

NACO National Association of Counties

CountyNews

The Voice of America's Counties

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Simpson-Bowles proposal gets attention as fiscal cliff looms

By MARILINA SANZ
ASSOCIATE LEGISLATIVE DIRECTOR

As the end-of-the-year fiscal cliff looms, the December 2010 “Moment of Truth” (MOT) report from co-chairs of the National Commission on Fiscal Responsibility and Reform, known as Simpson-Bowles, is once again getting attention.

A bipartisan group of eight senators is trying in fashion a comprehensive deficit-reduction plan and is considering Simpson-Bowles among other proposals.

See **FISCAL CLIFF** page 7

QuickTakes

States with the Most Uninsured Residents

Texas	26.3
Florida	25.3
Nevada	25.1
New Mexico	22.6
Georgia	21.9

Small Area Health Insurance Estimates
Released August, 2012 Census Bureau

CountyNews Features



Photo courtesy of Dave Kovach

There's only one veteran in this photo. Find out how Columbia County, Pa. Commissioner Dave Kovach (I) and Tom McLaughlin are trying to bring “it” — or rather one of its “siblings” — home to its birthplace. See page 6 for the story.

Sequestration by the numbers: NACo breaks it down for you

By BEVERLY A. SCHLOTTERBECK
EXECUTIVE EDITOR

The threat of sequestration, automatic across-the-board budget cuts, is a major factor propelling the federal government and the nation towards the fiscal cliff in what some are calling a “Fedageddon” free fall to the bottom.

If implemented, the country would see \$109.3 billion in automatic budget cuts in FY13, split evenly between defense and non-defense spending.

Federal programs that are lifelines to many counties such as the FEMA State and Local Disaster Preparedness and Recovery programs, FEMA Disaster Relief and HUD Homeless Assistance would be cut 8.2 percent.

Other lifeline programs such as

payments-in-lieu-of-taxes (PILT) and the HHS Prevention and Public Health Fund stand to take a 7.6 percent hit. Programs helping counties pursue economic development and jobs for their communities like HUD's CDBG and USDA's Rural Development programs or the Department of Labor's Title I Workforce Investment Act Formula grants also face significant reductions.

Why sequestration? Simple. The deal struck in 2011 to increase the nation's debt ceiling — the Budget Control Act — included directions to find \$1.5 trillion in budget savings over 10 years. If the members of the Joint Select Committee on Budget Reduction — the Super Committee — were unable to agree on a path to achieve the reduction, then the law required

across-the-board cuts that would. House and Senate leaders believed such a draconian measure would spur the committee and Congress to reach an agreement. They didn't, and 18 months later Fedageddon looms.

NACo believes that any solution to the nation's fiscal ills must be balanced. Both defense and domestic spending should be considered in any negotiations over deficit reduction.

Its position is well articulated in a just-released PowerPoint presentation, Federal Budget Sequestration 101: Perspectives through the County Lens.

Produced by a NACo team of senior lobbyists, the 30-screen PowerPoint covers the federal debt

See **SEQUESTRATION** page 10

New site's 'eyes' set to rate voting experience

By CHARLES TAYLOR
SENIOR STAFF WRITER



County election officials will have a new set of eyes watching their performance on Nov. 6, and it's taking its cues directly from social media.

MyFairElection.com, is a crowd-sourced, election-monitoring tool that its creators liken to “Yelp for democracy.” Yelp is the popular smartphone app and website that lets people rate and review everything from restaurants to services provided.

“Hopefully that will be a rich source of data for county-level election officials to figure out what the particular texture of satisfaction of voters is, and where the pain points are, and what the particular problems are,” said Archon Fung, Ford Foundation Professor of Democracy

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Cook County bullet tax shot down, but county keeps fee on new gun sales in place » **Page 2**

Noted journalist Bob Woodward, featured speaker at 2013 Legislative Conference » **Page 2**

Two child rescues in two hours for Fairfax County helicopter crew » **Page 8**

Firefighters 'friend' at-risk youth with impressive results » **Page 15**

Woodward slated to speak at 2013 NACo Legislative Conference



Bob Woodward

Investigative journalist and author Bob Woodward is slated to speak at the opening session of NACo's 2013 Legislative Conference March 4 in Washington, D.C.

Woodward has authored or co-authored 17 national nonfiction best-selling books including "All the President's Men." His most recent book, "The Price of Politics," is based on 18 months of reporting and is an intimate, documented examination of how President Obama and the highest profile Republican and Democratic leaders in the U.S. Congress attempted to restore the American economy and improve the federal government's fiscal condition.

Since 1971, Woodward has worked for *The Washington Post* where he is currently an associate editor. He and Carl Bernstein were the main reporters on the Watergate scandal, for which *The Post* won the Pulitzer Prize in 1973.

Woodward was also the lead reporter for *The Post's* articles on the aftermath of the September 11 terrorist attacks that won the National Affairs Pulitzer Prize in 2002.

CORRECTION

A story in the Oct. 22 print edition of County News misidentified the county connection for former Gov. Tommy Thompson, who is running for a Senate seat in Wisconsin. He was a Juneau County, Wis. supervisor.

Cook County bullet tax withdrawn, gun levy proposal remains in play

By CHARLES TAYLOR
SENIOR STAFF WRITER

Cook County's controversial proposed bullet tax is no more, at least for now.

In a compromise with two county commissioners, County Board President Toni Preckwinkle dropped plans for a 5-cents-a-bullet tax unveiled in her FY13 budget. She is, however, moving forward with the other part of her proposal to generate funds to help offset the costs associated with gun violence: a \$25 dollar tax on each gun sold in the county.

"This has been a very difficult year, and a particularly difficult summer for the city and the county in terms of gun violence," Preckwinkle said from county offices in Chicago. "And I think it's incumbent upon us to do whatever we can to discourage that violence." She said the proposed tax on ammunition, now off the table, and the retained levy on firearms were "meant to help us get some traction toward that goal."

Through June of this year, more than 1,100 people were shot in Chicago, according to the University of Chicago Crime Lab, a rate of 41.5 per 100,000 residents. "In Cook County, we have two major responsibilities one is public health and one is public safety," Preckwinkle said. "We spend 35 percent of our budget on public health and about 39, 40 percent on public safety. Both are impacted by gun violence."

She added that 29 percent of recovered guns that were involved in criminal activity in Chicago originally were purchased from among 40 suburban gun shops in Cook County.

Preckwinkle announced the compromise at a news conference Oct. 31 with county Commissioners John Fritchey and Edwin Reyes. Fritchey said, "I knew that reducing gun violence and the toll it takes on our residents is a goal President Preckwinkle and I passionately share. I am grateful and appreciative that we were able to keep our focus on that goal throughout our discussions in order to arrive at this compromise."

Gun-rights advocates reacted swiftly to the original proposal. Richard Pearson, executive director of the Illinois State Rifle Association, told the *Chicago Tribune*, "They are just making law-abiding citizens pay for something that



Photo courtesy of Cook County, Ill.

Cook County Board President Toni Preckwinkle is flanked by Commissioners John Fritchey (l) and Edwin Reyes at a news conference Oct. 31 announcing a compromise scrapping a proposed tax on bullets.

Tax would help mitigate gun violence effects

The proposed Cook County gun tax is "anticipated" to generate about \$600,000 during the next fiscal year, according to Toni Preckwinkle, County Board president. That and money from the county's public health system will establish a \$2 million fund to make grants to nonprofit organizations with proven experience in violence prevention or community outreach; it would be overseen by a seven-member advisory committee. At least \$100,000 would be dedicated to education and enforcement efforts aimed at stemming "straw purchases"—firearms that are purchased legally but later used in criminal activity.

The committee will include Preckwinkle or her designee, three members of the Board of Commissioners, a person with law enforcement experience and two representatives from community organizations. It will also look at options for establishing a "gun court" in the county. The group will look at prototypes in other jurisdictions, according to Kristen Mack, Preckwinkle's spokeswoman.

"We would hope to have it implemented by July 1 of next year," Preckwinkle said. "We're trying to look over the next six months to see what makes sense and to work with the chief judge around this issue, because it's a courtroom that would have to be established by the judiciary."

In Case You Missed It

News to use from past County News

» Volunteer for NACo's Ambassador Program

NACo's new Ambassador Program is helping new and existing members become more familiar with NACo and the many benefits available by pairing county officials and staff with an experienced "ambassador." The ambassador will share his or her experience and help county officials and staff to better understand what NACo has to offer.

To volunteer to serve as an ambassador or to sign up to speak with an ambassador, please contact Ilene Goldberg at 202.942.4291 or igoldberg@naco.org.

they didn't do. That's all this is going to do, and drive business out of Cook County, of course."

If the measure passes and opponents decide to mount a legal challenge, Preckwinkle is prepared for the possibility.

"Whenever we take action in the county, there are opportunities for those who disagree with us to sue, and we just fight those suits and go on our way," she said. "You can't make decisions on the basis of whether or not somebody's going to sue you or then you'll never do anything."

While the ammunition tax has been dropped for now, Preckwinkle said the county will continue to explore the option and address issues of fairness. "We discovered that for some low-caliber ammunition, twenty-twos, for example... a box of bullets would cost more in taxes than it cost for the product. So we're looking at it to try to figure out how we could have a tax that is different based on the caliber of the ammunition," she said.

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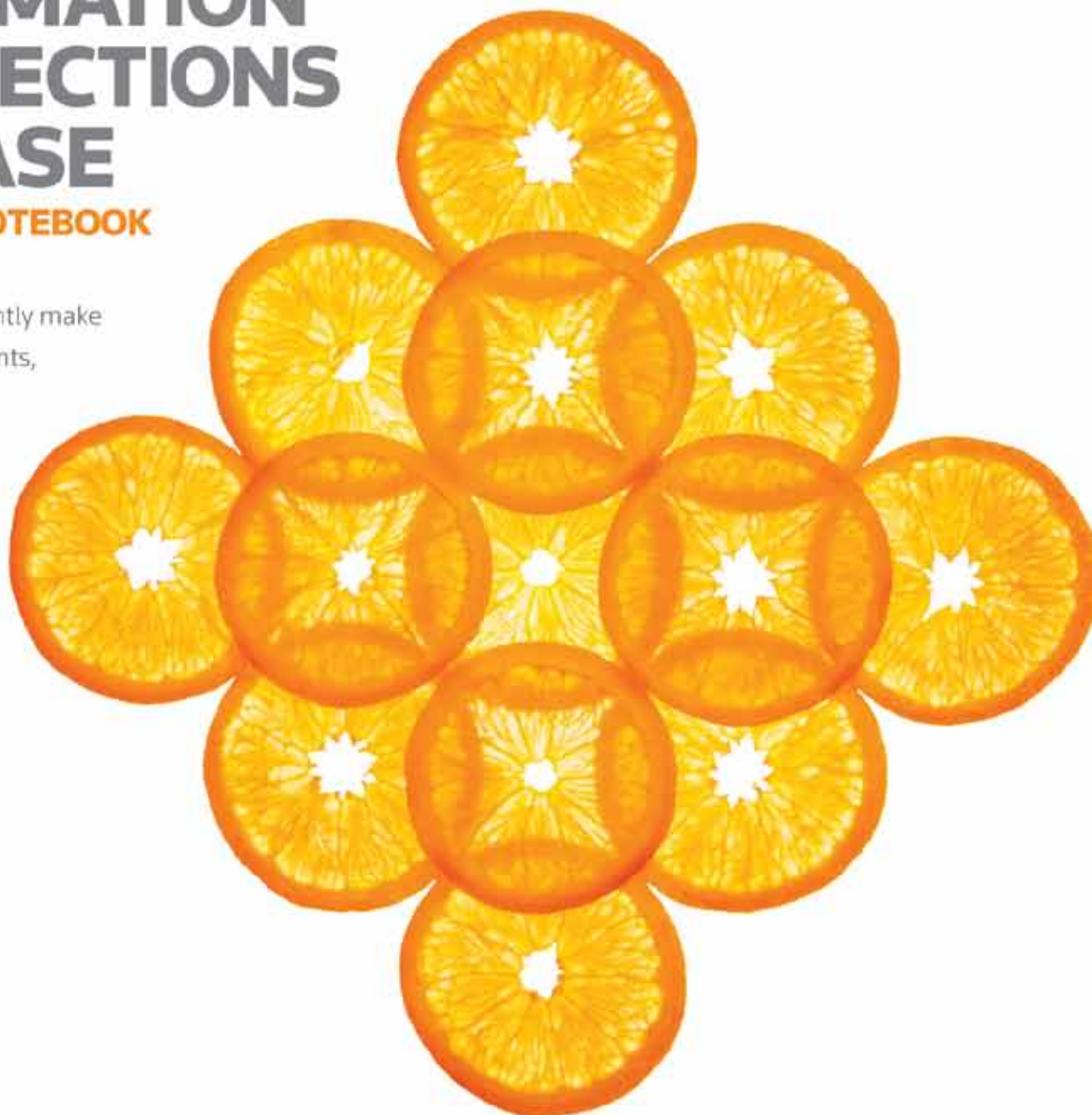
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Music festival helps fund children's services

By CHRISTOPHER JOHNSON
EDITORIAL ASSISTANT



With counties looking to cut costs, alternative ways to find revenue are always encouraged. In Allegheny County, Pa. the alternative comes in the form of a concert.

Since 2000, the Allegheny County Music Festival Fund (ACMFF) has raised more than \$559,000, of which nearly \$392,000 has been used to date to enhance and improve the lives of more than 2,300 children. It has provided youths receiving services through the county's Department of Human Services and the juvenile court with life-enriching opportunities otherwise unavailable through traditional government funding.

The fund has supported such experiences including:

- a week of "live-in" summer camp for at-risk youths to allow them to engage in healthy activities outside their neighborhood
 - lessons in dance, karate and music, and other positive outlets for self-expression for a child who is living in a homeless shelter with his or her mother to escape domestic violence
 - the opportunity for a child receiving mental health services to spend quality time with his or her family at the Pittsburgh Zoo and PPG Aquarium, one of the four Carnegie Museums or the National Aviary, and
 - the opportunity for a young man or woman, transitioning into adulthood, to attend a college tour.
- The festival has included a variety

of musical acts from David Crosby and Don McLean to Los Lobos and Rusted Root, composed of Allegheny County natives.

ACMFF was founded by Pennsylvania Supreme Court Justice Max Baer and Department of Human Services Director Marc Cherna.

"This is a great program worthy of being shared and adopted by others throughout the country," Baer said. "This program helps fund services where government funding can come up short."

Funding primarily comes from the proceeds of two annual events, the Allegheny County Music Festival at Hartwood Acres Park (suggested donation of \$20 per car

and Candidates' Comedy Night at the Pittsburgh Improv (tables of 8 range from \$500-\$750). The fund is also supplemented through philanthropic contributions and other benefit projects.

The distribution of ACMFF funds is overseen by an independent Advisory Committee chaired by Cherna. The committee consists of professionals from the public and private sectors in child welfare, juvenile justice, human services and the courts. Each member is knowledgeable and passionate about children's issues.

Requests are submitted by a social services professional working with a child. This professional may

work for DHS, a DHS-contracted provider of services for children and families, or the juvenile justice system. Each request is reviewed individually on its merits by the advisory committee and is granted in full, in part or denied. Factors, such as family composition, income and the number of children living in the household are considered.

"Without this fund, many children would lose out on opportunities," Cherna said. "Seeing the results it has had on 2,300 children is its success."

**See the online version of this story at www.naco.org/countynews to learn more about the Music Fund Program.*

Profiles in Service



» Sallie Clark

County Commissioner
El Paso County, Colo.

Years affiliated with NACo: 7 ½ years

Years in public service: 10

Occupation: Small-business owner – Holden House Victorian Bed & Breakfast Inn (26 years)

Education: Huntington Beach High School, Bryman College

The hardest thing I've ever done: as a city councilwoman, I gave the welcome address to over 10,000 attendees, family members and firefighters at the IAFF Fallen Fire Fighter Memorial remembrance in Colorado Springs' Memorial Park the year after 9/11.

Three people (living or dead) I'd invite to dinner: Paul Newman, Margaret Thatcher and Mother Teresa

A dream I have is to: travel to Egypt to see the pyramids.

You'd be surprised to learn that I: met my husband through a blind-date letter correspondence when he was overseas in the Navy. I say that I was a mail-order bride.

The most adventurous thing I've ever done is: sailed to Catalina Island on a Hobie Cat (catamaran) in a storm.

My favorite way to relax is: hike the Mt. Cutler trail in Cheyenne Canon Park to see the view of Seven Falls from across the canyon.

I'm most proud of: forming the "Not One More Child" local collaborative to prevent child fatalities and child abuse.

Every morning I read: the local *Gazette* newspaper, my email, Facebook and Twitter.

My favorite meal is: anything with cheese on it.

My pet peeve is: desk clutter and partially open drawers.

My motto is: "Never let 'em see you sweat."

The last book I read was: Waldo Canyon Fire Report.

My favorite movie is: *Gone with the Wind*.

My favorite music is: Classical, jazz, contemporary R&B, country-western.

My favorite president is: Theodore "Teddy" Roosevelt.

Website promises crowd-sourced data about quality of voting experience

ELECTION from page 1

and Citizenship at Harvard's Ash Center. He created the site in collaboration with LegiNation, Inc. and concerned citizen groups.

While some county election officials are a little wary of the tool, they are hopeful that the resulting data might be useful.

"It is frustrating that people spend resources trying to identify problems when we already know what many problems are," said Cameron Quinn, who runs Fairfax County, Va.'s elections as its general registrar. "What we need is people willing to engage in solutions."

"On the other hand, perhaps having this kind of information out there may help election officials get the attention of their funders at the state and local government levels," she added, "and perhaps it will help increase the funding needed to do the job that the public expects."

Fung said both real-time on Election Day — and afterwards — MyFairElection will aggregate anonymously voter-provided data into "heat maps" and other "data-rich displays" to identify and display in a very visual format the quality of electoral access across the country.

"Voters will be able to access the site via smartphone, laptop or desktop computer to describe and rate the quality of their voting experience: five stars for a fulfilling experience at the ballot box or one star for very long lines, broken machines or intimidation," he said. "They also will be able to record wait times, comment about their experience, report problems..."

Sherril Huff is King County, Wash.'s elections director. "When this election is over there will be a ton of analysis, so I suppose to that extent it may play a useful part," she said of MyFairElection. "It could provide good debrief feedback."

Quinn said the quality of voters' experiences on Election Day is largely dependent on election departments' having sufficient state and local funding. "There seems to be among voters an expectation of perfection in the election business, but we are definitely not being funded at the level of perfection." While she called her budget "adequate," she said insufficient funding is "more acutely the case" for many of her colleagues across the country.

Running elections successfully also depends on the availability of volunteer election officials, which Quinn said are in short supply nationwide.

"Even though election officials across the country have been saying this for years, there's a particularly acute problem with recruiting people to be election officials," she said. "And we still don't get that much participation by all of these voter advocacy groups and reform-minded people to really solve the problems we already know about."

As with any crowd-sourced information, MyFairElection's results will be only as good as the crowd's good intentions. Services like Yelp have been known to receive fake reviews, or for example, restaurateurs anonymously giving themselves favorable ratings.

Asked about potential for gaming

the MyFairElection system, Fung said its success depends on the honesty and integrity of those submitting data. Detection software will be used to prevent "the more obvious forms of abuse in gaming" — such as a computer programmed to submit ratings every second for the same polling place or different polling places, he said.

"Just like Wikipedia depends for its articles on people not vandalizing the articles and enough people trying to write good articles that are accurate and true," he added, "MyFairElection depends on the same kind of mechanism."

The system was tested in "beta" version in 2008, but participation was about 2,000. Fung hopes at least 10,000 voters will participate this year.

"Our hope is that we get enough traffic so that in real-time people in counties could identify where the problem voting places are. Maybe they'd be able in real-time to respond to those kinds of problems at a particular one-star or two-star polling place."

Helen Purcell runs Maricopa County, Ariz.'s elections as clerk and registrar. Her attitude about the project and the data it could provide is the more the merrier.

"Any input that we get from voters and other people having to do with elections, I can't see that that will do anything but help us."

For more information, visit <http://myfairelection.com> or contact Info@MyFairElection.com.

**View this story online at www.naco.org/countynews for a short video on how MyFairElection works.*



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Pa. county commissioner wants tank for the memories

By CHARLES TAYLOR
SENIOR STAFF WRITER

Dave Kovach would like nothing better than to “Bring Stuie Home” in time for Columbia County, Pa.’s bicentennial in 2013. Short for Stuart, Stuie is a World War II veteran, who like “his” flesh-and-blood comrades in arms, is becoming a rarer breed as the years go by. But unlike those mere mortals, Stuie is a man-of-steel — one of the thousands of light armored tanks that were built in the county’s Berwick borough. “The whole reason I’m doing this is to honor the people that built them, fought with them and died with them. It means so much to me,” said Kovach, who grew up one block from the American Car & Foundry (ACF) plant where the tanks were manufactured. “My uncles and my dad, if they weren’t away fighting World War II, some of them were right there making the darn things.” Kovach co-chairs the

“The whole reason I’m doing this is to honor the people that built them, fought with them and died with them.”

Berwick Historical Society’s Stuart Tank Committee, along with Tom McLaughlin, a friend he’s known since high school. He even has an old family photo showing his grandfather, father and eight uncles who all worked on the tanks. To support the war effort, ACF converted its rail car production line to military equipment production in 1939. It manufactured more than 15,000 Stuart light tanks for the U.S. Army and Marines, and the Lend-Lease Program for America’s allies.



M5A1 Stuart, 761st Tank Battalion circa World War II.

Stuart tanks have an undeniable pedigree, McLaughlin said. They were the first military tanks produced on an assembly line. “It was the first time that a tank was built to operate as what we know today as a tank. Prior to that, they were built strictly for infantry support; so they only did about 10 miles per hour at best,” he said. “The Stuart did 35 miles an hour, which was a tremendous improvement and really helped out the British in North Africa. I guess you can call it the first ‘shoot and scoot.’”

McLaughlin said there are currently about 260 known Stuart tanks in the United States, most of them owned by the Department of Defense. Many are on display in museums or at American Legion posts, “places like that.”

“There are still a few that are owned by individuals, and occasionally one comes up for sale,” he said, “and we’ve been trying to track those down while we’re also trying to raise the funds to actually buy one once we find it.”

Like big fish, there have been ones that got away. Kovach and McLaughlin located a Stuie in 2005 that was “basically just the exterior hull,” McLaughlin said. It carried a price tag of \$37,000. “Someone showed up with the money before we did, so we lost out on that one.” So far the tank committee has raised about \$10,000.

More recently, the men found one for sale in Wisconsin. “We had just started so we didn’t have like \$35; the guy wanted \$35,000 for it,” Kovach said. “We said, look, give us a little time; we’ll come up with the money. Well, within a month he sold it.”

Last fall, he and McLaughlin learned of a model M3A1 Stuart — the lightest of the Stuies at 28,000 pounds — in Ohio, completely restored, and bearing a price tag of over \$190,000. David Uhrig is

a military vehicle broker and appraiser who, just two weeks ago, found a buyer for that one. “This is only the second M3 I’ve ever had,” he said. “They are so rare.” He’s been in the business 40 years. “A lot of stuff I sell never makes onto my website, because I’ve got people waiting for an item.” Steve Greenberg, an Oregon military vehicle enthusiast, bought an M3 about 10 years ago. The

tank is in running condition, and he shows it off in parades and at community events. “I do a lot of events honoring veterans during the year as well.” His advice for Kovach and McLaughlin: “Watch the Internet, unless you know somebody. Most of the tanks that get sold, especially the rare stuff, is word-of-mouth.”

If Kovach and his committee could buy a Stuie in time for the county’s 200th anniversary next March — “Out of my mind” is how he anticipates he’d feel. He has no worries about where the vehicle would be displayed: four local property owners or businesses have volunteered the space — “one right on Main Street.”

“Before I had any of these spots, I was telling people, you know what, if I can’t find a spot, I’ll put it in my front yard,” he said.

Got a lead on a Stuie? Contact Kovach at dkovach@columbiapa.org. Donations to the Stuart Tank Fund are accepted c/o Berwick Historical Society, PO Box 301, Berwick, PA 18603-0301. Contributions are tax-deductible.

What’s in a Seal?

» Cherokee County, Ala.
www.cherokee-county-al.gov

Cherokee County was created by an act of the Alabama State Legislature on Jan. 9, 1836, and was named for the Cherokee Indians who controlled the territory until the early 19th century. The Cherokee ceded the land that is now the county in the Treaty of New Echota in 1835. During the Civil War, the county was a center of iron manufacturing and provided 15 companies of infantry and two cavalry units to the Confederate Army. In 1862, Cornwall Furnace was built near the town of Cedar Bluff. Constructed of limestone from the nearby Coosa River, the 35-foot-high furnace was the first such facility to supply iron for the casting of Confederate cannons during the Civil War. Union Gen. William Tecumseh Sherman twice ordered the furnace destroyed in 1864, but it still stands in its original location. The 19th Alabama Calvary was composed almost entirely of Cherokee County volunteers who fought under Gen. Joe Wheeler. The seal shows the county in the center surrounded by the counties of DeKalb, Cleburne, Calhoun and Etowah, and Chattooga, Floyd and Polk counties in Georgia along with the name and date the county was established surrounding the seal.

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

Word Search

Cherokee County, Ala. Facts

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

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

ALABAMA (state county is in)
CALHOUN (surrounding county)
CHATTOOGA (surrounding county)
CHEROKEE (Indian tribe county named after)
CLEBURNE (surrounding county)
COOSA RIVER (dammed in 1961 to create Weiss Lake)
CORNWALL FURNACE (35-foot-high furnace that supplied iron for confederate cannons)
DEKALB (surrounding county)

ECHOTA (Treaty signed by Cherokee to cede from the land)
ETOWAH (surrounding county)
FLOYD (surrounding county)
IRON (county was center of iron manufacturing during the Civil War)
POLK (surrounding county)
WEISS LAKE (created by damming of Coosa River in 1961)
WHEELER (General who led the 19th Alabama Calvary)

Created by Christopher Johnson

Keep up with NACo online ...

www.naco.org

Simpson-Bowles deficit-reduction methods include spending caps, cuts

FISCAL CLIFF *from page 1*

So, what was Simpson-Bowles and how would it affect counties? The report offered a comprehensive eight-year deficit-reduction plan for FY13–20 that included spending cuts, tax reform and congressional budget process changes.

Some of the proposals that affect counties the most include:

- **Mandatory State and Local Employee Social Security Coverage:** As part of its proposal to reform Social Security, all state and local employees hired after 2020 would be covered under Social Security. NACo policy states that state and local employee Social Security coverage should be optional.

- **State and Local Bonds:** While the report would not make any specific changes to the tax treatment of state and local bonds, its illustrative chart of possible changes to individual taxes makes the interest on newly issued bonds taxable.

- **Medicaid and Entitlement Changes:** While the report does not recommend a block grant for Medicaid and doesn't cut other low-income entitlement programs, it does propose several changes that would

affect counties. The most significant one is further restricting and eliminating the ability to use provider taxes to draw down federal Medicaid funds. This provision would represent a cut of \$5 billion in 2015, and \$44 billion through 2020.

A second provision would eliminate Medicaid administrative cost payments that could be assigned to the Temporary Assistance to Needy Family (TANF) Block Grant. This provision would cut \$260 million in 2015 and \$2 billion through 2020. This provision saves money because Medicaid funding is open-ended and TANF is a capped block grant. A similar provision was used in the past in the food stamp program to pay for restoring eligibility to legal immigrants.

- **Funding Limits:** Simpson-Bowles proposed discretionary spending caps that would amount to \$1.6 trillion through 2020. Some of these savings have already been achieved because the report used a baseline from two years ago. It would also include budget and appropriations enforcement measures such as across-the-board cuts and would bring back the firewalls that had existed between security and

non-security discretionary — also known as domestic discretionary — spending.

Under the firewall system, increases to domestic discretionary programs could not be offset by cuts in defense programs and vice versa. The Department of Homeland Security (DHS) did not exist the last time the firewalls were in place. Under Simpson-Bowles, DHS and veterans' programs would fall under the security category.

An earlier illustrative draft proposed specific program eliminations and cuts. While these changes didn't appear in the MOT report, the proposals could still be in play as the deficit-reduction conversations continue. They are:

SpeedRead » » »

- » Gang of Eight senators working to avert fiscal cliff
- » Simpson-Bowles would mandate state, local employee Social Security coverage, and
- » Limit use of provider taxes to draw down Medicaid funds

- eliminate funding for the Economic Development Administration and grants to large and medium-sized airports. Grants to small-sized airports would remain.

- change the Community Development Block Grant formula to target needier communities and reducing the program by 20 percent, which would cut \$500 million by 2015.

- eliminate the Army Corps of Engineers' Water and Wastewater Treatment program, but similar programs under the Department of Agriculture and the Environmental Protection Agency would remain.

- consolidate and eliminate duplicative programs. The draft cites a recent Government Accountability Office report to highlight government funding for 44 job-training programs across nine different federal agencies. It makes no distinction between job-training programs operated by the Department of Labor and those operated at different federal agencies.

- cut the Department of Justice funding \$1.6 billion in FY15; while the draft doesn't specify which programs, it does suggest that the cut could be partly achieved by reducing grants.

- reduce land acquisition under the Land and Water Conservation Fund, noting that the federal government has trouble maintaining the acreage it already owns.

- reduce funding for the National Park Service and offset any cuts by an increase in visitor fees; and

- eliminate a number of unspecified USDA rural development programs, which would save \$500 million in 2015.

Six of the eight senators involved in the negotiations, Saxby Chambliss (R-Ga.), Tom Coburn (R-Okla.), Kent Conrad (D-N.D.), Michael Crapo (R-Idaho), Richard Durbin (D-Ill.) and Mark Warner (D-Va.), suggested adopting the MOT proposal in the summer of 2011, but that went nowhere. Since then, this Gang of Six has been expanded to the Gang of Eight by the addition of Sens. Michael Bennet (D-Colo.) and Mike Johanns (R-Neb.).

President Barack Obama appointed the 16-member commission, which was chaired by former Sen. Alan Simpson (R-Wyo.) and Erskine Bowles, President Bill Clinton's chief of staff. It included three of the "Gang of Eight" senators, plus Coburn, Conrad and Durbin.

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Two rescues all in a day's work, with collaboration

By CHARLES TAYLOR
SENIOR STAFF WRITER

It's a good day when county first responders can rescue one missing or injured child. But some days are unexpectedly special, and teamwork can make all the difference.

Within the span of two hours on Oct. 13, Fairfax County, Va. police's helicopter division found a missing 8-year-old autistic boy and reunited him with his parents, and minutes later transported an 18-month-old boy who was not breathing or responsive to the hospital.

Though far from a routine day, the rescue missions weren't that unusual, according to Sgt. Mark Smith, the division's chief flight officer. But having two successful outcomes within such a short period was.

"The outstanding coordination in both of these events demonstrates the cooperation necessary among public safety agencies and personnel," he said. "Without it, the outcomes could have been drastically different."

Police were alerted to a missing boy who had left his home on his scooter around 2 p.m. Family and officers searched the home and neighborhood to no avail. But thanks to the boy's being enrolled in the county Sheriff's Office's Project Lifesaver Program, a police department helicopter crew was able to locate him.

See **RESCUE** page 11



Photos courtesy of Fairfax County, Va.

This Bell twin-engine 429 helicopter is one of two used by the Fairfax County, Va. Police Department's Helicopter Division for medevac and other police missions.

Law enforcement programs mesh to effect rescues

The Fairfax County Police Department's helicopter division is a 24/7, multi-mission operation that has two aircraft, according to Sgt. Mark Smith its chief flight officer. Medical evacuations are its primary mission, but it also flies police missions such as tracking suspects and car chases. With 10 flight officer-paramedics, six pilots, the division conducts about 1,600 to 2,000 missions a year.

Project Lifesaver, a Fairfax Sheriff's Office program, currently has 101 trained deputies matched with 48 clients who wear bracelet monitors, such as children with autism, Alzheimer's patients and others who pose a risk of wandering. According to the Sheriff's Office website, it has a 100 percent track record of locating wandering adults and children, and bringing them home.

Entrepreneurs convene at Kansas county library

By CHARLIE BAN
STAFF WRITER



On the surface, Johnson County, Kansas' GovFest for Entrepreneurs looks like a job fair, with attendees wandering among booths, gathering information and hoping to improve their financial position.

Instead of job seekers, though, the event caters to hundreds of "job creators," the golden fleece for many political candidates this year and an economic building block for Kansas City-area counties.

Now in its fourth year, the free summit of government agencies, nonprofit organizations and budding business owners is in the enviable position of trying to reduce the number of exhibitors at its Nov. 15 meeting.

"We had 60 last year, and about 600 participants, and that was a little too much," said Fran Dennison, a business reference librarian at the Johnson County Library and GovFest's coordinator. The library plays host to the event. "We're getting exhibitors to share booths and that will hopefully make it a little more manageable this year."

Representatives from federal, state (both Kansas and Missouri), county and city agencies provide a central resource center for

people hoping to start or expand their businesses. Seminars address how to compete for government contracts, exploring funding options, social media and stories from different entrepreneurs.

While working the business reference desk, Dennison gets a lot of questions from people interested in starting businesses, and she ends up helping them navigate processes for several different bureaucracies. A critical mass of those inquiries gave shape to the first GovFest in 2008, scheduled for Global Entrepreneurship Week, so it could piggyback on the existing publicity. It started off with 20 agencies and around 100 attendees.

Dennison said the economic downturn has been good for drumming up interest in entrepreneurship.

"A lot of people are finding themselves with time on their hands and decide to start their own businesses," she said. "A lot of them say they've always wanted to work for themselves, so this is the chance."

Some agencies represent resources the business owners might make use of. Others may present unexpected hurdles to operation. A big plus is the face-to-face contact with government agencies that GovFest offers.

The exhibitors run the gamut

See **ENTREPRENEURS** page 11



Photo courtesy of Fairfax County, Va.

Personnel at the Fairfax County, Va. Emergency Operations Center change shifts as Super Storm Sandy hits the most populated county in Virginia. Emergency staff worked 12-hour shifts during the storm. FEMA also activated the county's Urban Search and Rescue Team (Virginia Task Force 1, or VATF1). It was dispatched to Little Ferry, N.J. in Bergen County where it assisted in several water rescues after a levee broke.

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Sequestration presentation available for counties to use

SEQUESTRATION from page 1

and deficit picture; explores the road to sequestration; explains how sequestration would impact the federal budget, especially programs that benefit counties—and how the sequestration process would work.

“We wanted to provide our state association partners and our county members with a clear, succinct, easy-to-follow document

that articulates the issues facing county governments in the face of sequestration,” said NACo Executive Director Matthew Chase.

As the presentation stresses, the Nov. 6 election and expected lame duck session of Congress will prove critical in determining whether sequestration is implemented or avoided. Several scenarios address how sequestration might be avoided and how county leaders can get

involved to influence the outcome.

To download your copy of the Federal Budget Sequestration 101: Perspectives through the County Lens, visit NACo’s website at www.naco.org. Please note: You can edit or brand the presentation and tailor it to your needs.

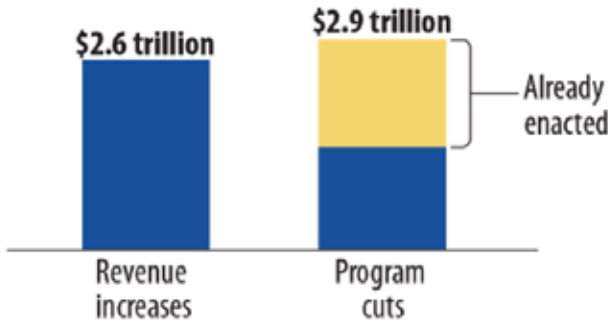
For more information, contact Ed Rosado, legislative affairs director, 202.942.4271 or erosado@naco.org.

Potential Grand Bargain with Simpson-Bowles as Baseline

Stabilizing vs. Reducing the Debt Ratio

Bowles-Simpson Recommended Nearly Equal Amounts of Program Cuts and Revenue Increases Over 2013-2022

Half of the Program Cuts in the Original Plan Have Been Achieved

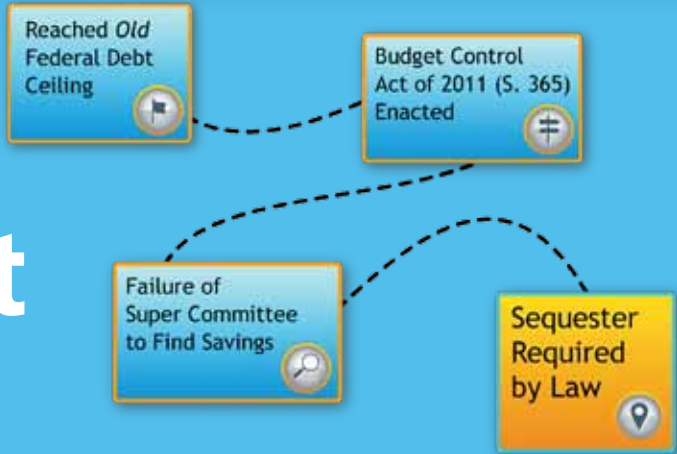


Note: Calculations exclude debt service and Social Security solvency proposals.
Source: CBPP calculations, based on Moment of Truth Project and Congressional Budget Office estimates.

Summary of Original Bowles-Simpson Plan		
	Total plan	Not yet enacted
Ten-year cumulative totals in trillions of dollars		
Revenue increases	\$2.6	\$2.6
Program cuts	\$2.9	\$1.4
Interest savings	\$0.8	\$0.6
TOTAL deficit reduction	\$6.3	\$4.6
Ratio, program cuts to revenue increases		
Not counting interest	1.1 to 1.0	0.5 to 1.0
Counting interest	1.4 to 1.0	0.8 to 1.0

Note: Covers 2013 through 2022; excludes Social Security solvency proposals; measured relative to current policy; may not add due to rounding.

How Did We Get Here?



Translating FY2013 Sequestration Cuts

- 9.4 percent to non-exempt defense discretionary spending
- 8.2 percent to non-exempt domestic discretionary spending
- 2.0 percent to Medicare, 7.6 percent to non-exempt nondefense mandatory programs, and 10.0 percent to non-exempt defense mandatory programs

Source: www.whitehouse.gov

“70% of Simpson-Bowles cuts in discretionary spending have already been enacted into law!”

What Will Happen in 2014 through 2021 in billions of dollars								
	2014	2015	2016	2017	2018	2019	2020	2021
Defense caps before reduction	556	566	577	590	603	616	630	644
Required reduction, dollars	54.7	54.7	54.7	54.7	54.7	54.7	54.7	54.7
Required reduction, percent	9.8%	9.7%	9.5%	9.3%	9.1%	8.9%	8.7%	8.5%
Resulting level of caps	501	511	522	535	548	561	575	589
NDD caps before reduction	510	520	530	541	553	566	578	590
Required reduction, dollars	38	37	37	36	35	34	33	32
Required reduction, percent	7.5%	7.2%	6.9%	6.7%	6.4%	6.1%	5.7%	5.4%
Resulting level of caps	472	483	493	505	518	532	545	558
2% Medicare sequestration, dollars	11.4	12.2	12.9	13.4	14.2	15.4	16.5	17.8
Non-exempt mandatory cuts other than Medicare, dollars	5.2	5.2	5.2	5.1	5.1	5.0	5.4	4.8
Non-exempt mandatory cuts other than Medicare, percent	7.5%	7.2%	6.9%	6.7%	6.4%	6.1%	5.7%	5.4%

Program Savings in Bowles-Simpson, Adjusted for Savings in Discretionary Programs That Policymakers Have Already Achieved or Locked In Dollars in billions; Bowles-Simpson extended to cover 2013-2022											
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	10-yr total
Total program reductions (Table 1)	118	168	203	237	270	305	341	376	408	441	2,866
Less: program cuts already achieved	83	106	120	135	148	158	167	175	183	189	1,465
Equals: remaining program cuts	34	62	83	102	122	146	174	201	225	252	1,401
Total discretionary reductions (Table 1)	88	122	148	174	197	221	244	267	291	316	2,068
Less: program cuts already achieved	83	106	120	135	148	158	167	175	183	189	1,465
Equals: remaining discretionary cuts	4	16	29	39	49	62	77	92	108	127	603

Source: Center for Budget Policy and Priorities

Cooperation within and across departments vital to rescuers

RESCUE from page 8



Nero, a Fairfax County, Va. police dog, helped rescue a lost autistic child.

Through the program, he wears an electronic bracelet at all times that helps find him in the event of an emergency. With the assistance of the police helicopter, a K-9 team, Fairfax County Sheriff's deputies and ground patrol officers, a faint transmitter signal was heard that led searchers to a heavily wooded area.

"The little boy was standing in chest-high water," Smith said. "The bracelet was in the water, which they never knew we could get a signal

from that. That's when we directed a K-9 unit and officers."

The boy was transfixed by the chopper as it approached, which Smith said may have helped to calm him. Officers allowed the boy to pet the K-9, named Nero, and pulled him quickly to safety. The boy was very cold and wet but was not seriously injured and did not require hospitalization.

Soon after the first boy was returned to his parents, helicopter officers heard a call for emergency

help at 4 p.m. A police officer had encountered a toddler who was choking and unconscious in a nearby rural area of the county. Since the crew was in the vicinity, they were immediately able to land in a hay field.

"Normally the medics would be on scene before we would get there," Smith said. After touching down, two police officer-paramedics assessed the child and flew him and his mother to a local hospital about 15 miles away as the crew flies,

according to Smith.

"We were able to get there and calm things down, the child was extremely lethargic not responding appropriately," he said. "The ambulances hadn't even arrived on scene by the time we'd taken off. That's how it quickly it happened."

The lesson he takes from Oct 13 and other missions where collaboration is key: "It's so important that we are able to communicate, we're all on the same page... and that we continue to train together."

Library program caters to local entrepreneurs

ENTREPRENEURS from page 8

of services and hurdles that a small business would have to clear while establishing itself or growing.

Federal agencies, local transportation authorities and state revenue departments are among the exhibitors. Three library employees staff GovFest.

The Enterprise Center of John-son County works primarily with startup businesses, providing a lot of the same services as GovFest. Its associated Women's Business Center also attends.

"It's really helpful because you have all of the resources in one place," said Sarah Hemann, the Enterprise Center's marketing coordinator, who staffed the event in 2011. "If we can't answer a question, it's easy to refer it to someone two tables down."

It also gives exposure to a lot of exhibitors.

"Most of the questions I answered last year were just basic inquiries," Hemann said. "Lots of 'what do you do?' and people telling us they didn't know we existed. It's good for getting the word out."

*See this story online at www.naco.org/countynews for a link to GovFest's website and a list of exhibitors

COUNTY INTELLIGENCE CONNECTION TARGETED DATA SOLUTIONS

NACo's County Intelligence Connection (CIC) online service makes analysis easy, providing a range of geographic, demographic, economic and infrastructure related data at the county level.

Access updated data on county revenues and expenditures, jails, libraries and full-time employees. Coming soon ... information on law enforcement services and justice systems.

To see the full range of information, visit www.NACo.org. Click on "County Intelligence Connection (CIC)" under the Research & Publications tab.*

*Subscriptions are available for non-members.

County Name	FY	County Seat	Pop.	Area (sq. mi.)	Pop. Density	State	Year
Alameda County	2011	San Francisco	840,814	991.4	848.1	CA	2011
Alameda County	2010	San Francisco	830,814	991.4	838.1	CA	2010
Alameda County	2009	San Francisco	820,814	991.4	828.1	CA	2009
Alameda County	2008	San Francisco	810,814	991.4	818.1	CA	2008
Alameda County	2007	San Francisco	800,814	991.4	808.1	CA	2007
Alameda County	2006	San Francisco	790,814	991.4	798.1	CA	2006
Alameda County	2005	San Francisco	780,814	991.4	788.1	CA	2005
Alameda County	2004	San Francisco	770,814	991.4	778.1	CA	2004
Alameda County	2003	San Francisco	760,814	991.4	768.1	CA	2003
Alameda County	2002	San Francisco	750,814	991.4	758.1	CA	2002
Alameda County	2001	San Francisco	740,814	991.4	748.1	CA	2001
Alameda County	2000	San Francisco	730,814	991.4	738.1	CA	2000

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Research News

Counties Honor Veterans with more than Parades



In honor of Veterans Day, counties across the county are hosting parades and other festivities to show gratitude to the Veterans in the community. With 21.5 million veterans in the United States, however, county governments strive to ensure veterans receive critical care and services all year long.

One challenge counties face is ensuring that veterans and their families are aware of the benefits and services available to them. In El Paso County, Colo. the Veterans Outreach Program was created to develop innovative methods of informing veterans of the benefits available and where to go for help.

Costing the county less than \$60,000, the program provided in-person presentations to personnel at local military bases, veterans groups, and other local groups with veterans as members in addition to traditional advertisements.

The county's Veteran Services Office saw an increase of nearly 40 percent in the number of visits and

more than 500 claims were made by local veterans totalling nearly \$5 million in awards. Through this innovative outreach program, the county saw a return of \$87 per one dollar spent on the program.

For veterans returning with physical disabilities, transportation to health services can be a challenge, especially if a VA hospital or other care facility is a great distance away. Carroll County, Md. recently launched a free program to help tackle this issue. Many of the 13,000 veterans with disabilities receive care in Baltimore or Frederick, Md., both more than 30 miles away. Funded through county funds and a matching grant, this program provides free transportation from designated spots within the county to Baltimore two days a week and to Frederick one day a week. After the trial period, the county will consider adding more days of transportation, more pick-up points and more destinations throughout the region depending on demand.

San Diego County, Calif. is home to the largest contingent of

NACo Network of Care

NACo's Network of Care can help counties tailor their services for veterans in their communities.

The Network of Care website for Service Members, Veterans and Their Families, first developed in California and Maryland, is designed to serve individuals and their families at the community level. The site includes many resources, including a complete service directory of all federal, state, local and grass-root programs offered by the Department of Veterans Affairs and Department of Defense, and a job board for returning service members.

The Network of Care is a highly interactive Web portal service that consumers, community-based organizations and local and state governments can use to access a wide variety of important information relating to social services. Individual websites are developed for behavioral health, seniors and people with disabilities, developmental disabilities, children and families, domestic violence, public health and probation services.

To learn more, visit www.naco.networkofcare.org or contact Jim Sawyer at jsawyer@naco.org or 202.681.8868.

returning war veterans. Many of these veterans suffer from post-traumatic stress disorder (PTSD) or other mental illnesses, which can predispose them to criminal activity. To address the need of this population, the Veterans Treatment

Review Calendar is a collaborative approach to the adjudication of veterans with mental health problems. Instead of incarceration, the veterans are provided with personalized treatment and support along with judicial supervision. The program's goal is to reintegrate veterans back into society instead of incarcerating them and, ultimately, to terminate their probation or have their charges dismissed or reduced.

While counties are launching innovative programs to help their residents, many counties have also created programs to assist county employees who return to work after

deployment. The Sheriff's Office in Hennepin County, Minn. began a program that assists employees in military service before, during and after deployment. The Sheriff's Military Activation Reintegration and Training (SMART) program helps employees have a positive experience throughout their entire deployment, from the moment they are deployed, after returning to work and beyond.

When the employee first notifies the department that they will be deployed, they are placed into the SMART program. The program assists them with numerous details, including the completion of necessary forms and making required changes to their payroll and benefits information.

The Sheriff's Office offers a public acknowledgement to the employee, recognizing their deployment, assignment and location. Once they deploy, the office is sure they are contacted for any necessary work-related items such as open enrollment information as well as care packages. This program also worked with veterans as they returned home to assist them in reintegrating into daily routines.

(Research News was written by Kathryn Murphy, senior research associate.)

**See this story at www.naco.org/countynews to learn about NACo's Network of Care.*

The H.R. Doctor Is In

The Year of '91...

This is a reprint of an HR Doctor article describing a military adventure seldom discussed and seldom analyzed. 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.

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 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. It is not often spoken about and at best may garner a sentence or two in a history book.

Yet the tragedy that occurred in 1791 contains some management lessons, just as relevant 221 years

later as they were in March 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 a majority of the regular U.S. Army and to establish a strong and permanent fort right near the Miami Indian Village in which is now in Ohio. This is the same mission that 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." He repeatedly stressed the great importance of "beware of surprise."

The Secretary of War Henry Knox called for a force of 3,000 to be raised and estimated the enemy strength at about 1,000. Ultimately, 2,000 soldiers left for the battle, consisting mostly of conscripts

with neither military experience nor positive morale, accompanied by 200 camp followers, many of whom were women and children.

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.

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

NACo on the Move

» NACo Staff

• **Bert Jarreau**, chief information officer, was a featured speaker at the 2012 FutureGov Summit in Chiang Mai, Thailand Oct. 16–19. Jarreau led interactive discussion panels on the best practices of encouraging transparency through active citizen engagement.

• **Dan Gillison** has been named the new director of the County Solutions and Innovation Department (CSI), formerly the County Services Department. Previously, Gillison was corporate relations director.

• **Matthew Fellows** has been named new media manager in the Information Technology Department. Previously, Fellows was the grassroots coordinator in the Legislative Department.

» Coming Up

• **Ilene Goldman**, membership coordinator, will be promoting the "Counties Work" game at the Virginia Council of the Social Studies Annual Conference in Williamsburg Nov. 1–3.

On the Move is compiled by Christopher Johnson.



Matthew Fellows



Dan Gillison

Arrogance can spell defeat in battle, work, personal relationships

H.R. DOC from page 12

Despite Washington's advice, St. Clair's army stacked their arms as they headed 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 or simply lost. As dawn rose on Nov. 4 the 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 folk song 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..." The result was a terrible massacre in which only 48 people survived unharmed, including, St. Clair. Six hundred regulars were killed, along with hundreds of militia and



Gen. Arthur St. Clair

Sadly, arrogance regularly causes problems and sorrows for others, whether in war or in other policy matters.

camp followers. The U.S. Army had around 300 soldiers left as a result of the defeat.

The last footnote to the saga is that in the name of revenge and national pride, another army was raised under another 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. Interestingly, on a different battlefield 80 years later, a similar story of defeat, revenge and national pride played out in South Africa after the loss of more than 1,000 British regulars at Islandwana in the Zulu Wars.

What lessons can we learn 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 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 led bullets to simply bounce off the Indian warriors. There were insufficient supplies for the troops. 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, and most horses were injured as he simply scattered their food on the ground rather than in troughs.

St. Clair's assumption that the Indians would simply abandon their villages as the army approached was the height of foolish arrogance — another illness still infecting a great many leaders. 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. Sadly, arrogance regularly causes problems and sorrows for others, whether in war or in other policy matters.

Finally, again not surprisingly, is the outcome of the terrible mistake 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, 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 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 be remembered by, "for we left 900 comrades in that dreadful territory."

Phil Rosenberg

Phil Rosenberg
The HR Doctor • www.hrdr.net

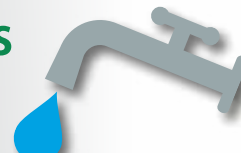
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News From the Nation's Counties

► CALIFORNIA

• **ALAMEDA COUNTY** may acquire an **unmanned aircraft** to help with search-and-rescue missions, bomb threats, SWAT operations, marijuana grows, fires and natural disasters.

The model the county has in mind weighs four pounds with a four-foot wingspan and could cost as much as \$100,000, according to the *Oakland Tribune*. The department can't buy one until it receives Federal Aviation Administration authorization.

The International Association of Chiefs of Police Aviation Committee also has recommended guidelines for the use of unmanned aircraft, which include community engagement, rules for use, search-and-seizure guidelines and how data will be retained.

• **MARIN COUNTY** supervisors approved an expansion of a program that offers rebates for the removal or replacement of **old wood-burning appliances** with "clean-air" models.

Supervisors allocated funds to meet a \$22,000 matching grant posted by the Bay Area Air Quality Management District. Under the program administered by the county community development agency, residents who replace old wood-burning stoves with more efficient models can get in line for a \$750 rebate and a 10 percent discount on the new, clean-air equipment.

► GEORGIA

Three major metro Atlanta counties are **suing a British bank** because they claim the bank's predatory lending caused hundreds of millions of dollars in damage through lost tax revenue from eroded property values that followed the housing collapse.

COBB, DEKALB and **FULTON counties** sued London-based HSBC in U.S. District Court in Atlanta, claiming HSBC and affiliates abused minority borrowers by putting them into mortgages they couldn't afford, or gouging consumers with pricey loans and high fees when they might have qualified for cheaper mortgages.

The complaint was filed under the federal Fair Housing Act and is likely unprecedented in Georgia, though at least two other U.S. cities have filed similar suits against another major bank, the *Atlanta Journal Constitution* reported. The suit seeks unspecified damages.

It contends discriminatory practices caused the foreclosure crisis, which disproportionately affected minority borrowers. Preda-



Photo courtesy of Chris Rodgers, Douglas County, Neb. commissioner

NACo President and Douglas County, Neb. Commissioner Chris Rodgers, with his sons Ellis, 7, and Evan, 4, pause for the camera after they visited Colors da Clown who painted their faces and made them balloon animals, at the Oct. 20 Centennial Celebration of the Douglas County Courthouse.

tory loans resulted in higher rates of foreclosure, which depressed overall housing values and reduced property tax revenue.

► ILLINOIS

Despite the state's law against **concealed firearms**, **WINNEBAGO COUNTY** is pursuing an ordinance to the contrary.

County officials wrote the ordinance, which would allow concealed guns, after receiving a petition with more than 11,000 signatures this year, the *Chicago Tribune* reported. Supporters argue the ordinance would put Winnebago back into alignment with the U.S. Constitution and override the state statute they say violates the Second Amendment.

The plan took a hit a few weeks ago when Winnebago County State's Attorney Joseph Bruscato's offices sent a letter to the board saying the county could not circumvent state statute and create its own gun law. Bruscato, who for years has publicly pushed for concealed-carry laws in Illinois, said he had no choice but to warn against the effort.

► KANSAS

Home to nearly 50 tornadoes over the past five years, **SHAWNEE COUNTY** is taking advantage of a

state program and **selling weather radios** at a discount to its residents.

The Midland WR-120 weather radios are available to the public for \$7.70. With the state of Kansas paying three-quarters of the cost, the county's emergency management department pays only 8 cents toward each radio. Proof of county residency is required at the time of purchase, which may be made only in cash. There is a limit of one radio per residence, and purchasers must sign statements promising they won't sell theirs for a profit

► KENTUCKY

The Center for Rural Development is **expanding its 42-county primary service area** in southern and eastern Kentucky to include three additional counties in eastern Kentucky. **BOYD, CARTER** and **ELLIOTT counties** will be added to its primary service area, which extends from south central Kentucky to northeastern Kentucky, covering nearly 40 percent of the state, WYMT-TV reported.

The Somerset, Ky.-based nonprofit serves as a hub of operations from which innovative programs, cutting-edge technology and essential business services are brought to people in southern and eastern Kentucky and elsewhere.

► MINNESOTA

The Minnesota Regional Medical Examiner's Office in Hastings **will close at the end of the year**, leading **DAKOTA COUNTY's** Board of Commissioners to contract with the **HENNEPIN COUNTY** Medical Examiner's Office for services starting in 2013 and lasting three years. Last year, the county spent \$567,000 on coroner services from the regional medical examiner housed in the basement of the Regina Medical Center in Hastings.

The deal with Hennepin County will cost Dakota \$1.1 million per year. County officials studied expanding the current office or building a new facility. But they decided partnering with Hennepin was the most cost effective, citing a \$2 million price tag to renovate existing facilities or build

Scott County will join Dakota in the partnership with Hennepin, which is looking for additional counties to serve with its expanding operation, the *St. Paul Pioneer Press* reported.

► NEBRASKA

Several northeast counties are developing a **regional Incident Management Team**. So far, at least five counties — **CEDAR, DAKOTA, DIXON, KNOX** and **WAYNE** — are signing a pact to share resources and help each other when the need arises, according to Kevin Garvin, Cedar County's emergency management director.

"We're trying to put together a team of highly trained folks that can support one another in times of emergency," Garvin told Nebraska Radio Network. "We're trying to be self-sufficient so we can manage things until either state or federal folks come to assist."

Many counties have worked together in the past, but fires in north-central Nebraska this year showed how quickly local resources could be used up. This team would formalize relationships.

► NEW YORK

A **ROCKLAND COUNTY** employee benefit is on the chopping block to help balance the FY13 budget. County Executive C. Scott Vanderhoef's spending proposal would shutter the county's **employee pharmacy**, which for 36 years has picked up the tab for employees' prescription co-pays — about \$2 million last year, *Newsday* reported. This and other cuts would close a \$43 million budget gap.

"In the course of the budget process, we needed to be efficient and eliminate some programs that are

very costly to us," said Ron Levine, a spokesman for Vanderhoef. "If it wasn't this, it would have been something else that would have impacted other people who are more vulnerable."

► OREGON

The National Association of Telecommunications Officers and Advisors (NATOA) has named **CLACKAMAS COUNTY's** fiber optic cable network a **Community Broadband Fiber Network of the Year**. The 2012 honor is shared with the city of Wilson, N.C.

Clackamas County was recognized for its Clackamas Broadband Express, a 170-mile fiber optic backbone around the county that will bring new or enhanced fiber optic connections to about 150 public agencies.

NATOA cited the county "for building an exemplary public middle-mile fiber infrastructure to bridge urban, suburban, and rural regions" in spite of well-funded opposition seeking to block the project. The association represents local governmental entities that oversee communications, broadband and technology

► SOUTH CAROLINA

The sheriffs of five counties declared the last week of October **Explosives Amnesty Week**. During the period, residents of **ABBEVILLE, ANDERSON, GREENVILLE, OCONEE** and **PICKENS counties** could — no questions asked — turn in explosives such as ammunition, weapons or military ordnance, the Associated Press reported.

Deputies told WSPA-TV they get frequently get calls from residents who find explosives or old military artifacts stored on their property.

"This is not something we want people to handle. We want someone like our bomb techs to come out," said Lt. Michael Hildebrand with the Greenville County Sheriff's Office.

► TENNESSEE

A whiskey manufacturer will have about 10 minutes next month to try to convince **HAMILTON COUNTY** commissioners to help them **bring a distillery** to the county.

In 2009, state lawmakers voted to allow county commissions to decide whether to allow distilleries in counties that already allow liquor sales in restaurants and stores. But Hamilton County was left off the final list, the *Chattanooga Times Free Press* reported.

Joe Ledbetter, co-founder of

Model Programs From the Nation's Counties

Gwinnett County, Ga.

Lunches with Firefighters Help At-Risk Youth

By CHARLIE BAN
STAFF WRITER

The firefighter is as universal of a role model for kids as can be found. They are part of every community, play crucial roles in public safety and demonstrate the courage and strength to which most children aspire.

Pairing them with at-risk elementary school students seemed like a no-brainer for Eddie Myers, a Gwinnett County, Ga. Fire Department battalion chief. He thought firefighters could be a good influence on young people's lives, an influence, he confirmed from school counselors, that many were missing.

With help from Gwinnett County Public Schools, the Firefighter Lunch and Mentorship Experience (FLAME) was born.

"I got the idea talking to my wife, who's a teacher," he said. "She said a lot of times kids just don't have strong older role models in their lives. It seemed like an easy way we could make a big difference.

"There's no real function in the school system to do this, so it's a role we're happy to play, to fill in the gap."

Myers compares the relationship his firefighters develop to that of siblings. The relationship is heavy on encouragement and guidance from the firefighters, who stress goal-



Photo courtesy of Gwinnett County, Ga.

A Gwinnett County, Ga. firefighter plays Connect Four with an elementary school student as part of the Firefighter Lunch and Mentorship Experience (FLAME) program.

setting and positive reinforcement. But they also can simply serve as someone to talk to.

Counselors in participating schools refer students to the program. It started with four schools pairing with four fire stations in 2009. In the last two years, it's grown to between

175 and 200 students paired up with 75 firefighters. Each school uses the program differently. Some make FLAME lunches a routine event, Myers said, while others use the opportunity to spend time with a firefighter as a reward for good behavior, meaning the privilege can be taken

away if students don't behave well. Some schools arrange one-on-one lunches, others have group lunches.

Sometimes the firefighters can draw on those relationships to reach a student when others can't. Myers relates what one of the firefighters experienced:

"At an end-of-the-year lunch, one of the students was missing — he was in time-out for acting out, which was out-of-character for him," he said. "The boy wouldn't tell teachers, the principal or the counselor what was wrong, and nobody could figure it out.

"When his mentor convinced the counselor to let the boy meet with him anyway, the boy told him he would be transferring to a different school and moved to his aunt's house. That is hard enough for a kid, but he was also being separated from his sister, who would be living with their grandparents while their mother was overseas," Myers added.

"That young man wouldn't tell anyone else what was wrong. That speaks a lot to the bond he formed with his firefighter. Things like that show us we are making a difference in kids' lives, if they trust us like that."

In addition to the rewarding emotional attachment the firefighters form, Myers said they value the opportunity to do something with the county residents outside of

their normal function — stopping destructive fires.

"They get to be out in the community in a far less stressful time than usual," he said. "The does a lot to help morale. Seeing a young person, in need, growing, their self esteem increasing, it's special to our men and women."

The program costs nothing, aside from the firefighters' time. Schools individually elect to participate.

Erin Sprinkle, a counselor at Lovin Elementary School, has seen dramatic improvement on the part of the fifth-grade students selected to participate in FLAME, particularly in their classroom behavior. So far, only boys have participated.

"They really looked forward to it," she said. "It's really neat to watch them form these bonds with firefighters and open up. They like the 'all-guys' atmosphere."

Sprinkle admittedly was not sure how to use the program. She first intuitively selected students whom she thought would benefit. The next year, she picked students with a history of disruptive behavior. More recently, she has been choosing the students with the bottom 10 scores on a student engagement test. And she has seen subsequent test scores improve markedly. She noted that this was the only mentoring program offered to those students, so it indicates to her that FLAME made part of the difference.

"Everything improved, particularly their homework completion," she said. "We don't want to tell them they could permanently lose their chance to meet with the firefighters, but we tell them it is a privilege they have to earn."

The fire department also caps off the school year with FLAME Camp for students and teachers, where firefighters teach fire and life-safety skills and celebrate the relationships they've built.

Sprinkle was nervous about taking 10 students with behavior problems across the county, on her own, for the event.

"Taking two would have been frightening enough, but they were wonderful," she said. "The program changed them, and I saw with my own eyes how much value it adds to their lives."

King County, Wash., Seattle seal deal for new sports arena

NEWS FROM from page 14

Chattanooga Whiskey Co., hopes he and his supporters can persuade the commission to pass a resolution to request that the state's General Assembly add Hamilton to the list. They plan to turn out in force at the commission's Nov. 15 meeting. Otherwise, his recourse is to gather about 15,000 signatures to place the issue on a ballot and let voters decide.

Whiskey hasn't been legally made in the county since Prohibition in the 1920s and early '30s.

► VIRGINIA

• The Justice Department has reached agreements with **CARROLL** and **CRAIG** counties freeing them from constraints of the **Voting Rights Act** that required

preclearance of voting-related changes.

Both counties sought a "bailout" from the requirements of Section 5 that cover changes in voting qualifications, standards, practices or procedures.

Thomas E. Perez, assistant attorney general for the Department of Justice's (DOJ) Civil Rights Division, said: "In the department's view, Carroll County and Craig County have met the requirements necessary for bailout."

Those requirements include a finding by DOJ of 10 years of nondiscrimination in voting-related actions. The agreements must be approved by the U.S. District Court for the District of Columbia.

• **FAIRFAX COUNTY** officials say they're willing to consider revis-

ing regulations that allow **employees to have guns** in their locked, parked cars to include other weapons. A state law passed earlier this year bars localities from preventing their employees from having firearms in their personal vehicles.

The county was updating its employee handbook to allow for guns but not other weapons. Employees complained the change would allow an employee who was going hunting after work to bring a rifle but not a hunting knife or crossbow. "There seems to be some lack of consistency here," Supervisor Gerald Hyland said. County Board Chairwoman Sharon Bulova said she's willing to revisit the regulations, *The Examiner* reported.

► WASHINGTON

The **KING COUNTY** Council

and the Seattle City Council have approved an agreement to build a \$490 million professional **basketball and hockey arena** in the city.

The new arena could require \$200 million in public financing, which would be repaid with rent money and admissions taxes from the arena. If that proves insufficient, Chris Hansen, the hedge fund manager leading a group of investors in the project, would be on the hook for the difference. Other investors include Steve Ballmer, CEO of Microsoft, and two members of the Nordstrom department store family.

(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.)

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

Financial Services News

Meeting the Challenges of Long-Term Investing

Investing can challenge even the sharpest minds. So, imagine what the average county employees must go through as they decide how to invest for retirement. After all, they have to choose their asset class allocations and then select the necessary investment strategies, often all on their own.

Investors need to be able to determine a diversified approach to investing in the appropriate mix of stocks and bonds that matches their long-term return expectations and their risk constraints. Furthermore, to achieve those exposures, they need to choose the right investment strategies and understand how to measure their success; when to stick with the current strategy and when to modify it. And because investing involves market risk, including possible loss of their principal investment, they need to understand market risk and how to balance it against other risks they may face.

Some county employees enjoy this challenge. For them, the NACo Deferred Compensation Program offers “do it yourself” investing: a broad portfolio of investment options and resources to help participants as they decide what and what not to invest in.

For county employees who want the benefits of active investing but do not feel they have the time, skill or experience to do it themselves, the NACo Deferred Compensation Program offers Nationwide



ProAccount, a managed account solution created especially for “do it for me” investors.

For an investment management fee, participants can enroll in Nationwide ProAccount and have an experienced investment firm manage their program account, based on their individual risk tolerance (risk profile) and time horizon (age). ProAccount portfolio strategies are designed to move and change as participants age or their risk tolerance changes.

Investment advice for Nationwide ProAccount is provided to NACo Deferred Compensation Program participants by Nationwide Investment Advisors, LLC (NIA), an SEC-registered investment adviser and affiliate of Nationwide Retirement Solutions, the program’s provider.

NIA has hired Wilshire Associates Inc. (Wilshire) as the independent financial expert to develop and manage Nationwide ProAccount portfolios. Wilshire is experienced in the field of asset allocation,

investment manager selection and risk management.

Wilshire’s disciplined approach keeps emotions — which can often lead to negative thinking and impulsive or counter-productive decisions — at bay. And Wilshire accounts for the many risks that need to be considered as investors seek to achieve their goals leading up to and through retirement:

- **Market Risk** — the possibility of sharp market downturns, which may diminish an investor’s retirement account

- **Inflation Risk** — occurs when prices rise over time and a retirement account does not grow at the same pace. This will cause the retirement

account to be worthless in real terms

- **Shortfall Risk** — occurs when an investor’s account does not reach its target by retirement, and

- **Longevity Risk** — as the average life expectancy increases over time, this is the possibility that an investor may outlive their savings.

County employees who are interested in exploring a do-it-for-me managed account solution for their program account or getting more information about preparing financially for retirement through participation in the NACo Deferred Compensation Program should contact a Nationwide retirement specialist, or call 877.677.3678. Information provided by retire-

ment specialists is for educational purposes only and is not intended as investment advice.

Employers who would like to add the Nationwide ProAccount managed account solution as an option to their deferred compensation plan should contact Nationwide by calling the Plan Sponsor Service Center toll-free at 877.496.1630.

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.

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

Job Market & Classifieds

► FIRE AND RESCUE CHIEF – BERNALILLO COUNTY, N.M.

Salary: DOQ.

Bernalillo County is conducting a search of candidates for the Fire & Rescue Chief. The Chief will, under administrative direction, perform a variety of administrative, technical and supervisory work in directing, planning, organizing, and implementing of fire inspection, fire plan review, fire prevention, fire suppression and the provision of emergency medical services to prevent or minimize the loss of life and property for Bernalillo County residents.

As Fire and Rescue Chief, responsibilities are to supervise, plan, coordinate and evaluate the effectiveness and efficiency of Bernalillo County Fire Department (BCFD) and Emergency Management Service (EMS) operations of the department, formulating programs and/or policies to alleviate deficiencies. The candidate is also responsible for developing, planning and implementing the department budget while establishing goals and objectives; accountable for expenditure of the department appropriations and monitoring of the financial goals and objectives.

The candidate must ensure the development, communication, training and implementation of the department’s Emergency Operations Plan (EOP). The EOP plan must be communicated to all departmental staff. They must train all levels of department personnel on the EOP; ensure roles, full participation and appropriate delegation of all employees at all levels to successfully execute the EOP. Coordination of BCFD and EMS will require administrative duties such as attending meetings with administrative staff and keeping County Management informed of key needs, issues and support requirements.

Qualifications include a Bachelor’s Degree from an accredited university in Fire Science, Emergency Management, Business or Public Administration or a closely related field plus 10 years’ experience directly related to fire control/rescue services and Emergency Management. Need 5 years of direct management/supervisory experience, Master’s Degree preferred. Must have comprehensive knowledge of modern firefighting techniques and equipment. This is a contract position to be negotiated with the Bernalillo Board of County Commissioners.

For complete job description please refer to www.berncgo.gov/alljobs #341-12. 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.berncgo.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.

► BOROUGH MANAGER – KODIAK ISLAND BOROUGH, ALASKA

Salary: DOQ.

Borough Manager. Salary (DOQ) plus generous benefits package.

Incorporated in 1963, Kodiak is the second largest island in the United States and is home to the nation’s largest Coast Guard Base. Situated in the northern Gulf of Alaska, the picturesque island enjoys a maritime weather influence. Commercial fishing, seafood processing, rocket launch, recreational hunting, fishing, tourism, and government largely make up the economy of Kodiak. \$32 million budget; 44 F/T employees.

The Manager serves as the Chief

Administrative Officer and reports to the seven-member Assembly. The Manager enforces Borough laws and ordinances, administers policies of the Assembly, manages budget and capital improvements program.

Requires bachelor’s degree in business/public administration or a closely related field from an accredited college or university and five (5) years’ experience as a municipal administrator; Alaska experience a plus. A combination of education, training, and experience will be considered in lieu of educational requirement. Must possess strong financial background and experience with grants and legislative matters. Residency required.

For application packet, contact: Nova Javier, MMC, Borough Clerk, at 907.486.9310, email njavier@kodiakak.us. Send application and supplementing documentation to: Kodiak Island Borough Attn: Nova Javier, MMC 710 Mill Bay Road Kodiak, AK 99615. Application deadline: Wednesday, Nov. 21. EOE.

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