties provided this alternative, they would not need to contribute to Social Security for those employees. The association contacted NACo to find out if this program competes with the NACo program, and Nationwide was able to provide a similar offering. The state association, NACo and Nationwide are informing counties that the program is already available to them.

NACo FSC greatly appreciates the efforts made by all state associations of counties on behalf of U.S. Communities and the NACo Deferred Compensation Program.

Without the trust instilled by state associations and counties across the country, these programs would not be as strong or reach as many counties. FSC congratulates the award recipients for all of their hard work.

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

advice given, before acting. Commanders who barely speak to each other will not succeed. The modern leader demands innovation and a willingness to try new approaches.

When you mix prevention and innovation, with caring and concern for your subordinates, and with proper training and equipment, you have a recipe for success. That is, if you add one more ingredient — a clearly and frequently communicated understanding of the mission. Take out any one of these ingredients and the result, sadly, can be that you, like General St. Clair "...may remembered be, for we left nine hundred comrades in that dreadful territory."

Phil Rosenberg
The HR Doctor