

NACO National Association of Counties

CountyNews

The Voice of America's Counties

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Counties warn against changes in Medicaid funding



Photo by Jim Philipps

Shannon Svikhart cuddles her three-year-old daughter Simone during a Partnership for Medicaid Senate briefing Sept. 28. Simone's various ailments, including cystic fibrosis and a recent stroke, require round-the-clock care and a night nurse, which Medicaid provides when the Svikharts' insurance benefits end.

BY CHARLIE BAN
STAFF WRITER

With hopes of defending Medicaid's funding structure in coming budget negotiations, the Partnership for Medicaid held twin congressio-

nal briefings to remind legislators why the current system works for physicians, providers, consumers and county government.

Last year's debt-limit protected Medicaid's budget from sequestration. Negotiations to avoid sequestration, however, may bring Medicaid funding back into play in the form of block-granting. The speakers built a case arguing that Medicaid was a cost-efficient and effective health care delivery system.



Larry Johnson, a DeKalb County, Ga. commissioner and chairman of NACO's Health Steering Committee, illustrated the depth and breadth of Medicaid's importance. Of the 1.5 million Georgia residents on Medicaid, half a million live in DeKalb and Fulton counties, where they are served by Grady Health System's hospital and clinics. The hospital is making the transition to nonprofit management after being operated for-profit.

"When federal cuts happen, when state cuts happen, we still have to run our county hospitals," he said. "Medicaid plays a very key role in making that happen, because a lot of patients we see at that hospital need Medicaid (to pay for their care)."

That applies to a wide swath of the U.S. population. Baltimore residents Marty and Shannon Svikhart's daughter Simone represented another key constituency that Medicaid serves — children with disabilities. Svikhart's private health insurance covers only 90 days

QuickTakes

States Ranked by Average Annual Salaries for Public School Teachers

California	\$63,641
Connecticut	\$60,822
New Jersey	\$59,584
New York	\$59,559
Massachusetts	\$58,257

Source: U.S. Census Bureau • 2007

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Referendum campaigns keep Election Day exciting

BY CHARLIE BAN
STAFF WRITER



While most of the attention this Election Day will be focused on the race for the White House and control of Congress, counties in several states will be holding their breath for the outcomes of some ballot initiatives.

Many of the contentious referendum campaigns are taking place in traditional battleground states.

Florida, site of so much electoral consternation in 2000, will need a 60-percent vote to approve Amendment 4, which would expand the state's homestead exemption to include second homes

and investment properties, shifting the property tax burden toward current homeowners. It would favor landlords, developers and part-time residents, or "snowbirds." Property owners without the exemption would likely carry the burden of the tax shift.

The Florida Association of Counties is actively campaigning against Amendment 4, which it estimates will impact Florida's local communities by \$1.7 billion over four years.

Another amendment, one which the Florida association does not oppose, would allow counties and municipalities to offer additional tax exemptions on the homes of low-income seniors.

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County bards well versed in community-building

BY CHARLES TAYLOR
SENIOR STAFF WRITER

It's Jan. 3, 2012, and the Tompkins County, N.Y. Legislature is hopelessly deadlocked over who its next chair will be. Each of nine ballots ends in a 7-7 tie.

Who you gonna call? Not the Ghostbusters but the county's poet laureate.

That's what happened after the Legislature's first meeting of the year ended in a stalemate over leadership. So, Legislator Martha Robertson asked Gail Holst-Warhaft, the county's poet laureate, to write a poem about compromise and read it at the next meeting — hoping it might help.

"It probably didn't have much influence," Holst-Warhaft said recently, "but it may have shamed a person or two who was intransigent — who knows?" The legislature eventually re-elected Robertson.

From Tompkins County to Napa County, Calif. to Erie County, Pa., poet laureate programs are redefining what often is a ceremonial title with few

formal duties.

Erie County's program shatters that mold. While many such programs come with no financial

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County program keeps hospitality industry workers on their toes » Page 7

CountyNews Features

EPA honors counties' air quality programs

By CHARLIE BAN

STAFF WRITER



It's hard to argue with clean air — everyone needs it for a healthy life, regardless of whether or not it jumps to mind.

Two counties' efforts to help ensure their air is clean enough for their citizens caught the attention of the Environmental Protection Agency, which gave Clean Air Excellence Awards to Maricopa County, Ariz. and Broward County, Fla. The awards recognize public health initiatives affecting air quality, and 10 other honorees included cities, nonprofit organizations, private businesses and intergovernmental commissions.

Maricopa County's Rapid Response System grew out of its air quality department's operations. Violations of National Ambient Air Quality Standards could threaten federal transportation funding which totals \$7 billion, said Lucette Gonzalez, an air quality department spokeswoman. To keep its eye on levels of particulate matter in the air, the department installed 15 air monitors throughout the county, that take readings every five minutes.

If air quality numbers reach a certain point, the system alerts the air quality inspector on-call. Data



Photo courtesy of the Maricopa County, Ariz. Air Quality Department

A Maricopa County, Ariz. air quality inspector checks the "red phone," which receives text messages when one of 15 air monitors throughout the county records a high level of pollution.

analysis will indicate whether the reading is due to a natural cause, like a dust storm, or a man-made source.

"If it is man-made pollution, we'll send a rapid-response inspector out to investigate it," Gonzalez said.

"While they're out there, they have an opportunity to talk to the community about what can affect air quality and answer any questions."

The air quality department employs 40 inspectors, eight of whom

are on-call to go on-site to respond to alerts. The system debuted on June 1, 2011, and in the first year of operation sounded the alarm 20 times. After four months of year two, only one such alarm has sounded.

So far, almost 7,000 individuals and businesses have signed up to receive alerts through the system.

"They include residents with respiratory conditions and business that may be contributing to air pollution," Gonzalez said. "Both groups need to know if particulate matter is up so they can either take health precautions or see if they can affect what's being released into the air."

Whereas people receiving alerts from Maricopa County's program want to shoot for a low score, like in a golf match, participants in Broward County's Conservation and Climate Change Challenge want to shoot three pointers to drive their score up.

The challenge is a four-month competition among elementary, middle and high schools to set the stage for reducing their schools' carbon footprints. Each teacher that takes a pledge to educate students and their parents about ways to reduce their carbon footprint contributes to the total score. A newly mandated essay on spreading the word about the challenge gives students a chance to put their efforts into words. A site

visit from the county air quality section tops off the content.

It started Oct. 1 and runs through Feb. 8, 2013. Just two days in, 60 schools have registered, giving the department hopes that participation will smash last year's count of 80 schools, according to Maribel Feliciano, the air quality department administrator.

"It aligns with the state standards for what teachers must cover, it that makes it an attractive program to add to a curriculum," she said. "It's easy for teachers to incorporate it into their lessons."

The county has provided other environmental programs to augment various curricula, so that track record helped convince the schools to adopt the challenge.

"It's hands on, it's something that involves a team approach, and gives students a chance to compete against their peers in other schools," Feliciano said. "It plays to what kids love to do, learn and play."

**See this story online at www.naco.org/countryside to find out more about Rapid Response Notification and the Conservation and Climate Change Challenge.*

Valerie Brown reflects on public service career of commitment, faith in people

Former NACo president Valerie Brown will retire from the Sonoma County, Calif. Board of Supervisors at the end of this year. Recently, she looked back on her career in local and state politics, and as NACo's president from 2009 to 2010.

If you ask Brown what has motivated her through her near quarter century of public service, her answer is one word: faith. It's not faith as a particular religion that drives her but an unparalleled faith in people and their ability, if provided with a fair chance, to excel and better themselves, their community and the world. It is her faith in people and their ability to transcend the problems that bind them that keeps her going.

Brown has worked at every level of government since 1990. Starting as a Sonoma City Council member, to being an effective member of the State Legislature and then finally to a decade of service as a county supervisor, she has earned a

reputation for being a keen strategic thinker, an innovative creative policy maker and a person with heart as big as she is tall (she tops out at a regal 6'1").

She has also served at the federal level as one of President Obama's appointees to the Advisory Group on Prevention, Health Promotion and Integration, and Public Health during her NACo presidency.

Her career in public service has been a second life for her motivated by her compassion for people. Starting as a parent, teacher, counselor and small business owner, Brown has always asked the questions that no one sees coming and that require people to step out of their comfort zone and find better ways to solve problems.

"Government has a responsibility to ensure there is an effective safety net for the most vulnerable," she said. "How we achieve this goal is not sacred and innovation knows many forms." This



Photo by David Hathcox

Valerie Brown speaks at a conference as NACo's president.

sentiment is balanced with a solid pragmatic streak.

Brown is an advocate for sustainability and creating healthy communities. She led the effort

to create a first-in-the-nation local Energy Independence Program, where local property owners could invest in energy efficiency and alternative energy generation projects. In addition, she pushed for the reinvigoration of local agriculture through her advocacy of the local, healthy foods movement and was the sponsor of the county's ban of single-use bottled water containers and County Lands for Food Program.

Brown is also a proud mother and daughter. She routinely visits her parents, who just celebrated their 70th wedding anniversary, in Missouri and relishes time with her daughter, Lisa.

"I've always had my faith rewarded by the incredible creativity and dedicated capacity of people in counties across the country to solve problems," she said. "It has been an honor to work on their behalf and to be part of the lives of the people I've served."

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County innovators honored at the White House

By CHARLES TAYLOR
SENIOR STAFF WRITER



NACo-member counties were well represented among the recent group of White House Champions of Change.

Thirteen Local Innovation Champions of Change were honored in Washington, D.C. Sept. 25, including Phil Bertolini, deputy county executive and chief information officer of Oakland County, Mich.; Ted Smith, chief of economic growth and innovation for the Metro Government of Louisville-Jefferson County, Ky.; and Jay Nath, the City and County of San Francisco's chief innovation officer.

Each week, as part of President Obama's Winning the Future initiative, a different sector is recognized, ranging from entrepreneurs to educators and community leaders.

Bertolini was recognized as "a vocal advocate for enterprise solutions in government, cross-

boundary resource sharing, and inter-jurisdictional cooperation." Nath was honored for partnering with the technology community and the public to "reinvent government in the digital age," and Smith was singled out for his work to "make local government a platform for innovation and entrepreneurship through open data and social-impact economic development."

Todd Park, assistant to the president and U.S. chief technology government officer, praised the honorees for putting local governments on the leading edge of innovation.

"I am constantly inspired by the hard work of the women and men who serve their country by working in government," he said. "Entrepreneurs at the local and state level are leading the way with so many innovative solutions to some of the most vexing problems facing America today."

Particularly vexing for county governments — now doing more with less — is how to trim costs



Photo courtesy of the White House

Phil Bertolini, deputy county executive and chief information officer, Oakland County, Mich., speaks at a White House ceremony honoring him and three other county officials as Local Innovation Champions of Change. In all, 13 local government innovators were recognized.

while maintaining the programs and services the public desires.

Bertolini stopped by NACo's offices while in Washington. In an interview, he cited one example of how his county is increasing efficiency while saving money through shared services. In the mid-1990s, there were "six or seven" efforts underway within the county develop geographic information systems

(GIS). Oakland County took the lead and consolidated those projects, he said. The county then created a single enterprise system that serves 62 communities — and provided the training, software and hardware to its municipalities.

"If every community in Oakland County had done it themselves, it would have cost the county \$30 million," he said. "We invested \$10

million, so we saved \$20 million by doing an enterprise approach to a geographic information system and providing it; now we maintain it on their behalf."

Louisville Mayor Greg Fischer said Smith was recognized, in part, for his work to help Imperium Health Management finance a new coordinated medical care company that will help doctors, hospitals and other health care providers establish Accountable Care Organizations under the Affordable Care Act.

Imperium needed one-time, upfront funding while awaiting reimbursement from the federal government. "Without that commitment from the federal government, and our short-term loan, they wouldn't have been unsuccessful — meaning no new hires in this exciting new health care area in Louisville," Smith said. He believes the White House recognition further validates the innovation agenda his office is pursuing with "far fewer resources" than other honorees.

Bertolini was quick to share credit for the presidential recognition — a sentiment, no doubt, shared by his fellow honorees. "We've worked our way towards this point," he said. "We're honored to receive the award from the White House, but it is truly a team effort at Oakland County."

* See the story online at www.naco.org/countynews for a video of Bertolini.

Profiles in Service



» Bob Fogel

Senior Legislative Director
for Transportation

NACo

Number of years at NACo: 27

Education: Bachelor's degree from the University of Wisconsin; Master's degree from the University of Michigan

The hardest thing I've ever done: give the eulogy at my best friend's funeral

Three people (living or dead) I'd invite to dinner: my mother, father and Bill Clinton

A dream I have is to: spend an extended period of time living overseas

You'd be surprised to learn that I: adopted two children from Colombia.

The most adventurous thing I've ever done is: hitchhike though Europe for six months when I was 23 and for three months when I was 31.

My favorite way to relax is: read a book on a chaise longue next to a peaceful lake.

I'm most proud of: my wife Betti and children Ben and Anna.

Every morning I read: *The Washington Post*, *The Wall Street Journal* and *Politico*.

My favorite meal is: fried clams.

My pet peeve is: people who are narrow-minded and intellectually self-absorbed.

My motto is: What is hateful to yourself do not do to your fellow men.

The last book I read was: "Broken Harbor" by Tana French.

My favorite movie is: any of "The Godfather" films.

My favorite music is: Classical—Vivaldi and Telemann.

My favorite president is: Harry Truman.

Recorder's program helps promote neighborhood covenant awareness

By CHRISTOPHER JOHNSON
EDITORIAL ASSISTANT



When homeowners and businesses are asked about their neighborhood covenants, most don't have the slightest idea what that is. An Allen County, Ind. program has helped clear up the confusion.

The Allen County Recorder's Office's Neighborhood Resource Center is a free, online toolkit for neighborhood associations, property owners and businesses. It provides access to neighborhood networking and essential covenant information about acceptable uses of property throughout Allen County.

"What a great way to at least remove the lack of awareness part from the picture," said John McGauley, Allen County's recorder. "We have seen so many neighbors get into legal battles due to this."

McGauley had the idea for the

online resource center when he ran for office in 2006, but it was a huge undertaking due to the 7,500 documents dating back to the 1800s that needed to be typed in by hand. After two years and help from outside vendor Aptera, the project was able to debut online in October 2008 costing the county \$6,500 for software and programming out of the recorder's office annual budget.

Neighborhood covenants are a legal obligation imposed in a deed by the seller upon the buyer of real estate to do or not to do something. They can be obscure and often hard to find. Still, they contain the most basic neighborhood rules governing such issues as construction of sheds or pools, association dues, building materials, signage and what types of businesses can locate in a particular area.

In addition to searchable access to nearly 8,000 sets of covenants and restrictions, the site also includes links for Allen County and the cities

of Fort Wayne and New Haven on neighborhood information such as contacts, meetings and informational resources. Downloadable maps of the county allow users to find subdivision names and, in many cases, clicking a location on a map will directly link to section numbers on a covenant.

During the last fiscal year, which ended on Sept. 1, the Neighborhood Resource Center drew 13,573 users and is the most visited resource on the recorder's website. The number of users has increased each year since the resource center began.

"Counties can use existing email and software programs to add a covenant system of their own," McGauley said. "The thought that county government is clunky and out-of-date is over."

*For a link to a presentation on the Neighborhood Resource Center and other information, see the online version at www.naco.org/countynews.



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County poets laureate more than simply ceremonial

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backing, the county provides its poets laureate — there have been three since 2010 — a \$3,000 stipend and \$7,000 to carry out a community initiative. The post and project are funded by the county's share of casino revenues, not taxpayers.

"We decided that the poet laureate selection would be based not only on individual literary standing, but also on the evaluation of a community project which they must conceive as part of their entry," said Joe Giles, the County Council member largely responsible for creating the program.

After a casual conversation with a friend in 2009 about the U.S. poet laureate, he began to wonder why the county didn't have one. Giles formed a committee whose members included representatives of local universities, secondary school educators and the local media. Over the next 12 months, committee members looked at other programs nationwide and hashed out the details of their program.

The search for the county's first poet laureate began in April 2010, during National Poetry Month. Candidates were required to submit 10 poems and a list of their works

Compromise

If we cannot bend like reeds in a stream

we'll snap in wind like tall pines, brittle however strong they seemed while holding stiff to their battle lines.

Without compromise our compacts will falter and marriage first among the casualties;

the vows we make before the altar are kept by reeds, not rigid trees.

— Gail Holst-Warhaft

Poet laureate, Tompkins County, N.Y.

published by literary magazines, journals or in books. Twenty-two individuals applied. The eventual winner was Berwyn Moore, a professor at Erie's Gannon University.

Her community project was to compile and curate an anthology of poems by local residents that also includes photographs. In 2010, the collection was published in a booklet titled "Dwelling in Possibility: Voices of Erie County." Copies sold for \$5 with the proceeds benefiting a local nonprofit that brings the arts



Photo by Janet B. Kummerer, Erie Times-News

Ron Hayes is Erie County, Pa.'s current poet laureate. When not waxing poetic, he is a high school teacher and assistant football coach.

to inner-city children in Erie.

Last year, two of the books were placed in a time capsule during the Pennsylvania Association of County Commissioners' 125th anniversary celebration. It will be opened in 50 years. This year's poet laureate is Ron Hayes, a high school teacher and assistant football coach. His project will involve working with school districts in the county.

Some counties' poet laureate programs don't require a project, but Holst-Warhaft said she wouldn't have accepted the post without the ability to work in the community. Nearing the end of a two-year term, she has completed two projects: The first helped refugees — from nations as diverse as Cambodia and Iran — to write poems about their experiences as immigrants and "the nostalgia they must feel for their homeland," she said. More recently, Holst-Warhaft, who teaches a course at Cornell on Mediterranean and Middle East water issues, worked with rural schoolchildren in the county who wrote "wonderful" poems about water.

Brad Wagenknecht is the Napa County, Calif. supervisor who helped to create his county's program. "Because the Board of Supervisors doesn't know poetry from shinola," he said, "we made an agreement with the local arts council to nominate the poet laureate, and they go through the process of vetting the poet laureate, and then they nominate one to the board."

Leonore Wilson, Napa's third county bard, set her own agenda, which includes bringing poetry to schools, hospitals, jails and libraries. Another goal is to create a "broadside series" that will feature poets who write or wrote about the

under Robert Hass, the U.S. poet laureate from 1995–1997. She also wants to "help to bridge the Anglo community with the Latino community," which constitutes 32.9 percent of the county's population. Napa and Tompkins counties' poet laureate receive no county funding.

Whatever the size or scope, Holst-Warhaft believes county poet laureate programs should come with the expectation that you will give something back to your community — "otherwise they are meaningless."

Erie County's Giles, who serves on NACo's Arts and Culture Commission, is willing to help other counties start their own programs. "It's been extraordinary, the amount of interest and engagement — and the quality that is there," he said of the response in his county. "And I have a feeling that we are not unique. I have a feeling that we are typical of many counties across the country in which there is an awful lot of creative writing talent out there."

Medicaid could face funding changes

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of nursing care for their daughter, Simone, who has spent half of her three years in hospitals — battling a myriad of life-impacting ailments, including Cystic Fibrosis, early fusing of the skull, chronic lung disease and a recent stroke. After those 90 days are up, Medicaid kicks in and pays for overnight nursing. Shannon left her job to care for Simone full-time, but the nursing care provided by Medicaid allows Simone to live at home with them.

"Marty and I have strategized about that we would have to do" without the nursing option, she said. The alternatives would disrupt their family and likely force Marty to take a job that doesn't involve travel and would likely offer, they said, even less-comprehensive private health insurance.

Janelle Goetchues, the chief medical officer and executive vice president of Unity Health Care in Washington, D.C., described a pre-Medicaid environment in which her patients relied on her closet full of prescription drug samples for their medications.

Now, she said, her patients are able to receive preventive care, which reduces the frequency of emergency hospitalization and lowers health care cost per capita.

Bruce Siegel, president and CEO of the National Association of Public Hospitals and Public Health Systems, warned of what could happen if Medicaid is opened to the budget-cutting process.

"When you look at some of these proposals that are out there like block grants, you could be looking at a future where those sorts of things (like preventive care) aren't necessarily offered — or they wouldn't be something that the state had to do as part of its Medicaid program," he said. "It would be pennywise and pound foolish to lose things like immunization. Hopefully we won't see that kind of flexibility run amok, but those are some of the dangers to some of these ideas that are floating around."

**See this story online at www.naco.org/countynews to view a video of DeKalb County, Ga. Commissioner Larry Johnson talking about protecting Medicaid funding.*

What's in a Seal?

» Polk County, Fla.
www.polk-county.net



Polk County was founded in Feb. 8, 1861 on the eve of the American Civil War and named after former U.S. President James K. Polk.

In the seal, a shield states "Imperial Polk County" and atop the shield rests a crown. Imperial was the nickname given to the county by a newspaper editor to recognize the county's prominence in agriculture, phosphate and cattle — with timber, turpentine and naval stores operations making strong contributions.

The shield and crown are encircled by eight images important to Polk's history:

Historic courthouse — signifying the courthouse built in 1909, which served as the courthouse until the 1990s when it became the historical museum.

Water-skier and bass — county known as "water-ski capital of the world" thanks to Cypress Gardens (now Legoland), and bass fishing is popular on Lake Wales.

Bok Tower — a botanical garden and bird sanctuary atop Iron Mountain in Lake Wales.

Bull, phosphate dragline and an orange slice — Cattle became Central Florida's earliest industry. Pioneers found citrus thrived in Florida's climate and sandy soil, while the soil in southwest Polk was found to be filled with phosphate deposits. The two industries especially thrived after the arrival of the railroads in the 1880s, making cattle, citrus and phosphate the big three industries for many decades to follow, and

Church — Baptists and Methodists were predominant in the area for many of its earlier years, although they soon made way for many others.

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

County's customer service training puts 'Guests First'

By CHARLES TAYLOR
SENIOR STAFF WRITER



Two employees at a Fort Myers Beach resort wouldn't talk to each other — not a good situation in the people-centric guest services industry. But Lee County, Fla.'s Guests First customer-service training program changed that.

Jeanne Bigos is the marketing and sales director for the 144-room resort, which has participated in the program since its inception in 1999. Christine Davlin of the county's Visitor and Convention Bureau (VCB) — a county agency — leads the training, and it includes a section on internal relationships.

Bigos rated it "one huge success." After two days of Davlin's training, the employees had mended fences. "It's never going to be a perfect relationship, but it's a workable relationship and that's what Christine can teach us," Bigos said.

The training is offered free of charge to workers in the county's hospitality industry.

Some 5 million visitors a year are drawn to Lee County's beaches of Fort Myers and Sanibel, and

tourism is a \$2.4 billion industry.

"Warm hospitality means that our visitors will keep coming back," said Tamara Pigott, VCB executive director. "And when one in five people in Lee County is employed in a tourism-related business, it is the critical factor in our economy."

Guests First operates on a budget of about \$10,000 a year, excluding Davlin's salary, and is funded by the county's bed tax, Davlin said. More than 150 hotels, attractions, restaurants and other businesses have participated in the program since it began.

One of Guests First's seven, two-and-a-half-hour training modules is titled Resolving Less than Perfect Situations, which Davlin said "is a nice way of saying how to handle angry guests and complaints." The other sessions are:

- First, Our Guest Basics
- Do You Hear What I See? (impressions)
- People are People
- Let's Look Inside (internal relationships)
- The Icing on the Cake (providing exceptional service)
- Make the Training Stick (for supervisors and managers)



Photo courtesy of Lee County, Fla.

Christine Davlin teaches a seminar on providing excellent customer service as part of Lee County, Fla.'s Guests First program.

The workshops are most often offered to employees at their workplaces throughout the county, and participants have included hotels, amusement attractions, airport police and ticket agents, and a transportation shuttle company.

"The way we look at it is if you touch any of our visitors that come to this area, you can come to the training sessions," Davlin said.

Classes are limited to no more than 25 people because they're highly interactive. The next sessions will begin later this month and run through January, just prior to the area's high season.

For Sandy Greiner, general manager of Sun Splash Family Waterpark, the training program has been a godsend. Her top managers have been participating for

the past 2–3 years, she said. They, in turn, share the knowledge with the park's 160 employees.

"I have people who literally never went to any type of training and they really needed it," she said. One result of her key staff's having been through the training is that the quality of workers being hired has improved. "Christine's program taught how to be a little bit fussier in picking your people," Greiner said.

Sun Splash is owned by the city of Cape Coral. "We're a government facility, so the city doesn't have a lot of money," Greiner said. "So if Christine didn't do this, we don't have any money (for training)."

The program was retooled in 2009, when Davlin came on board, to reflect changes in the travel industry, and Bigos is grateful for that. "Christine does an excellent job in keeping it relevant," she said. "Every year there can be changes because scenarios change, and every year there's an additional program where you can learn more."

**See the online version of this story at www.naco.org/countynews for a link to the Guests First program website.*

When population
growth strains
service delivery,
you've got a problem.

Between 2000 and 2010, Loudoun County's population grew by roughly 84%, making it one of the fastest growing counties in the U.S. At the same time, recession-era budget cuts prevented the county from bringing on staff to maintain pace with this growth.

"Laserfiche has allowed us to simplify case management and ease the burden on our overworked staff. In addition, we're **saving approximately \$51,000 a year** on office supplies alone," says Susan Pratt, Fiscal Manager for the Department of Family Services.

Additional departments within Loudoun County using Laserfiche to increase efficiency include the Assessor's Office, Building & Development, Environmental Health and the Controller's Office, among others.



Visit laserfiche.com/loudouncounty to download the Loudoun County white paper.

Ballot items vary from state-to-state, most affect taxes

REFERENDA from page 1

Virginia, labeled by many as the swing state of 2012, could choose to restrict local governments' use of eminent domain to projects that serve public interest, thus eliminating its use when it would primarily be for private gain, private benefit, private enterprise, increasing jobs, increasing tax revenue or economic development.

"When it came up at first, it required local governments to reimburse business or property owners for lost profits or access, but those terms were undefined," said Dean Lynch, the deputy executive director of the Virginia Association of Counties, which has not taken a position on the amendment as it stands. "During the 2012 General Assembly session, we helped revise it to define those terms more clearly. Before, it was so vague that it would increase costs of litigation for every project."

The Michigan Legislature faces tighter reins on its ability to raise taxes if Proposal 5 passes, which would then affect how much funding counties will be able to receive from the state. The proposal on the ballot would require a two-thirds superma-

jority to increase taxes, add new ones or expand the tax base. A similar effort was successfully opposed several years ago by county governments, health and human services, road departments and school systems.

"A two-thirds vote allows the minority to dictate policy and should only be reserved for things such as amending the Constitution, not statutory policy items," said Emily Dobson, a legislative assistant with the Michigan Association of Counties.

Proposal 3 would require that 25 percent of a utility's electricity be from a clean, renewable energy source by 2025. The association opposes that measure because it would make electricity costs unpredictable and likely to rise.

Meanwhile, counties in Minnesota could face hurdles in holding elections if a voter identification measure passes.

"There's no question that implementing Voter ID will increase the costs of election administration for local governments," wrote Beau Berentson and Abbey Bryduck, policy analysts with the Minnesota Association of County Officers, in a recent issue of *Minnesota Counties*.

West Virginia's sheriffs will be able to string together more than two consecutive four-year terms if a constitutional amendment to that effect passes in the Mountain State. The West Virginia Association of Counties supports that amendment.

Ballot measures affecting counties are rearing their heads in what are considered safe states for the major political parties, too.

Oklahoma voters may choose to limit the annual increase in property taxes to 3 percent. It is currently 5 percent. Counties oppose it for the restrictions it puts on their taxing powers, but it's understandably popular among property owners.

"Anytime you say you're going to lower someone's taxes, they're not going to ask questions," said Gayle Ward, executive director of Association of County Commissioners of Oklahoma. "It's hard to get the information out there to educate people. We're seeing editorials from the newspapers, but you have to get through to the taxpayers, because those costs will be shifted somewhere."

Parish employees in Louisiana might want to keep their noses clean for reasons beyond protecting

their reputations. If Amendment 5 passes, the legislature will be able to deny benefits to public employees are found guilty of a felony. On the other side of the behavioral spectrum, Amendment 4 would give property tax exemptions to spouses of veterans who died in service.

Arizona has a few initiatives that would affect counties, including establishing a top-two primary system similar to election styles recently begun in Washington, California and Louisiana. Proposition 204 makes a one-cent sales tax from 2010 permanent and prevents the Legislature from raiding the Highway User Revenue Fund.

The Legislature sent three propositions to the ballot that would impact counties, according to Trey Williams, Arizona Association of Counties' legislative liaison:

- Proposition 115 eliminates merit selection in the legislative branch,
- Proposition 116 dramatically increases the business personal property tax exemption, and
- Proposition 117 limits the growth of real property value starting in 2015.

In Maryland, elected officials

charged with or pleading no-contest to a felony or misdemeanor related to their public duties could be removed from office if State Question 3 passes. It would amend the state constitution to suspend the official immediately if found guilty and remove the official from office immediately if he or she pleads guilty or no-contest, and would bar them from reinstatement.

Meanwhile, statewide voters will consider amendments to toughen eligibility requirements for orphans' court judges in Prince George's and Baltimore counties — they would have to be admitted to the Maryland Bar and be in good standing.

California, the patron state of referendum voting, boasts the usual bond issue questions, but Mendocino County includes a measure requesting a reversal of the U.S. Supreme Court case *Citizens United v. Federal Election Commission*, proposing an amendment to the U.S. Constitution preventing corporations from assuming the rights granted to people and thus placing limits on campaign spending by corporations.

**See this story online at www.naco.org/countynews for more information on these and more ballot initiatives*

NACo Prescription Discount Card Program

County residents get great savings through the NACo prescription program

There is still time to take advantage of the 2012 new program resources and options with the NACo Prescription Discount Card program, act now and contact us to find out how. The program has proven results that have been demonstrated across the country with more than \$480,000,000 in savings. No need to take our word for it, just ask your peers. Below are just a couple of testimonials about the program.

"Not only are our residents able to make their dollars go further with their savings on prescriptions, the NACo Prescription Discount Card also provides added value for our families with discounts on pet medications."

Anthony Hyde, Commission Chair, Columbia County, OR

"The first time you hear how a resident has got their health back on track, because they can now afford their medications with the NACo Prescription Discount Card, you start to appreciate the program's value. The ongoing feedback is justification as to why the decision to implement the program is great for residents and great for the county!"

Lu Barron, County Supervisor, Linn County, IA

Contact NACo at 1-888-407-NACo (6226) and ask for Andrew Goldschmidt, Director, Membership Marketing at extension 221 or Ilene Goldberg, Membership Coordinator at extension 291.



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

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

Rev 09.12

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



Model Programs From the Nation's Counties

Orange County, Calif.

Mock Elections Pave Way to Recruit Young Poll Workers

By CHARLIE BAN
STAFF WRITER



Compared to the prospect of buying a beer upon turning 21, reaching voting age excites a somewhat smaller segment of the population.

Orange County, Calif., however, is helping its youth population understand how important voting is and how much work goes into a smooth election. So far, the county's registrar is seeing rising enthusiasm for the ballot box.

MyBallot is a three-week program, starting in the classroom and ending with the students taking responsibility for an election of their own. It starts with a lecture covering the history of voting, most importantly events that have led to voting-rights expansions.

"We actually have them learn the history of voting, sacrifices people made to make sure people we're enfranchised," Registrar Neal Kelley said. "We teach them that unlike today, voting wasn't something you did, it was something you fought to do."

During the following week's

installment, they delve into the electoral process' minutia, building ballots, piece by piece.

"A lot of people think all you have to do is type up a Word document and print it out," Kelley said. "That would be fine, if we weren't scanning ballots these days. Everything has to be precise for our system to work and they find out just how hard that is."

Those lessons culminate when the county's mobile voting unit shows up at the students' schools and they have to manage an election, typically Homecoming Court or student government. The equipment is the same as that used for local, state and federal elections.

"Their peers kind of hold their feet to the fire with that exercise," Kelley said. "They learn the pressures of being an elections worker and the value of keeping things working smoothly."

The program started with the registrar's staff shopping the program to schools in the county, but after four years, the schools are angling to participate as news of the program spread.

"I think it's popular because it isn't just another few hours of someone



Photo courtesy of the Orange County, Calif. Registrar of Voters

Orange County, Calif. high school students inspect ballots they will use for their student government election. Participants in the MyBallot program design ballots and administer elections.

telling them they should vote," Kelley said. "It's participatory and going through the steps, they understand what kind of work goes into holding a smooth-running election. And, they have some stake in it, too."

It now boasts a secondary impact

— preparing students to volunteer to staff polling places. The county requires between 6,000 and 10,000 poll workers in each countywide election, with 40 percent of volunteers not returning for the next election. The preparation that MyBallot

gives students and the community service requirements that several high schools set matches up the two parties and supplies a typical yield of 3,000 student volunteers for each election. It's just in time for the registrar's office — before MyBallot was introduced in 2008, the average age of Orange County poll workers was 72, foreshadowing a need for new blood at the polls.

The program's only cost is that of transporting the voting equipment to each school.

"We're reaching a lot of students and they're responding well," Kelley said. "We frame voting in a way that lets them know that they have an opportunity to influence outcomes in our government, and from the reception we get and the quality of questions they ask us, it's energizing them."

Model Programs from the Nation's Counties highlights award-winning programs. Orange County's MyBallot program was named the best in category for the 2012 NACo Achievement Awards for Civic Education.

**See this story online at www.naco.org/countynews to learn more about MyBallot.*

The H.R. Doctor Is In

I Nap, therefore I Am

A wonderful proverb tells us how beautiful it is to do nothing all day, then rest afterwards. Readers of this HR Doctor article are encouraged to take this proverb to heart and realize that a pause in an otherwise hectic life schedule is synonymous with some very powerful concepts necessary for a great life.

A life of constant running around, multi-tasking, suffering through annoying commutes, dealing with clients or coworkers who never seem to be satisfied, and demanding work schedules are enough to put our bodies and our spirits at risk. This is all compounded by other issues in our personal lives, such as our responsibilities for child care, adult care, relatives, health, home maintenance, finances, preparing for retirement and so on that can create a world of



seemingly overwhelming pressure. People possessed of great wisdom realize that all of this needs to be interrupted periodically.

There must be a balancing in our lives to counter the pressures we face. We must bring into our lives balancing "words" such as refresh, rejuvenate, recover, repair, and other words which seem to begin with the letter "R." Whether you think

of this balance as the idea of the interconnectivity of all things—the "yin-yang" of Chinese philosophy, the Jewish notion of the renewal of body, the renewal of spirit, or other holistic medical approaches featuring interventions to return to symbiosis—the result is the same. Balance must be present to offset the forces in our lives of constant competition, accumulation of the most toys, crawling over the bodies of colleagues in pursuit of the next promotion, raise or title change.

Part of that balance, as the HR Doctor has previously written about, is the idea of a "sanctuary" to help with the notion of escape and revitalization. That sanctuary may be a beautiful physical property such as the retreat of presidents at Camp David or Churchill's Chartwell.

The sanctuary may be in your mind as Elie Wiesel taught us about his experiences as a concentration camp survivor or as Einstein used in his journeys of the mind. Whatever it is, each of us must find sanctuary for ourselves as part of the achievement of balance. For many people, hobbies represent the agent of escape and recovery.

Fortunately, there are also a huge number of hobbies that can be a form of escape to a sanctuary. Some are to be shared with others such as dance or orchestra participation. Some are hobbies of introspection, such as time alone (as with me in my observatory), sports, nature, art or perhaps civic engagement such as being a volunteer in any of dozens or thousands of charities in the world. It doesn't matter which approach

you take, the idea is to realize that the various forms of sanctuary are really forces of healing especially when accompanied by teaching and modeling the importance of balance to those around you.

Seeking to vacate the Roman arena of competition and fear, and to escape for a while for renewal gives us the word, vacation. Grab vacating opportunities wisely and often. Think also of going off on an occasional nano-vacation—a nap. There are no booking fees, no risk of lost luggage and no need to go through security. You may still, however, want to take your shoes off.

Phil Rosenberg
The HR Doctor • www.hrdtr.net



News From the Nation's Counties

► ALABAMA

A restructured deal with its lease insurer will allow the **JEFFERSON COUNTY** Commission to **keep its Bessemer Cutoff Courthouse open**.

The commission voted Aug. 20 to reject the lease for the Bessemer courthouse, saying the county could no longer afford the payments.

Commissioners considered moving the courthouse operations to Westlake Mall and also to the downtown courthouse. The new agreement means the county's annual lease payment will be reduced to between \$4 million and \$5 million from its previous \$8.3 million per year, the *Birmingham News* reported.

► FLORIDA

• The Republican Party of Florida fired a third-party voter registration company after nine counties identified some of its submitted forms as **potentially fraudulent**.

Strategic Allied Consultants claims the issue stemmed from one employee, who was fired on Sept. 15, but county election officials claim the fraud was more widespread, stretching across counties that are more than 500 miles apart, ABC News reported.

The counties included **OKALOOSA, PALM BEACH, SANTA ROSA, CHARLOTTE, DUVAL, LEE, ESCAMBIA, MIAMI-DADE** and **WALTON**, according to the Florida Department of State.

• For-profit companies and non-profit groups will not be allowed to set up **clothing donation and textile**

recycling bins in shopping center parking lots in **PALM BEACH COUNTY**'s unincorporated areas, under a plan approved by the County Commission. County staff are working out ordinance details.

County administrators say a "large number" of donation boxes were illegally installed by for-profit companies at sites across the county early this year.

The move angered some local charities, who say the for-profit companies are taking clothes, shoes and other goods away from them.

Property managers say the boxes often appear in shopping center parking lots without notice, and recyclers don't return calls asking for their removal.

Goodwill supported the ban, according to the *Palm Beach Post*.

Commissioners turned down a proposal to require companies to license their bins. Several board members said the county simply doesn't have the manpower to enforce a licensing requirement.

► ILLINOIS

The Illinois Supreme Court approved an application from **DU PAGE COUNTY** to join several other counties throughout the state as part of a pilot program to allow video and still cameras to **record court proceedings**.

DuPage will be the first county in the Chicago area to do this, and plans are for the system to be running by the end of the year. Chief Supreme Court Justice Thomas Kilbride said that it was important to have the Chicago media market participate in the test program. A

representative for the high court said judges would have discretion in individual cases on allowing cameras, the *Chicago Tribune* reported.

► IOWA

On the heels of a similar state edict for counties to regionalize mental health services, victims services agencies may now **be pooling their services**.

The Iowa Attorney General's Crime Victim Assistance Division has divided the state into six regions for providing domestic violence and sexual assault services.

An official with one such agency told the *Daily Sentinel* that there would be comprehensive plans for domestic violence, sexual assault and shelter in each region. Different plans will be developed for urban and rural areas, so in one 20-county region, **PLYMOUTH** and **WOODBURY** counties would be served by an urban plan and the other 18 by a rural plan.

The regionalization concept followed a decision by the attorney general to stop using money from the Crime Victims Assistance Compensation fund to backfill funding to agencies.

► MARYLAND

CARROLL COUNTY commissioners are weighing establishing **English as the county's official language**. Neighboring **FREDERICK COUNTY** did so earlier in the year, and **QUEEN ANNE'S COUNTY** has, also. The ordinance uses Frederick's as a guide.

The *Baltimore Sun* reported that Carroll's minority population is less than 7 percent of its nearly 170,000 residents.

► NEBRASKA

Make that 20 "livestock friendly" counties in the state — with the recent addition of **BANNER** and **KIMBALL** counties to those already designated, according to the Associated Press.

Livestock-friendly counties can use the label to market themselves to the agriculture industry and display roadside signs with the state program's logo.

The designation is for counties that actively support the livestock industry through their policies such as zoning.

Counties apply for the designation — often at the urging of local producers or community groups — after holding a County Board public hearing and passing a resolution. The program is run by the Nebraska Department of Agriculture.



Photo courtesy of Harris County, Texas

► TEXAS

Joey Negrete shows off one of the mini-piñatas he and other 12–18 year olds made to celebrate **Hispanic Heritage Month** (Sept. 15 – Oct. 15) in **HARRIS COUNTY**. Also pictured: his mother, Patricia, and sister, Lucy. The activity at a county public library was just one of many events throughout the county. All supplies — including candy to put in the piñatas — were provided by the library.

► NEW YORK

GENESEE and **ORLEANS** counties will share a **public health director** under a two-year pilot the counties' legislatures approved recently. The change takes effect Jan. 1, *The Daily News* reported.

"This is a unique and exciting opportunity for Orleans and Genesee counties and will serve as an example to the rest of New York state," said David Callard, Orleans County Legislature chairman.

The counties are also applying for a \$125,000 grant through the Robert Wood Johnson Foundation to pay for a study to look for efficiencies and shared services between the two health departments.

► OHIO

A word of caution to counties from the **COUNTY COMMISSIONERS ASSOCIATION OF OHIO** (CCAO): Be conservative when it comes to relying on **casino taxes**.

"This is a new revenue source, so there's a fair amount of guessing that's going on by all concerned," Brad Cole, a CCAO

senior policy analyst, advised. The association recently released new revenue estimates for this year, 2013 and 2014. The projections are lower than those of a year ago, the *Akron Beacon Journal* reported.

The state's existing or planned casinos are taxed at a rate of 33 percent of gross revenue. Fifty-one percent of that money is required to be divided among the state's 88 counties on a per capita basis.

► TEXAS

GUADALUPE COUNTY and the city of Seguin are winners of the statewide **City-County Cooperation Award** for 2012 presented by the **TEXAS ASSOCIATION OF COUNTIES** and the Texas Municipal League. They were honored for the successful expansion of Guadalupe Regional Medical Center — the last remaining hospital in Texas jointly owned by a city and county.

Built in 1965, the facility was struggling to meet the needs of the growing population; between 2000 and 2010, the population of



► LOUISIANA

Congratulations to **CADDO PARISH** for becoming the first jurisdiction in the state to earn a **AAA credit rating** from Standard & Poors. "This is a testament to the efficient manner in which the talented staff of Caddo Parish manages those precious financial resources on behalf of our citizens," said Caddo Parish Administrator Woody Wilson at the press conference announcing the new rating. "To be able to grow our local government and strengthen our fiscal house at the same time is certainly a feat of which we can be proud. This monumental accomplishment will help save taxpayers money on interest."

Financial Services News

No Time for Retirement Planning? Here's Your Week to Get it Done

Congress has designated Oct. 21–27 as National Save for Retirement Week to encourage public employees to review and improve their plans for financial security in retirement.

Twenty-three percent of workers say they are not confident about having enough money to live comfortably in retirement. Through the NACo Deferred Compensation Program, county employees have access to resources that can help boost their retirement confidence.

They can start by visiting the Learning Center at Nationwide's enhanced website, www.nrsforu.com. At the Learning Center, county employees can research answers to the following common retirement-planning questions:

State and Local Government Review

SLGR is the official journal for the Section on Intergovernmental Administration and Management of the American Society of Public Administration. Started in 1968, this quarterly review provides a forum for idea exchange between practitioners and academics and contributes to the knowledge about state, local and federal politics.

- Considering my financial resources, am I likely to be able to do what I want to do in retirement?
- What tools can I use to help me decide whether I'm doing enough for retirement?
- What's the most I can contribute to a retirement account?

- When I die, how can I make sure the people I want to have access to my retirement assets get it?
- What else can I be doing now to prepare for retirement?

Another source of education is the local Nationwide retirement specialist, who can be contacted to discuss why participation in the NACo Deferred Compensation Program may be the best way to put retirement planning ideas to work.

In addition to county employees using National Save for Retirement Week to educate themselves on the importance of planning for their retirement, county employers may want to use National Save for Retirement Week as an opportunity to promote their sponsorship of the NACo Deferred Compensation Program.

Here are three reasons why they should consider doing so:

- only 21 percent of public workers are very confident that they will have enough money for retirement
- only 12 percent of workers are very confident they will be able to cover medical expenses in retirement, and
- respondents to a recent survey overwhelmingly said they look to their employers for help with retirement savings.

Finally, the NACo Deferred Compensation Program is provided by Nationwide Retirement Solutions, a leading provider of public employee deferred compensation plans for nearly four decades. Nationwide provides counties that offer the NACo program with educational workshops and opportunities for employees to meet one-on-one with trained retirement specialists.

Nationwide retirement specialists know the NACo program inside and out. While they do not offer investment, tax or legal advice, they offer information and education that can help county workers take advantage of the opportunities that participation in the NACo program has for them — always reinforcing the program as a benefit of county employment. Nationwide will gladly answer plan questions at any time.

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.

For more information about preparing financially for retirement through participation in the NACo Deferred Compensation Program, please contact a Nationwide retirement specialist or call 877.677.3678.

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

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NRM-9438AO-NX (10/2012)

NACo on the Move

» NACo Officers and Officials

• NACo First Vice President **Linda Langston** spoke about NACo and the presidential initiatives at the general session of the Association of Indiana Counties annual conference in Marion County Sept. 24.

• **Mary Childers**, Jerome County, Idaho treasurer, is the recipient of the H. Sydney Duncombe Award, presented by the Idaho Association of Counties to honor individuals who have advanced county government through development and education. It is the association's highest award.

» NACo Staff

Ryan Yates, associate legislative director, addressed county officials at the South Dakota County Convention in Sioux Falls, S.D. (Minnehaha County). Yates discussed current challenges and opportunities facing county governments today, and how the 2012 election cycle may affect NACo's advocacy goals and legislative priorities.

» Coming Up

• **Ilene Goldman**, membership coordinator, will be exhibiting on behalf of membership recruitment and retention at the Tennessee County Services Association annual conference in Shelby County Oct. 10–12.

• **Andrew Goldschmidt**, membership marketing director, will be exhibiting at the New Hampshire Association of Counties annual conference in Carroll County Oct. 22–23.



Idaho Association of Counties Executive Director Dan Chadwick and award winner, Mary Childers

On the Move is compiled by Christopher Johnson.

Two partnerships help Dane County's homeless

NEWS FROM *from page 10*

Guadalupe County increased by 48 percent.

The expansion project included 141,000 square feet of new construction, 65,000 square feet of major remodeling and technology upgrades. It was the result of a three-year strategic and master planning process that concluded in late 2010.

► WISCONSIN

Two new DANE COUNTY partnerships will provide shelter services to keep homeless individuals warm this winter and address a growing need for emergency shelter for domestic violence victims.

The county will partner with Porchlight Inc. to open a day

shelter at a county-owned building in Madison, the county seat and state capital. The shelter will offer staffing, programming and transportation to and from the center.

The Board of Supervisors also approved working with Domestic Abuse Intervention Services to help provide emergency shelter to survivors of domestic violence who are fleeing their abusers. The shelters will provide these services beginning Nov. 1. The services are estimated to cost the county less than \$50,000 through the end of 2012.

(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.)

Research News

A Look at the Post-Recession Future

The *State and Local Government Review* (SLGR), a quarterly journal published by the American Society of Public Administration, focused a recent edition on the recession's impact on the future of local government. The issue, "The New Normal Local Governments after the Recession," includes five articles about the possible long-term impact of the economic downturn on how local governments do business.

The first article in the publication, "Going it Alone: New Survey Data on Economic Recovery Strategies in Local Government," presents the results of a survey

of nearly 600 city and county government managers that asked how governments are approaching this new era. The answers to the questions provided a kaleidoscope of options that local governments are using to keep their governments on track as they emerge from the recession, such as:

- freezing positions and cutting workforces
- trimming pension and health care costs and passing them on to employees
- lowering service delivery levels without imposing many new fees, and

• using technology to reduce costs wherever possible.

More than half of respondents report that budget shortfalls were still a top problem and they are continuing to receive pressure for services but are receiving little help from their states or the federal government.

The other four articles directly address views of the future of local governments from other studies. "The New Normal for Local Government" looks at cities and counties as they grapple with a loss of a \$225 billion incurred during the downturn. The authors recommend several courses of action for local

governments. One of which is taking the time to educate residents about having specific services and what it costs to provide these services. They also believe that many governments will not return to pre-recession ways because the changes brought about by the slowdown have made them look at some of their programs and activities in a new way. These include governmental restructuring and pension and health benefit reform.

On the other hand, the author of "The Future of Local Government: Will Current Stresses Bring Major, Permanent Changes" suggests that some of the governments will make

lasting changes, but most will not and will revert to pre-recession levels and practices.

Another article looks at the need for collaboration and regionalism as well as consolidation, while the final article looks at innovative strategies local governments can implement to help stabilize themselves during continuing fiscal stress.

A link to the SLGR website where this publication can be found is on the NACo website under Related Links at www.naco.org/research/pubs.

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

Job Market & Classifieds

► DEPUTY DIRECTOR (ASSOCIATE DIRECTOR) – UNIVERSITY OF TEXAS (ARLINGTON/AUSTIN/HOUSTON)

Salary: DOQ.

Purpose of Position: Serve as the Deputy Director of the Department for Transportation Training and Services, Public Works Institute and Military Services Center (TPWMD).

Essential Functions: Responsible for the establishment of department wide operational, administrative and logistical systems. Assists the Department Director in the creation of strategic business plans for both the department as a whole and for each of the department's business programs.

Serve as head of the department's quality and continuous improvement programs. Represents the department director in meetings, negotiations, and presentations with senior executives from both the public and private sector. Assumes the leadership and management of the department in the short or long term absence of the department director. Interfaces with UTA senior executives and staff. Lead market research efforts for the department and its component programs.

Responsible for the creation of the entire marketing campaign to include marketing mailings and materials, which will continually expand the Center. Provide daily focused leadership and management over the Center for Transportation Training and Services, a nationwide provider of learning and training for members of the transportation workforce—both public and private. Responsible for the development, delivery and continuous improvement of over 100 courses, that will serve as principle learning vehicles for thousands of members of the transportation industry's workforce.

Responsible for the profit and loss status of the center, which receives no public funds for its operations. Manage budgets and financial reports, and be accountable for total financial accountability of the institute.

Marginal/Incidental Functions: Other functions as assigned.

Required Qualifications: Degree in business, accounting, or a related field. Three or more years of experience managing the administration of a training or contracted services program, performing a variety of administrative functions, and coordinating with customers, managers, and supervisors. Job experience in the transportation industry of at least 3 years. Experience dealing with the scheduling of instructors, classes and facilities. Remarkable customer service skills. Very knowledgeable in use of MS Office. Experience in creating and maintaining a library of training materials and management of a distribution system for these materials. Experience in selling products to the public and private sectors. Ability to travel extensively.

Applicants must include in their on-line resume the following information:

- 1) Employment history: name of company, period employed (from month/year to month/year), job title, summary of job duties and
- 2) Education: school name, degree type, major, graduated or not, and hours completed if not graduated. Equivalent combination of relevant education and experience may be substituted as appropriate.

Preferred Qualifications:

- 5 or more years of experience in administrative management of a complex training program.
- 5 or more years in a transportation industry organization, preferably in a

management position.

- 3 or more years' experience scheduling instructors, classes, and locations for a complex statewide or nationwide program.

Experience in maintaining a curriculum and training materials library and getting the right materials to training sites including remote locations on time. Demonstrated ability to manage an organization's PL status. Licensed professional engineer.

Working conditions: May work around standard office conditions. Repetitive use of a keyboard at a workstation. Criminal background check conducted.

Application Instructions: Applicants MUST apply online at <http://www.uta.edu/jobs>. Call 817.272.3461 for questions and assistance. This position may close at any time. UTA is an EO/AA employer.

► ASSISTANT DIRECTOR, PUBLIC WORKS INSTITUTE – UNIVERSITY OF TEXAS (ARLINGTON/AUSTIN/HOUSTON)

Salary: DOQ.

Purpose of Position: Serve as assistant director of the Public Works Institute, leading all aspects of its creation, operations, fiscal management, and administration.

Essential Functions: Responsible for the development, delivery and continuous improvement of over 39 courses, that will serve as principle learning vehicles for thousands of members of the public works workforce. Develop and execute a comprehensive marketing and advertising program that makes the Institute the preferred choice for public works education and training.

Creates and manages a network of executive public works officials and an accompanying advisory board that will serve as center of the institute's marketing, deployment and curriculum development efforts. Routinely interfaces with senior and executive leaders from educational, public and private sectors. Develop a comprehensive strategic and

operations plan that builds the Institute from inception, deploys a robust curriculum, and ensures the highest level of quality and excellence. Coordinates directly with numerous senior university points of contacts and public works organizations on scheduling, resource and training materials, problem solving, and issue/conflict resolution. Coordinate, schedule, and assist full-time and adjunct instructors in the performance of their assigned duties, ensuring the highest levels of quality and performance. Coordinate with DED administrative staff to assist in the administration of pre and post class actions with special emphasis on payment of instructors, creation of certificates, maintenance of student databases, and responses to customer requests for information.

Responsible for coordination with our print vendors for creation, quality control, shipment and processing of all PWI training materials. Provide direction and prioritization and guidance to program's print shop representatives in terms of shipping date's requirements, contents of shipping list, and currency of information shipped. Responsible for maintaining the curriculum files of all current classes and to assist the curriculum developers in the creation, quality control, distribution and maintenance of all training materials. Create and manage budgets and financial reports, and be accountable for total financial accountability — to include profit and loss — of the institute.

Marginal/Incidental Functions: Other functions as assigned.

Required Qualifications: Degree in business, accounting, or a related field. Three or more years of experience managing the administration of a training or contracted services program, performing a variety of administrative functions, and coordinating with customers, managers, and supervisors. Experience can be substituted for degree. Job experience in public works of at least 3 years; can be any public works related discipline. Some

experience dealing with the scheduling of instructors, classes and facilities. Remarkable customer service skills, especially dealing with senior and executive level officials. Very knowledgeable in use of MS Office. Experience in creating and maintaining a library of training materials and management of a distribution system for these materials.

Applicants must include in their on-line resume the following information:

- 1) Employment history: name of company, period employed (from month/year to month/year), job title, summary of job duties and
- 2) Education: college or college degree, list school name, degree type, major, graduated or not, and hours completed if not graduated. Equivalent combination of relevant education and experience may be substituted as appropriate.

Preferred Qualifications:

- 5 or more years of experience in administrative management of a complex training program.
- 5 or more years in a public works organization, preferably in a management position.
- 3 or more years' experience scheduling instructors, classes, and locations for a complex statewide or nationwide program. Experience in maintaining a curriculum and training materials library and getting the right materials to training sites including remote locations on time. Prefer a registered professional engineer.

Working conditions: May work around standard office conditions. Repetitive use of a keyboard at a workstation. Criminal background check conducted.

Application Instructions: Applicants MUST apply online at <http://www.uta.edu/jobs>. Call 817.272.3461 for questions and assistance. This position may close at any time. UTA is an EO/AA employer.

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