

NACO National Association of Counties

CountyNews

The Voice of America's Counties

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Senate, White House unveil bipartisan immigration proposals

By MARILINA SANZ
ASSOCIATE LEGISLATIVE DIRECTOR

Both Senate and White House proposals for comprehensive immigration reform — released Jan. 28 and 29 — advance similar ideas such as an emphasis on enforcement, an earned path to citizenship, improvements in the current legal immigration process and an enhanced employment verification system.

There are, however, some differences. Both call for greater coordination with border com-

munities. However, the Senate plan calls for a Southern Border Commission that would include community representatives, while President Obama's proposal calls for community liaisons within the

See IMMIGRATION page 3

Administration, Senate GOP put down markers on Medicaid cuts

By PAUL BEDDOE
ASSOCIATE LEGISLATIVE DIRECTOR

As congressional Republicans recalibrate their strategy for achieving significant federal spending cuts, they continue to look to the large health care entitlement programs — Medicare and Medicaid — for major savings.

Meanwhile, senior White House advisor Gene Sperling made news Jan. 31, telling the health care advocacy group Families USA meeting in Washington, D.C. that big Medicaid cuts are off the table.

According to reports, Sperling, director of the National Economic Council, said even cuts to Medicaid that the Administration had previously proposed would not be supported going forward. He directly attributed the change to the desire to convince states debating whether to implement the Affordable Care Act (ACA) Medicaid expansion that Washington would not “pull the rug out from under them” by changing the rules, sticking them with increased costs.

See MEDICAID CUTS page 11



Photo by Henry Salazar, LA County

Tim Murray, executive director, Pretrial Justice Institute, points out the key requirements for Smart Justice appearing in the logo for the Smart Justice Symposium, held in Los Angeles County, Jan. 31–Feb. 1. One hundred county leaders attended the event where leading experts in the fields of juvenile justice, workforce development, jail population management and public safety led discussions on critical issues. To read more about the symposium, see page 12.

Study finds growing interest in shared services

By CHARLES TAYLOR
SENIOR STAFF WRITER



Kent County, Mich. is putting the squeeze on some of its vendors and saving money in the process, both for the county and its local government partners in a shared services agreement.

Using “reverse auctions,” the county saved more than \$1 million on the cost of various purchases in 2010 — from toner cartridges to reams of paper.

“The way I describe it is, it’s an eBay in reverse,” said Daryl Delabbio, Kent County’s administrator

and controller. “We set the top price that we’re going to pay based on what we know we paid the last time.” Vendors then vie to provide the product or service at a lower cost. The county expanded the auctions to include “about 20” other local governments, including Ottawa County in 2011 and, Allegan County in 2012.

Nationwide, counties are increasingly considering shared services projects and interlocal agreements for a variety of reasons, according to a new report, *A County Manager’s Guide to Shared Services in Local Government*, which Delabbio

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Quick Takes

Top 5 Counties in Economic Expansion

Based on total personal income between 1986–2011

- 1 – Douglas County, Colo.
- 2 – Loudoun County, Va.
- 3 – Williamson County, Texas
- 4 – Paulding County, Ga.
- 5 – Delaware County, Ohio

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They met as colleagues in neighboring counties, now the largest estuary in the United States separates the Valentine's Day couple ▶Page 2

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Boulder County, Colo. recharges its building code ▶Page 5

Read about the candidates for NACo's second vice president office ▶Page 6

County administrators' marriage reaches across the bay

By CHARLIE BAN
STAFF WRITER



Brenda Garton knew she'd meet new people in 1993 when she left the private sector to take the Orange County, Va. administrator's job.

Among them, her counterpart in neighboring Culpeper County, Steve Miner, who helped show her the ropes in county government and was a good friend with whom she could ask anything to help her learn.

Little did they know that 20 years later they'd be much closer, yet farther apart. After years of professional collaboration and personal change, they will celebrate their third wedding anniversary on Valentine's Day, fortunate to be together at a conference instead of their usual weeknight, 120 miles away from each other.

They're both still in the business and that's where their professional lives complicate things. He, as administrator of Accomack County, is required to maintain a residence on the other side of the Chesapeake Bay from Brenda, who is the Gloucester County administrator and observes the same residency requirement.

"We never thought about asking our boards to relax the residency requirements so we could live together, because one way or another one of us would still have to get to work every day," Miner said. "It wouldn't have been fair for one of us to travel to the other county for work every day."

So, they make the most out of their weekends, with each of them alternating the long drive each Friday night and Monday morning. They face a 2 hour and 15 minute door-to-door trip, if all goes well. There's no ferry across



Virginia is for lovers: Accomack County Administrator Steve Miner and Gloucester County Administrator Brenda Garton.

the bay, so they have to drive across a few bridges, through a tunnel, and through notorious the Hampton Roads traffic to reach each other.

Their friendship remained platonic while they worked together in one of Virginia's regional planning districts, alongside other municipal managers.

"We were both married when we first met and had no inkling we would ever be an item," Miner said. "It just evolved."

Their career paths formed an interesting bit of trivia: At one point she was the Prince George County administrator while she was in charge of King George County. Miner took his job on the Eastern Shore and one evening — they remember it well — they met to catch up on their lives, as friends often do. They found how compatible they were on many levels and admitted their shared romantic interest.

"It was a little risky," she said of taking the next step in their relationship. "Did we want to

ruin what was a great friendship? Would we lose a great professional relationship if it didn't work? We decided it was worth the risk."

Miner agreed, and knew that two people whose careers were built on management could handle the details like distance and scheduling. Garton had her pick of several jobs and found one close by, in Gloucester County. Still a hike, but easier than it could be.

Miner also noted that given the 95 counties in Virginia, staying in their line of work could have meant a much longer commute. They

have options — she's a certified public accountant and he's a lawyer who is about to finish a doctorate in human and organizational development, but their hearts are in county administration.

"We knew there would be complications, but we were just so goo-goo eyed for each other," he said. "We knew it wasn't traditional but we said what the hay, we'll handle the problems when we come to them. We're happy where we are, even if it's 120 miles apart."

"We had the discussion about whether either of us wanted to get into a different job, but we both love what we do and where we are. It's a situation where you find this special person, why would you not do it?" Miner said.

Running counties is now a kind of family business, but the house, whichever they're in, isn't full of shop talk when they're together.

"People ask us if, when we're home, all we talk about is county government," Brenda said. "No. We have more to our lives, but it does make doing our jobs a little easier if you say to your spouse, 'I have to go to this meeting.' They understand; they have to do it sometimes, too, and you don't have to justify the obligation."

Miner said there are some advantages to their shared profes-

sion. They can answer the question "How was your day, honey?" knowing that their words won't be glossed over.

"There are some traits of the business that are hard to talk about with just anyone," he said. "We're both used to working for elected bodies, and most jobs aren't like that. We can bounce ideas off of each other — have you dealt with this before, et cetera, and we get a lot out of it, but that's not all we talk about."

The arrangement is not without strain, they admit, usually because they are only "home" every other weekend.

"You work all week, your job is demanding and stressful, then every other weekend you're living out of a suitcase," Garton said. "Little things that people save for the weekend build up, laundry has to be folded and sometimes lawns don't get mowed," she said. "And, of course, being apart all week is really, really hard."

The couple has three dogs among them, which adds a second layer to their family that reunites weekly.

"We're more than a family, we're a pack," she said. "The dogs know and get excited when we get together after five days, they know the pack is whole again."

Steve added: "That week is long enough for them to miss each other. It's certainly long enough for us."

OMB federal grant reform proposal open for comment



In November 2009, President Obama issued an Executive Order that sought to reduce improper payments and eliminate waste in federal programs. In February 2011, the Administration released a Presidential Memorandum on Administrative Flexibility to — among other things — ease the burden on state, local and tribal governments associated with federal program requirements.

Both actions signaled of the Administration's intent to pursue the goals of improving the efficiency and effectiveness of federal grant programs. Since then, the White House Office of Management and Budget (OMB) has worked to produce a set of guidelines to move closer toward achieving that goal.

OMB has solicited input from the Council on Financial Assistance Reform (COFAR) as well as the state and local government community

through periodic conference calls. NACo staff participated in several of these calls.

This work has resulted in a proposal that OMB released for public comment on Feb. 1. The reforms are intended to improve the way the federal government administers more than \$600 billion awarded annually in grants and other types of federal financial assistance. The proposal will remain open for a 90-day comment period, which translates into a May 2 deadline. It is available at www.regulations.gov under docket number omb-2013-0001.

According to OMB, some of the specific measures in the proposal include: harmonizing and streamlining all OMB guidance on grants into one document; simplifying the reporting requirements that grantees must adhere to in justifying salaries and wages charged to grants; ensuring that federal agencies weigh the financial risk and merits of an

application before providing a grant; providing guidance to ensure robust oversight of sub-recipients; focusing more audit resources on preventing waste, fraud and abuse; and holding agencies accountable for getting results and addressing weaknesses among grant recipients.

NACo is reviewing the proposal and plans to submit comments. The association also urges its members to review the proposal as well and submit comments as appropriate.

**For access to the full proposal, see this article at www.naco.org/countynews.*

In Case You Missed It

News to use from past County News

» Top economist, Democratic official added to Legislative Conference speakers

A top economic researcher and a leading Democratic official have been added to NACo's 2013 Legislative Conference speaker lineup. Mark M. Zandi, chief economist of Moody's Analytics, will speak on Monday, March 4, and Rep. James Clyburn, assistant Democratic leader, joins the general session lineup March 5.

To register, visit www.naco.org and click on the "Meetings and Education" tab.

Keep up with NACo online ...

www.naco.org



CORRECTION

An item in News From the Nation's Counties, Jan. 14, 2013, about Cass County, Ind., was inadvertently listed under North Dakota, where there is also a Cass County.

White House, Senate path-to-citizenship proposals differ

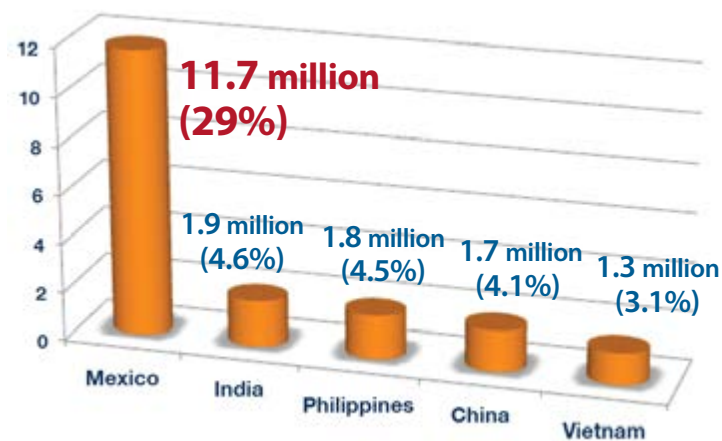
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Department of Homeland Security along the southern and northern borders.

The path to citizenship appears to differ as well in the two proposals. While both establish a provisional status for undocumented individuals and have the same requirements for legalization, the bipartisan Senate framework links the process of becoming a permanent legal resident to completion of the enforcement measures. The president's proposal doesn't appear to have that link.

Some of the enforcement measures being discussed include cracking down on employers who knowingly hire unauthorized individuals, increased border patrol personnel and technology, increased numbers of unmanned aerial vehicles, and interoperability improvement. The Senate framework also calls for completion of an entry-exit system that tracks whether those who enter the country under temporary visas via airports and seaports depart when they are supposed to.

Top Five Countries of Origin for U.S. Immigrants in 2011



Pew Research Hispanic Center

Both proposals would, however, require the individuals with provisional status, with a few exceptions, to go to the back of the line to apply for green cards, meaning that they have to wait until the current backlog is cleared. The two groups not subject to those requirements: individuals who came into the country as children and go to college or serve in the military, and agricultural workers.

Provisional status would not appear to grant access to health care or other federal benefits. As a result, NACo has been working with state and local government organizations to develop an amendment that would provide a funding stream — collected from the fees included in the bill — to help with likely increases in health and education costs.

Clearing the Backlog

The number of visas issued each year needs to be addressed if the backlog is going to be cleared. The proposals are very sketchy, but the president's actually mentions

that a temporary increase in the number of visas is needed. Visas are awarded by category, and there are more than 100 categories and subcategories. County hospitals, especially those in tight employment markets, often use the employer visa categories to recruit medical staff.

On the employment side: Both proposals have an enhanced employment verification system. It is unclear whether the employment verification system would include a provision requiring local and state governments to apply the E-Verify system to current employees. The House had this provision in its E-Verify legislation in the last Congress. NACo opposed the provision as an unfunded mandate.

The Senate proposal also has a guest-worker program for low-skilled workers that would be tied to the country's employment needs. The Senate also wants to allow individuals who receive graduate degrees in science, technology, engineering and mathematics

Eligibility for Benefits

Under current law, individuals who are in the country illegally are only eligible for emergency Medicaid. It is expected that any reform legislation would keep current restrictions for those who acquire provisional status, including access to insurance exchanges under the Affordable Care Act.

Lawful permanent residents must wait five years to be eligible for means-tested programs. There is a state option to provide Medicaid and the Child Health Improvement Program to children under the age of 18 and pregnant women without waiting five years. It is expected that this five-year waiting period and the state option will apply to those who move from provisional to lawful permanent resident status.

from American universities to adjust their status to permanent legal resident.

Senate staff are now working on turning the principles into legislative language, with a bill likely to be ready for Judiciary Committee review in March.

Meanwhile, a group of House members is also putting together an immigration reform proposal.

It is unclear whether they will have one comprehensive bill or a series of bills. This group includes

Reps. Raul Labrador (R-Idaho), Paul Ryan (R-Wis.), Luis Gutierrez (D-Ill.) and Zoe Lofgren (D-Calif.).

NACo supports comprehensive immigration reform, and the Board of Directors selected the issue as one of the association's legislative priorities for 2013.

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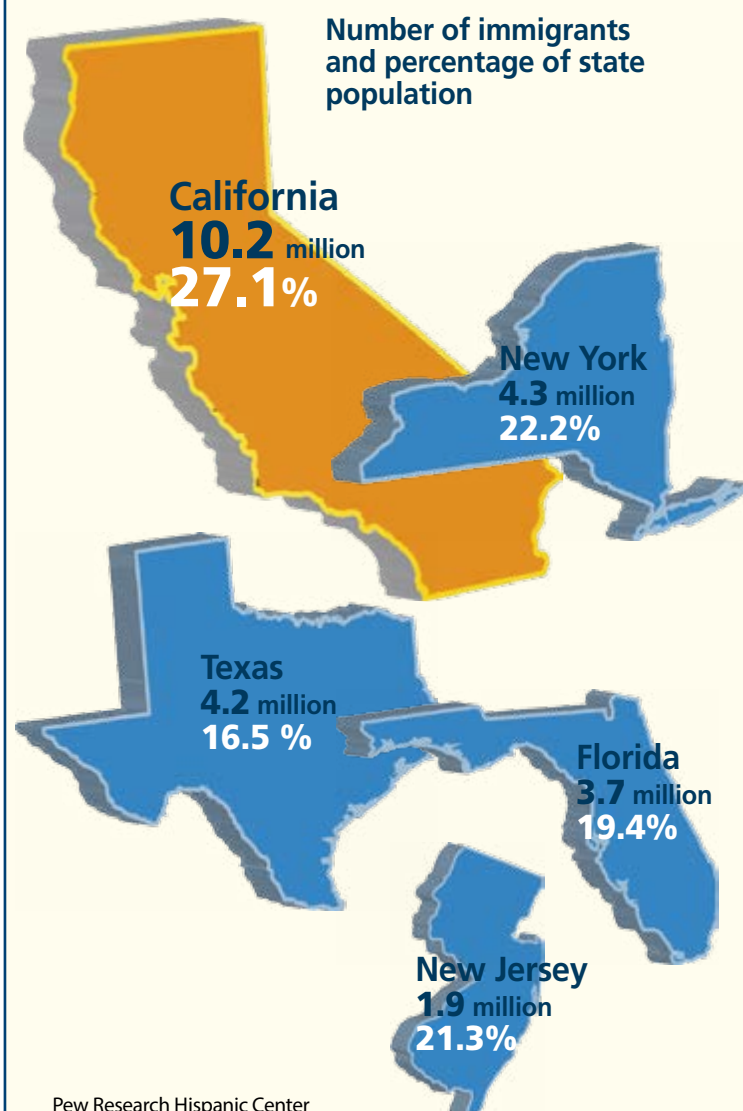
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Highest Concentration of Foreign-Born Population in the U.S.

Number of immigrants and percentage of state population



Pew Research Hispanic Center

Immigration Facts & Figures

- The illegal immigrant population in the U.S. was 8.4 million in 2000, peaked at 12 million in 2007 and has leveled off to 11.1 million since 2008.
- The national immigrant population reached a record 40.4 million in 2011 (29.3 million authorized and 11.1 million unauthorized)
- \$18 billion — FY12 cost to finance operations of U.S. Immigration and Customs Enforcement, Customs and Border Protection, and US-Visit, which identifies undocumented immigrants.*
- \$14.4 billion — FY12 cost to finance the FBI, Secret Service, Drug Enforcement Administration, U.S. Marshal Service, and the Bureau of Alcohol, Tobacco, Firearms and Explosives.*

* Immigration Enforcement Costs More Than Other Agencies Combined, *Huffington Post*, Jan. 8, 2013

Entries for NACo-Nationwide scholarship now being accepted

By Bob Beasley

NATIONWIDE RETIREMENT SOLUTIONS
COMMUNICATIONS CONSULTANT

This spring, four high school seniors will earn \$2,000 for college from the NACo-Nationwide Scholarship. Winning applicants will have written a short essay describing why it's important for a public sector employee to start saving early for retirement.

This is the eighth consecutive year that Nationwide and NACo have teamed up to encourage high school seniors to think about retirement.

Lisa Cole, director of the NACo Financial Services Corporation, said the NACo-Nationwide Scholarship Essay Contest is an educational opportunity for students. "Each year, applicants are asked to consider and write about what risks there may be to saving or not saving for retirement, and why saving early and consistently may be important," she said.

"Over the years, we've seen entries that display impressive thinking from young people who may be a half-century away from

that time in their lives. Often, their submissions offer a list of actions and strategies that show creativity, attention to detail and a focus on the future."

To help prospective applicants as they start thinking about their entries, Cole shared key points from last year's scholarship winners.

Justin Lehmann said the secret to building wealth in a retirement fund is to begin as soon as possible. "Money invested at an early age may increase several times its original value by the time retirement rolls around," he wrote.

For Connor Carey, the issue is getting past the reasons for not contributing to a deferred compensation plan. "We have a million reasons (excuses, really) why we don't start saving...and this where the danger begins."

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

As Amanda Boyer saw it, "Before writing this essay I hadn't thought once about retirement, but [seeing] these numbers [has] proven to me that I really do need to start saving as soon as I can."

Cole encourages parents, grandparents or legal guardians to begin talking to their eligible high school seniors about applying right away.

Eligibility Requirements

Graduating high school seniors who are legal U.S. residents are eligible to apply.

Applicants' parent, grandparent or legal guardian must be enrolled in and actively contribute to a 457(b) plan offered through the NACo Deferred Compensation Program.

Applicants must enroll in a full-time undergraduate course of study no later than the fall term of the 2013-2014 school year at an accredited two- or four-year college.

Immediate family members of NACo employees, or members of the NACo Deferred Compensation Advisory Committee, or its

governing board of directors, or Nationwide employees are not eligible to apply; this program is not offered outside the United States.

Application and entry must be submitted online at www.nrsforu.com/scholarship by March 3, 2013.

Nationwide sponsors the NACo-Nationwide Scholarship to recognize its 33-year partnership with the National Association of

Counties (NACo) and its member counties. The NACo-Nationwide Scholarship is just one of the services arising out of this partnership.

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

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New study reveals funding gap in local pension plans



Despite having a better track record at paying annual contributions, locally administered pension plans have not yet caught up with the funding levels of state-administered plans, but they aren't far behind.

According to a new issue brief from the Center for State and Local Government Excellence, *Locally-Administered Pension Plans, 2007-2011*, locally administered pension plans at 72 percent were less funded than state-run plans at 76 percent.

The research report, written by Alicia H. Munnell, Jean-Pierre Aubry and Joshua Hurwitz of the Center for Retirement Research at Boston College, sought to answer the question of why locally administered plans lag in pension funding levels behind state-run plans.

The brief's key findings include:

- State administered plans have had higher investment returns.
- State plans have a higher share of their portfolio in riskier

assets therefore receiving higher returns.

- Higher returns compensate for the lower contributions for mature plans with substantial assets.

- Local plans have narrowed the funding gap to 4 percent in only the last four years due to the financial crisis since their portfolios were less risky than state portfolios.

The locally administered plans are funded for general employees, teachers and first responders.

Overall, 42 percent of local pension plan contributions go to locally administered plans, while 58 percent go to state-administered plans. Of the three categories of employees, general employees' plans were the best funded but also suffered the greatest decline between 2007 and 2011. Teachers' plans were the least funded through the same period.

**To access the full issue brief, see this article at www.naco.org/countynews.*

Limerick Corner

As NACo's 2013 Legislative Conference draws nearer, here's a limerick from Grant Veeder, Black Hawk County, Iowa auditor, penned at last year's Legislative Conference.

**Board of Directors Meeting
Washington, D.C. • March 5, 2012**



You're probably hearing the news
That NACo is changing your dues
Some folks will be lucky
And think things are ducky
While others are singing the blues.



Profiles in Service



» Doris M. Karloff

NACo Board Member, RAC Chair
Supervisor Chair
Saunders County, Neb.

Number of years active in NACo: 18

Years in public service: 28 years on the County Board and eight years on the school board

Occupation: domestic engineer, county supervisor

Education: high school and business school

The hardest thing I've ever done: bury my parents

Three people (living or dead) I'd invite to dinner: Jesus Christ, Mother Teresa and Matt Chase

A dream I have is to: write a book.

You'd be surprised to learn that I: played Iowa girls' basketball.

The most adventurous thing I've ever done is: ran for NACo 2nd vice president.

My favorite way to relax is: a good book, fireplace and a fine red wine or a walk on the beach (we don't have many in Nebraska).

I'm most proud of: my children and grandchildren.

Every morning I read: daily Bible verse and local newspaper

My favorite meal is: lobster, baked potato, salad and a fine wine.

My pet peeve is: dishonesty or insincerity.

My motto is: "Always be kind, everyone is facing their own battle"—Plato

The last book I read was: *Who Moved My Cheese?* by Spencer Johnson, M.D.

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

My favorite music is: waltz for dancing and classical for listening.

My favorite president is: Abraham Lincoln.

County leads charge for future electric vehicle owners

By CHARLES TAYLOR
SENIOR STAFF WRITER

Boulder County, Colo. residents looking for a new home — and later — a new electric vehicle just got a boost from the county.

Building code revisions that took effect in January require new residential garages and carports to be prewired for electric vehicles (EV), or built to easily accommodate the wiring later.

Under the amended code, which is revised every three years, one- or two-family homes and townhouses must include either a 240-volt EV charging outlet, or upgraded wiring or conduit to make future installation easier and cheaper. The code is applicable only in unincorporated areas of 740-square-mile county.

“They can do that either by putting in a full-on charging station, which, of course, would be the most expensive option,” said Gary Goodell, a county building official, “or just putting in the wiring so it could be done in the future.”

County Commissioner Elise



Future electric vehicle owners in Boulder County, Colo. may find it easier to plug-in. A new building code requires garages in new construction in parts of the county to be prewired for future charging stations.

Jones calls it a “no-brainer.” “Doing the prewiring makes sense from so many different fronts, but front and center is saving consumers money,” she said.

Mike Salisbury of the Southwest Energy Efficiency Project (SWEET) said pre-wiring for electric vehicles during construction can save the average homeowner

\$1,000 over the cost of a retrofit for a plug-in vehicle later on. He called the move “a good example of leadership on the part of the

community.” SWEET is a public interest organization that promotes energy efficiency in, Arizona, Colorado, Nevada, New Mexico, Utah and Wyoming.

Former county commissioner Will Toor just left the board this year, term-limited to eight years in office. He had been one of the commission’s leading green building and clean energy advocates. He said SWEET brought the idea to the county, which already had a code requirement to prewire new construction for solar panels or solar thermal systems.

“It just seemed to make sense that we require this at this point where it’s very cheap and easy, and make it easier for folks to put in charging stations as EVs become more common,” he said.

These and other initiatives are a part of the County’s Environmental

Sustainability Plan, which seeks to reduce greenhouse gases 40 percent by 2020. Toor, who now works for SWEET, said the housing industry will play a major part in hitting that target. From a public policy standpoint, he said the county can have greater leverage in reducing air pollution by influencing construction practices — unlike, say the electric power industry.

He said the nearby Denver area is expected to face tougher ozone air quality standards in the future — perhaps as soon as next year — and the power grid in the state is getting “greener and greener over time.”

“So we think there’s some real local air quality benefits to increased adoption of EVs,” he said. “We also think that there’s some real economic value to it.”

See **ELECTRIC CARS** page 8

Recession spurred greater interest in county-interlocal agreements

SHARED SERVICES from page 1

co-authored with Eric Zeemering, an assistant professor of public policy at the University of Maryland, Baltimore County.

“With the recent recession,” Zeemering said, “I think more counties have begun to look at local governments inside their own borders and to their neighboring counties to identify areas in which they can begin to create efficiencies and economies of scale, and perhaps even improve services with constrained budgets through partnerships with other governments.”

He surveyed county administrators and County Board chairs from across the country, and went in-depth with officials from five states: Colorado, Maryland, Michigan, Nevada and North Carolina.

Thirty-one percent of those surveyed reported that sharing or contracting services is “very common” for their county. More than 50 percent of respondents said that in the last year, local governments in their areas have been discussing shared services more than before.

More than 73 percent of county officials surveyed agreed with the statement: “I maintain communication with officials in other local governments in order to identify opportunities for sharing or cooperating on local government services.”

The study was funded by a grant from IBM’s Center for The Business of Government as part of its Collaborating Across Boundaries Series.

Zeemering said the range of shared services can include fee-for-service agreements and even swapping services. “Instead of developing a complex fee structure,” he said, “sometimes these county governments can develop an exchange system so the first government provides service A and in return, the second government returns service B to the other government.”

The report cites an example from Racine County, Wis., where cuts in state aid forced the closure of a county satellite office in the city of Burlington. Through an agreement with the city, the county offered eight hours of human resource administrative services to the city in exchange for city employees’ providing county services such as marriage, birth and death certificates, and collecting taxes.

Racine County Executive James Ladwig told the researchers, “It’s really difficult to make an argument against it, because it makes sense.”

Delabbio and Zeemering stated there are four main reasons that counties explore shared service agreements: “To stimulate innovation in their communities; improve government decision-making; increase levels or quality of service; or improve working relationships with other local governments.”

Delabbio said Kent County’s reverse auctions collaboration has done all of those things. “Overall, I think it’s been a win-win,” he said. “We’ve diversified our vendor base; we’ve reduced costs; we’ve included local units of government.” Headed

he only wishes he could take credit for the project, but the purchasing department, working with IT, developed the system. Delabbio’s main contribution, he said, was to expand the it from an in-house project to include other local governments.

The researchers report the keys to forming successful partnerships are “leadership, “trust and reciprocity,” and “clear goals and measureable results.”

Based on their research and interviews, the authors made five recommendations for forming and maintaining shared service relationships:

- create a shared services assessment team
- identify strengths in participating governments
- consider pilot projects
- discuss and document responsibilities with partners, and
- make appropriate changes as needed.

The fifth recommendation is particularly important, Zeemering said, because situations and needs can change over time.

“A partnership that’s beneficial now might not be beneficial at some point in the future,” he explained. “Governments are well served by having a discussion in advance about how they might end a partnership if that need arises.”

**For a link to the full report on shared services and a video interview with Delabbio, see this article online at www.naco.org/countynews.*

Word Search

Adams County, Pa. Facts

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

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

- CARROLL (surrounding county)
- CIVIL WAR (battle important to county’s history)
- CUMBERLAND (surrounding county)
- FARMERS (early settlers were mostly farmers in the 1700s)
- FRANKLIN (surrounding county)
- FREDERICK (surrounding county)
- GETTYSBURG (county seat, location of Abraham Lincoln’s famous speech)
- JOHN ADAMS (second president of the United States, county named after)

- LINCOLN (16th president of the United States)
- MCLEAN (minister’s house that was burned down at the start of the Civil War)
- REENACTMENT (annually, the battle of Gettysburg is reenacted)
- RURAL (county was rural with lots of farming and hunting)
- YORK (surrounding county)

Created by Christopher Johnson

2013 NACo Second Vice President Candidates



Allan Angel
Commissioner
Kent County, Del.

Public Service Experience

- Kent County Levy Court Commissioner, 2005–present
- Kent County Levy Court Administration Committee Chairman, 2007–present
- Capital School District Board, 1997–2004
- Capital School District Board President, 2001–2003
- Delaware State Board of Education Standards Committee, 1993–1995
- Kent Conservation District Board of Directors, 2005–2007
- Delaware Board of Massage and Body Works, 1999–2004 (Chairman 2001–2003)

NACo Service Experience

- Telecommunications and Technology Steering Committee member, 2005–present (Vice-Chair 2008–2009, Chair 2009)
- Membership Committee member, 2008–present
- Technology Summit Committee member, 2009–2010
- Presidential Initiative Planning Committee member 2009–2010
- Information Technology Committee member, 2011–present
- Essential County Technology Subcommittee member, 2009–present
- Geospatial Information System (GIS) Subcommittee member, 2009–present
- Executive Committee Regional Representative: Northeastern member, 2010–present
- NACo Electronic Green Government Network, 2010
- NACo Ambassador Program member, 2012–present
- Veterans and Military Services Committee member, 2013

- NACo Dental Program Taskforce Chair, 2009–2010

State Association Experience

- Delaware Association of Counties: 2nd Vice President 2008–2009; First Vice-President 2009–2010; President 2010–2011
- Chaired Dental Card kickoff for Kent County pilot program 2010

Why are you interested in serving as a NACo officer?

I hope to offer the Board and membership a perspective unique to small states like Delaware which requires collaboration, innovation and persistence. I have been fortunate to serve NACo on a number of committees, and that experience has called me to a leadership role. I want to take the ideas of many and transform them into workable solutions that can benefit our members.

What do you consider to have been your most important contribution to the National Association of Counties to date? To your state association of counties?

- Chairmanship of NACo Dental Program Taskforce
- Working with CVS/Caremark prescription discount card program (Champion Award recipient in 2010)
- Driving across the country for three days and 2,800 miles from Delaware to Reno to demonstrate commitment to the NACo annual conference attendance
- Led the dental discount card pilot program as Delaware Association of Counties president.

What do you consider to be the two or three most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus? Why?

- **Unfunded federal mandates:** Cost-shifting to local jurisdictions without regard, cripples the ability of local budgets to meet fiduciary responsibilities to our constituents.
- **Continued revenue deficiencies:** New and innovative revenue enhancers need to be developed to help offset federal and state funding shortfalls, and
- **Membership retention:** This is a critical issue because it impacts the ability of NACo to be heard in

Washington, D.C. and provide value to our citizens.

What do you consider to be the two or three most important issues local officials are facing in their counties that should be on the NACo agenda? Why?

• Growth of our aging population: Demographically, senior citizens may outnumber the rest of the population, and this group has greater public service demands. Growth of Text/video/social media 911 calls: Without significant financial resources, the growth of nonverbal communications will challenge the ability of emergency dispatch personnel to receive and respond appropriately in life-saving situations.

What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?

- Establish an alternate Board member position. Alternate could substitute for any full member unable to attend a conference. This proposal would increase and enhance our participation and communication at Board meetings.
- Add more value to members via programs like the prescription discount card and dental discount card program.
- Develop a NACo Alumni Group composed of former elected officials in an advisory capacity to retain demonstrated leadership skills, organizational commitment and professional relationships.
- Create a Data Library composed of best practices, requests for proposal, forms, services, legal opinions, policies, ordinances, citizen programs, etc.
- As a member of the Executive Committee, I would commit myself to visiting/reaching out to former member counties to remind them of NACo's added-value programs and ongoing legislative priorities. For non-member counties, I would spearhead an internally developed recruitment campaign to educate them about the unique opportunities of NACo membership.



Stan Batemon
Chairman
St. Clair County, Ala.

Public Service Experience

- St. Clair County Commission, District 4 Commissioner, two four-year terms
- St. Clair County Commission Chairman, presently in fifth four-year term
- Vice Chairman, East Alabama Economic Development Authority
- Board of Directors, Regional Planning Commission of Greater Birmingham
- Board of Directors, Pell City Industrial Development Board
- Member, Alabama Department of Transportation's County Roads and Bridges Technical Advisory Committee
- Member, Coosa Valley Water Service Authority
- Member, Region 4 Workforce Development Advisory Council
- Member, Governor's Task Force on Homeland Security
- Member, Alabama Citizens' Constitution Commission
- Member, Jefferson State Community College St. Clair Campus Community Advisory Council
- Board of Directors, Military Assistance for Personal Services

NACo Service Experience

- Member, 100 percent state, since 1986
- Member, NACo Board of Directors since 2006
- Member, NACo Energy, Environment and Land Use Steering Committee, since 2007
- Elected member, NACo Audit Committee, since 2012
- Member, NACo Rural Action Caucus Steering Committee, 2012–2013
- Speaker, NACo Rural Road Safety Conference, 2009

- Vice Chairman, NACo Veterans and Military Service Committee, 2012–2013

- Member, NACo Rural Road Safety Committee, 2008–2010
- Member, NACo Membership Committee, since 2012

State Association Experience

- Member, ACCA Board of Directors, 1993–1994, 2001 to Present
- President, ACCA, 2005–06
- President, ACCA Liability Self-Insurance Fund Board of Directors, 2000–2005
- ACCA Legislative Committee, 2005 to Present
- ACCA GASB Committee, 2008 to Present
- ACCA 2015 Task Force, 2007 to Present
- ACCA Budget Committee
- Chairman, ACCA Nominating Committee, 2004
- Alabama City/County Management Association (an ACCA affiliate): Nominating Committee, 2004–2006; Board of Directors, 2008–2009

Why are you interested in serving as a NACo officer?

As NACo embarks on a new chapter in its service to county governments across the nation, I believe the time is right to expand the strength of county government and to unify the focus of our collective efforts. County governments have an unparalleled opportunity to serve as a catalyst for significant economic growth and improvements in infrastructure and emergency response. NACo and its leaders must not only be committed to maximizing our collective wisdom, strength and vision, but also to mobilize and energize our membership to be actively involved in improving our strength and focus. I have used this same approach as chairman of St. Clair County and as a leader for our state association.

What do you consider to have been your most important contribution to the National Association of Counties to date? To your state association of counties?

• Over the last seven years, my service on the NACo Board has been personally rewarding for

2013 NACo Second Vice President Candidates

BATEMON *from page 6*

me and has directly benefited the citizens of my county. I hope I have contributed my leadership skills on several fronts — on the board, Audit Committee, various steering committees and caucuses. As a veteran, I was especially energized by Glen Whitley's initiative to focus on the needs of those who have served our country, and I am honored to be a part of the new Veterans and Military Service Committee.

• During my term as president of our state association, the organization forged a new and formal relationship with our emergency management directors, enacted a new law revising our emergency planning and response process in Alabama and provided for a state-financed salary subsidy for local EMA directors in counties that were underserved. Today, Alabama has one of the nation's strongest EMA programs. It is a wonderful example of what can be accomplished if the entire membership of an organization is focused to use its collective strength.

■ What do you consider to be the two or three most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus? Why?

Whether we can be as successful as we all hope will center on taking full advantage of the strength of our national membership and the diversity of skills and ability of those who serve and work at the local level. We have both subject-area experts and people with influence on every issue that faces county government. The challenge for the NACo leadership is to identify these experts, to rally them around the NACo banner and to utilize new communication tools to quickly and effectively put our experts in a position of advocacy.

This leadership plan can be structured by our new staff leadership, but it can only be implemented by a board of directors that embraces a vision of NACo that is not limited by the view of those outside county government. Our challenge is to move from a stage of outlining and developing plans into active implementation that will compel the membership to become a part of moving counties into a strong position of impacting public policy rather than simply reacting to public policy.

■ What do you consider to be the two or three most important issues local officials are facing in their counties that should be on the NACo agenda? Why?

The overriding challenge today is to impact, in a positive way, the new financial relationship between the federal government and counties. Clearly, many of the programs that have been the lifeblood of county government are some of those on the front line of attack during every budget negotiation. We must become more actively engaged in putting a "real face" on those we serve in our counties. Again, this involves identifying our membership and utilizing our ability to turn a line on the federal budget into a meaningful local program that improves the lives of those we serve.

And we should focus on providing counties with the tools necessary to provide services in the most efficient way possible. Clearly we are going to see continued attacks on the federal funds that have been so important to our local programs. We can only withstand those challenges if we are working as a national organization to emphasize efficiency and stewardship of the tax dollars we now receive.

Finally, as the "disconnect" between the public and its government officials continues to grow, our challenge is to find ways to remake our relationship with the general public. County government cannot lead in the local community without being respected and understood. This can only happen from the grassroots level — as local leaders and employees emphasize the role county government plays in their lives. But it is important for our national organization to provide our local leaders with the tools they need to "tell the county story."

■ What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?

Membership growth and retention is directly related to involvement, and that is another reason I am committed to draw-

ing ever-greater numbers of our members into active engagement with our advocacy work. Members who know firsthand that NACo is confronting the issues important to their counties are loyal members. There should be someone from each and every one of our 3,068 counties who is actively involved in NACo in some way. As president, it would be my job to reach out to the state presidents and the state association executive directors to forge a partnership to emphasize the link between our national organization and our work back home.

For us to move forward, we'll need more than a simple discussion of involvement, but a plan that will be implemented by the leadership team nationally and in every state. The staff cannot do this alone. We must actively identify a NACo contact in each member county and more actively engage the link between our state associations, the state leaders and NACo's overall plan to enhance the influence of county government.



Sallie Clark
Commissioner
El Paso County, Colo.

Public Service Experience

Local Leadership:

- Colorado Springs City Councilmember District 3 (2001–2003)
- Colorado Springs Utilities Board Member (2001–2003)
- El Paso County Commissioner District 3 (2005–present)
- El Paso County Emergency Services Agency Board (2006–present and Past Chair)
- El Paso County Public Health Board (2005–present)
- Pikes Peak Rural Transportation Authority (2005–present and Past Chair/Vice Chair)
- Colorado Springs Regional

Business Alliance Government Affairs Committee (2005–2012)

- Pikes Peak Area Council of Governments, Secretary (2005–present and Immediate Past Chair)
- Colorado Springs Economic Development Authority Board (2006)
- El Paso County Records Storage Task Force Chair (2006–2008)
- City and County Arts Commission (2008–present)
- Fountain Creek Watershed, Flood Control and Greenway District Board and Fountain Creek Task Force (2008–present)
- Pikes Peak Area Council of Governments Ft. Carson Executive Committee (2010–2012)
- "Not One More Child" Child Abuse Prevention Initiative Co-Chair (2011–present)
- Waldo Canyon Fire Disaster Recovery Committee Co-Chair (2013–present)

Awards:

- Tourism Industry Award – Colorado Springs Convention and Visitors Bureau (1998)
- *Denver Post's* People to Watch (2001)
- Colorado Springs *Independent*: Best Civic Leader, Best Role Model, Best County Commissioner (2000–2010)
- Woman of Distinction – Soroptimist International (2002)
- Accolades Award – Southern Colorado Women's Chamber (2006)
- Woman of Distinction "Go Red For Women" Chair – American Heart Assn. (2005–2006)
- United Way Campaign Council Chair (2006–2007)
- Elected Official of the Year – Greater Colorado Springs Chamber (2006)
- Heroes of Mental Health Award – Pikes Peak Behavioral Health (2009)
- Woman of Influence – Colorado Springs Business Journal (2010)
- Community Benefit Initiative Award – Peak Vista Community Health Centers (2011)
- Woodsum-Daniel Award for Child Abuse Prevention – Hope and Home (2012)

State Leadership

- National League of Cities Justice and Public Safety Committee (2001–2003)
- Colorado Child Welfare Allocation Committee (2007–present)

- Colorado Commission on Criminal and Juvenile Justice and Bail Reform Subcommittee (2011–present)
- Colorado Human Services Executive Committee (2012–present)
- Front Range Wildfire Management Roundtable/Executive Committee (2005–present)

NACo Service Experience

- Board of Directors (2012 Presidential Appointment)
- Women of NACo (WON) 1st Vice President and Social Media Liaison (2012–present)
- Justice and Public Safety Committee, Court Subcommittee Chair (2009–present)
- Justice and Public Safety Committee Juvenile Justice Subcommittee Vice Chair (2008)
- Large Urban County Caucus (LUCC) (2011–present)
- Arts and Culture Commission
- Membership Committee (2005–present)
- Veterans and Military Services Committee (2011–present)
- Cybersecurity Task Force (2012–present)
- Programs and Services Committee (2005–present)
- Ambassador Program Member (present)
- Western Interstate Region – Colorado Liaison (2012–present)

State Association Experience

- CCI Health and Human Services Committee (2005–Present) Immediate Past Vice Chair
- CCI Committee Member: General Government, Health and Human Services, Tourism, Resorts and Economic Development, Public Lands, Transportation and Telecommunications, Taxation and Finance, Land Use and Natural Resources, Agriculture, Wildlife and Cultural Affairs (2005–present)
- CCI REAL Colorado Steering Committee (2010–present)
- CCI Justice and Public Safety Subcommittee (Founding Member 2012)

■ Why are you interested in serving as a NACo officer?

I'm honored to have the opportunity to seek the office of

See **CLARK** page 8

2013 NACo Second Vice President Candidates

CLARK from page 7

NACo second vice president. I have a passion for communicating the important role counties play in serving citizens. Serving NACo as second vice president offers the opportunity to more closely work with the executive committee, Board of Directors, committee chairs and vice chairs, members and NACo staff to build upon the strong foundation of previous and current leadership and as second vice president, would look forward to increasing public understanding of counties, and how legislative and policy changes impact citizens at the local level.

As an active participant in NACo's many committees and task forces, I've championed NACo issues on Capitol Hill, successfully sponsored resolutions and am committed to making sure that the voices of counties are heard. NACo's excellent reputation as a leader on national issues offers the ability for me to put my knowledge of the organization and government experience to work for its membership in a new and important position.

NACo leadership is also an opportunity for me to use my experience by continuing to build partnerships and promote collaboration for the benefit of all counties. While El Paso County has the largest population among Colorado counties, with approximately 640,000, our county also encompasses eight towns and cities ranging from just over 100 resi-

dents to 400,000. As the chair of our regional council of governments, I've represented three counties and 13 cities and towns. I've worked effectively to increase the council's member participation and address both rural and urban challenges with a teamwork prioritization approach. I believe that my understanding of diverse needs will be a valuable asset for leadership in NACo. The key to getting things done is to build strong relationships with all levels of government, stakeholder groups, nonprofits and volunteers; I work every day to encourage cooperation and collaborative efforts.

■ What do you consider to have been your most important contribution to the National Association of Counties to date? To your state association of counties?

National - NACo: Justice and Public Safety and Wildfire Recovery Mitigation

As an active and engaged subcommittee chair of the Justice and Public Safety Committee, I have worked for legislation and regulations to reform and improve our criminal justice system. These reforms improve public safety and help counties to reduce skyrocketing costs of prosecution and incarceration.

Through these efforts, and advocacy of NACo President Rodgers' "Smart Justice" initiative, I have worked for reforms on both the state and national levels including:

innovative re-entry and reintegration programs to reduce recidivism, pre-trial justice programs to reduce costs of prosecution, juvenile diversion, mental health and substance abuse, and veterans' court.

As a public safety issue, I have also focused on wildfire mitigation and forest management reform. This is an especially important issue to our member counties following the recent wildfires in many states. I have represented NACo's Western Interstate Region in testifying at a U.S. Senate field hearing on forest health, wildfire management and county government support for legislation directing the U.S. Forest Service to include local county government input in formulating new forest management policies.

State - Colorado Counties Incorporated (CCI) Human Services and REAL Colorado

As vice chair of the CCI Health and Human Services Committee, I championed the adoption of the "REAL Colorado" initiative. The acronym stands for Responsive, Efficient, Accountable, Local-State-Federal Partnership and was adopted by Colorado commissioners in conjunction with the NACo Restore the Partnership initiative.

As a result of REAL Colorado, Gov. John Hickenlooper signed Executive Order 2011-005, "Establishing a Policy to Enhance the Relationship between State and Local Government." This proactive initiative which focuses on reducing mandates, streamlining regulatory processes and maximizing the benefits of county, state and federal partnerships is an effective next step in implementing NACo's Restore the Partnership initiative, and it can benefit NACo and its member counties by attaching tangible goals and outcomes to the ongoing "Restore the Partnership" mission.

Local - El Paso County Support for our Military Service Members, their Families and Veterans

As both the chair of the Board of County Commissioners and as chair of the Pikes Peak Area Council of Governments, I worked to establish the Peak Military Care Network and adopt the NACo-sponsored Network of Care program in our region. Approximately one-third of El Paso County's population is composed of veterans, and active-duty military personnel and their families. The

deployment and return of troops has added to demands on county government to keep up with human services, mental health, health care, child care, transportation and criminal justice needs, and it's important that we work with the military and veterans services to support those men and women in uniform and their families.

As commissioner liaison to our Department of Human Services, I worked to form a specialized military unit in child welfare and child support collections. In response to a shortage of child care for military families, I promoted passage of state legislation to establish an off-installation child care pilot program which provides reimbursement to private providers of high-quality child care facilities.

Working with our district attorney, the "Not One More Child" initiative was formed in El Paso County. This innovative community collaboration targets an alarming increase in child-abuse-related fatalities in our community, and in its first full year of operations the program has successfully brought together our military installations, area nonprofits, faith-based organizations, first responders and the medical community to implement programs which are making a real impact in reducing child abuse.

Targeted reintegration education on military installations, first responder education and information programs, hospital and medical outreach programs, informative video presentations, as well as respite and coaching for frazzled young parents are now available through the Not One More Child initiative. I believe NACo templates for these types of military partnership programs should be available to other counties facing similar community issues.

■ What do you consider to be the two or three most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus? Why?

1) Fiscal Stability and Sustainability

The protracted economic downturn, coupled with fiscal challenges and divisiveness in Washington, has stretched county government resources to their limits. NACo must continually inform and remind members of Congress and their staffs of the disastrous economic and national defense impacts of across-the-board

budget cuts through sequestration. We have to make sure that efforts to balance the books in Washington don't result in additional mandates which push more of the financial burden to the local level. A stronger and more effective "partnership" with counties can be a highly effective answer to many national problems, and NACo must be a strong voice for the stability and sustainability of county government.

2) Membership

NACo must be so strong and so effective that membership cannot be viewed as an optional expense as counties nationwide confront fiscal challenges of their own. So far, El Paso County residents have saved over \$500,000 thanks to NACo's Prescription Discount program. Programs like this demonstrate a huge return on investment in NACo membership. With strong and dedicated leadership, NACo can enhance and expand existing benefits and programs, develop new benefits and provide advocacy, support services and information resources which are too valuable to dismiss.

The NACo Prescription Discount and Dental Discount programs, Nationwide Retirement Systems, the U.S. Communities Government Purchasing Alliance, Network of Care partnerships, grant opportunities, savings through legislative policy efforts, and templates for best practice and innovation models provide an excellent foundation on which to grow and strengthen our organization.

3) Participation

With budgets challenged at all levels of government, it is more important than ever to increase the ability of participation for member counties. NACo's continuing efforts to expand both service and outreach using new technology, as well as increased use of electronic communications and social media to engage members is paramount. The recent decision to shorten the Legislative Conference is a good example of responding to members' concerns. As an elected official who is passionate about technology and communication, I'll work to familiarize other county officials with electronic methods that can be used to further NACo's objectives and to help us tell the story of county government to the constituency we represent.

Electric vehicle prewiring benefits consumers, economy

ELECTRIC CARS from page 5

For one thing, EVs will save consumers money because they are cheaper to operate than gasoline or even natural gas-powered vehicles, Toor added. He sees economic benefits for the county as well.

"I think things that help position us as leaders in sustainability help to attract both high quality employees and to attract investment and employers to the county," he said. "So in addition to that direct benefit that we think EV adoption will have for our residents in terms of saving fuel costs, I think that there's an

indirect benefit that essentially comes to the Boulder County 'brand' each time we take a lead in sustainability."

Goodell said the county won't change the world but can have an impact on a corner of it. "I think we also realize that as one little 740-square-mile spot on the face of the earth, we're not going to change global warming or anything (by ourselves)," he said.

"But I think we'd like to be contributing toward making things better and maybe being a model, and people saying, 'Well, gee, if Boulder County can do it, maybe we can too.'"

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2013 NACo Second Vice President Candidates

CLARK from page 8

■ **What do you consider to be the two or three most important issues local officials are facing in their counties that should be on the NACo agenda? Why?**

1) Efficiencies and reducing unfunded mandates

As budgets are constrained at all levels of government, there is a tendency for state and federal governments to overlook local impact and push responsibility down to the local level, without the necessary funding to provide the required services. NACo must continue its work to identify specific policies and laws that create local mandates and should also encourage lawmakers to eliminate unnecessary and burdensome regulations. For example, due to CCI's REAL Colorado initiative, the state of Colorado eliminated nearly 850 unnecessary and outdated human services rules and regulations.

The Large Urban County Caucus (LUCC) and Rural Action Caucus (RAC) establish excellent priority platforms and can help in pinpointing specific regulations NACo should target for revision or elimination.

2) Communication with citizens

Solving the mystery of county government can be challenging but it is absolutely critical. With the proliferation of information sources available to citizens, we must provide a consistent and accurate message about the valuable and necessary functions and services of county government.

Using both old and new media effectively will be required to increase public engagement and trust in county government. Understanding each county's unique services is a key to communication and creating a matrix of counties/parishes and their respective mandated responsibilities would help members to better explain our local government needs from a nationwide perspective.

Past President Glen Whitley's Counties Work game is an innovative interactive tool that facilitates understanding and engagement on the services we provide. NACo's workshops that have focused on media relations and social media have also been well received by members, and I'm committed to support these technology efforts to assist our members master the use of new communication tools.

3) Policymaker influence

Whether to members of Congress, the White House, or government agencies, NACo's lines of communication, profile and reputation are vital to counties nationwide. County officials provide a valuable bank of member experts who can add tremendous personal, geographic and community perspective on regulations and legislation which impacts their citizens. Through executive director Matthew Chase and the Board's updated Strategic Plan, NACo is working to continually enhance our legislative effectiveness by identifying and using these subject matter advocates. The recent elections resulted in a large turnover of local officials, and I will support our leadership in seizing the opportunity to quickly engage new members in the NACo mission as well as reinforcing the efforts of long-standing members.

■ **What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?**

As a current member of the Membership and Services and Programs committees, I've observed that NACo is and has been working diligently to retain and increase membership. The dues structure, expansion of benefits, lobbying and communication efforts are ongoing, and the organization is adapting to new technology opportunities. Collaboration is a key to participation, and I'm willing to continue that assistance wherever the need is most by using my experience, understanding, participation and personal commitment to NACo by reaching out to counties.

NACo's presence is very important at state association conferences, and I'd suggest a NACo representative (staff/board member) or surrogate NACo member (from that state) should represent the organization at each state meeting as an official agenda item. That agenda item could address specific topics of interest in addition to outlining the impact of NACo on their respective issues including legislative efforts that have positively impacted that state's member counties.

Members should be made aware of NACo staff areas of expertise when assistance is needed on national legislative concerns. We must continue the NACo president's annual initiative to provide opportunities for member counties to demonstrate their accomplishments that contribute to NACo's success. These initiatives help to bring issues of county importance into the public focus and support a consistent message and recognition of counties nationwide all year long. When National County Government Month was expanded, it opened up many more opportunities for counties to demonstrate their programs and services, and receive recognition for innovation. The Achievement Awards offer the ability for NACo to assist our membership by showcasing their award-winning programs throughout the year.

Serving you as second vice president is an opportunity for me to add more value to our organization. Through years of active participation in NACo, I believe that I have been known for high energy, solid work ethic, dedication to public service, and cooperative nature. I look forward to earning your support as your next second vice president of the National Association of Counties.



Tim Josi
Commissioner
Tillamook County, Ore.

Public Service Experience

My first elected position was as a director of the Tillamook People's Utility District. I served two four-year terms from 1982 until 1990. From 1988 until 1990, I also served as a commissioner for the Port of Garibaldi. In 1990, I was elected to the Oregon State Legislature where I served for eight years until the posi-

tion reached term limits. In 1998, I was elected as a Tillamook County commissioner, where I discovered my true calling.

As a Tillamook County commissioner, I have been afforded many opportunities to serve. I am in my eighth year as a member of Oregon's Land Conservation and Development Commission. I was appointed by the governor and confirmed by the Senate to represent Oregon's cities and counties on this commission. As a member of the commission, I have been charged with leading the effort to amend the Oregon Territorial Sea Plan so that off-shore, renewable energy facilities can be permitted in an orderly and responsible manner.

For the past 12 years, I have also been the chair of the Council of Forest Trust Lands Counties. Tillamook County is one of 15 Oregon counties that deeded their forest lands to the state to be managed on our behalf through a formal trust relationship. Over the years, I have worked collaboratively with the Oregon Department of Forestry to develop and implement Forest Management Plans that provide social, economic and environmental values. We harvest trees in an environmentally responsible manner and the proceeds help fund our schools, special districts and county government services.

I am also a member and treasurer of the Oregon Coastal Zone Management Association (OCZMA), an organization that works on issues pertinent to coastal Oregon counties, cities and ports. I served as OCZMA's president three years ago.

Two years ago, I served as a co-chair of Cape Falcon Marine Reserve Community Team. I was appointed to the Community Team by the Oregon Department of Fish and Wildlife and was elected as a co-chair by the other team members. We were charged with finding responsible sites for marine reserves. This was a very difficult process, but we were successful in having three sites ratified by the Oregon Legislature.

My responsibilities as a county commissioner include serving as the liaison to the county's health clinic, county park system, county clerk, community development, district attorney, human resources, public works, sheriff, jail, treasurer and veterans services.

And finally, I'm a member

of the National Forest Counties and Schools Coalition Executive Committee. We are working with Congress to find a responsible way to get the nation's forests working again.

My background is an integral part of who I am as a public servant. I was raised on a dairy farm where I learned the value of hard work. I graduated from Oregon State University and shortly thereafter started my own small business as a landscape contractor. I ran my business for nearly 25 years and managed employees. I utilized my training at OSU to design, bid and contract projects that ranged from private homes to public schools. My six brothers and sisters have always been self-employed. I have two grown children and I am a widower. A little over two years ago, I lost my wife to a sudden illness.

NACo Service Experience

- My 14 year involvement in NACo runs deep.
- President of the Western Interstate Region, 2009–2010
- Chair, Public Lands Steering Committee, 2009–2012
- NACo Board of Directors, 2005–2013
- Vice chair, Public Lands Steering Committee, current
- Vice chair, Rural Action Caucus, current
- Member of the Public Lands Steering Committee, 1999–02 and 2006–Present
- Member of the Energy and Environment Steering Committee, 2002–2004
- Member of the Agriculture and Rural Affairs Steering Committee, 2004–2006

State Association Experience

- President, Association of Oregon Counties (AOC), 2005
- AOC Board of Directors, 2000–Present
- AOC Legislative Committee, 1999–Present
- AOC Public Lands Steering Committee, 1999–Present
- AOC Transportation Steering Committee, 2004–Present
- Chair, Council of Forest Trust Lands Counties, 2002–Present

See JOSI page 10

2013 NACo Second Vice President Candidates

JOSI from page 9

■ Why are you interested in serving as a NACo officer?

I want to be in a position to work on specific issues important to all of us. The first is finding a responsible way to get the nation's forests working again. Our neglect of this issue has resulted in overstocked and diseased forests resulting in massive carbon dioxide emitting fires. Prudent management will result in much-needed jobs, a healthy forest environment and will generate much-needed revenue sharing for the nation's counties.

Additionally, I want to raise awareness of domestic violence and sex abuse. One in four women will experience domestic violence during their lifetime. In Tillamook County, we are making a difference. I would like to take our effort nationwide.

Finally, infrastructure is critically important to our economic success. Roads, bridges, transit,

high-speed broadband, water, sewer, renewable energy—we need to develop a strategy to deal with immediate needs and a long-term strategy to maintain and build-out the infrastructures that make us competitive as a nation.

■ What do you consider to have been your most important contribution to the National Association of Counties to date? To your state association of counties?

As the chair of the NACo Public Lands Steering Committee, I was able to bring people with divergent views together to solve common problems. My commitment was to make sure everyone was heard and treated fairly. My steering committee was very effective, and we produced excellent results for counties across the nation.

During the last few years, I sponsored or co-sponsored resolutions that became part of America's Platform. A list of some of these

are: stormwater runoff from logging roads, exempting renewable biomass emissions from EPA's Tailoring Rule; EPA's Boiler MACT Rule; revising contract cancellation policy for Forest Service stewardship contracts; promoting healthy forest ecosystems and reducing the release of greenhouse gases through active management on the nation's forests; federal definition of wood biomass; hazardous fuels emergency; federal forest carbon sequestration; and oppose removing "navigable waters" from the Clean Water Act.

My most important contribution to the Association of Oregon Counties is twofold:

For Oregon counties, I have worked diligently on protecting revenues from state forest trust lands; and

I have worked hard to maintain an active link between NACo and AOC as a NACo board member. Regular reports to members regarding work and actions of NACo and WIR, encouraging maintenance of county membership in NACo, urging Oregon members to be actively involved in NACo committee and advisory body work, and influencing Oregonians to regularly attend NACo and WIR conferences. This relationship benefits both NACo and Oregon counties.

■ What do you consider to be the two or three most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus? Why?

NACo is a highly functioning organization but can do better.

As stated in the NACo Strategic Blueprint, we need to enhance our relevancy in the federal policy arena. We do a good job of establishing our priorities and agendas but can always do a better job of messaging, policy research and advocacy. We need to get better at updating our advocacy game plan, which includes doing a better job of working with our member counties and coalitions.

Maintaining and growing membership in NACo is vital to the health of the organization and its ability to deliver results for county constituents.

■ What do you consider to be the two or three most important issues local officials are facing in their counties that should be on the NACo agenda? Why?

Many counties are core providers of an array of local health services. They rely on a complex and shifting patchwork of federal, state and local funds. The Affordable Care Act creates both challenges and opportunities. However, fiscal and budgetary constraints will continue to challenge how we maintain core services in the face of cutbacks. NACo's active involvement has the potential to reshape our partnerships.

The need for a sound infrastructure strategy has never been greater. County governments own 45 percent of the nation's highway and roadway network, 44 percent of all bridges and 33 percent of the transit systems. With dwindling financial resources to maintain this transportation infrastructure, we need to develop new, long-term funding strategies. However, infrastructure needs do not end

with transportation. Urban and rural areas alike are facing aging water and sewer systems, as well as barriers to last-mile access to high-speed broadband and clean and affordable energy. All of these infrastructure needs must be resolved if America is to remain competitive in the global marketplace.

■ What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?

NACo is highly respected by its members across the nation. Our 97.5 percent county membership retention rate demonstrates this fact. I agree with the Membership Committee's commitment to improving our membership standing by having a NACo presence at state associations' annual and newly elected official conferences. I also agree with the Membership Committee's passion to do a better job of reaching out personally where membership growth is inadequate. We can do this with a more visible NACo presence, direct conversations with our non-member colleagues and proving to non-members the organization's relevance and greater successes with more counties holding active membership. We must strive continually to show why NACo membership is a wise investment for all county governments, especially in times of tight budgets and a slow economy.



Two new NACo E-newsletters

Keeping you informed on everything related to NACo, counties and federal developments ...



News about NACo and the Nation's Counties

AND

WASHINGTON WATCH
Federal News for the Nation's Counties

If you haven't received them yet, sign up today to have either (or both) delivered electronically to your email.

www.NACo.org/subscribe




Legislative Conference Update

U.S. Agriculture Secretary Tom Vilsack will speak during the morning general session on the March 5. He joins Rep. James Clyburn, assistant Democratic leader, who is also speaking at the session.

Sen. Hatch offers five proposals to curb spending on Medicare, Medicaid

MEDICAID CUTS *from page 1*

The 2012 U.S. Supreme Court ruling on the ACA essentially made the expansion of Medicaid to all non-elderly adults below 133 percent of the federal poverty level a state option. Sperling did leave the door open to making “smart, efficiency type” changes to Medicaid.

“As always, the devil is in the details,” said Randy Johnson, commissioner, Hennepin County, Minn. Johnson, who chairs NACo’s Medicaid and Indigent Care Subcommittee, noted that NACo will monitor proposals to change Medicaid’s financing structure since many counties use local funds to draw down federal dollars to sustain their county health care safety net systems.

can be set at any level up or down to hit a desired level of savings.

“Counties are very wary of any plan to impose caps on the federal share of Medicaid or to put new limits on our ability to raise the non-federal match,” said Larry Johnson, commissioner, DeKalb County, Ga. “The problem is the high cost of health care and that won’t be fixed by arbitrary caps or cuts.” Johnson, NACo’s Health Steering Committee chair explained that the risk of shifting costs to county safety net systems prompted NACo’s long-standing opposition to block grants, caps and other cuts to Medicaid.

In the last Congress, Rep. Bill Cassidy (R-La.) introduced a per capita cap bill, the Medicaid Accountability and Care Act (H.R. 5979). It has not been reintroduced in the 113th Congress.

Hatch’s Medicare proposals include raising the eligibility age from 65 to 67, limiting first-dollar coverage in supplemental Medicare plans, streamlining beneficiary cost sharing, and moving Medicare to a competitive bidding or defined premium support model. Raising the Medicare age may encourage county employees to postpone retirement, keeping them on county health plans longer and increasing the health insurance costs.

Meanwhile on Feb. 1, Hatch joined Finance Committee Chairman Max Baucus (D-Mont.) and Sens. Ron Wyden (D-Ore.), Tom Coburn (R-Okla.), Tom Carper (D-Del.) and Chuck Grassley (R-Iowa) in releasing a report outlining opportunities to reduce waste, fraud and abuse in Medicare and Medicaid.

Some of the ideas that the report highlights include requiring the Center for Medicare and Medicaid Services to use existing authorities, such as issuing moratoria, that the agency does not currently use; clarifying when to use inpatient and outpatient treatment; increasing federal funding to help states crack down on Medicaid fraud; eliminating overlapping federal and state anti-fraud programs; and creating a clinical advisory panel to help supervise contractors.

The senators intend to refine the list of possible legislative and administrative actions with the committees of jurisdiction, the Government Accountability Office, the U.S. Department of Health and Human Services’ Office of the Inspector General and stakeholders.

Financial Services News

New Features Added to Deferred Compensation Website

Nationwide Retirement Solutions recently upgraded *NRSforU.com*, the website serving the NACo Deferred Compensation Program, to include two new features.

The site now includes Balance History, a feature which allows NACo program participants to see their deferred compensation account balances by month and over time. Participants can more easily compare their account’s investment performance to the deferred income amounts they have contributed.

Also added is Personal Rate of Return, a feature that allows participants to see their account performance over time, compare that performance to market indices and incorporate quarterly earnings, if any. The Personal Rate of Return offers a quick snapshot of how a participant’s investment strategy is working over the long term, empowering them to decide whether that strategy is meeting their expectations.

Balance History and Personal Rate of Return are the latest examples of a rebuilding process Nationwide has been conducting to make participant visits to *NRSforU.com* easier and more productive. Over the past year, Nationwide has completely revamped the website to deliver a more open layout. Participants can now scan for key words, phrases or links to quickly find the information they’re looking for.

Most of the retirement education content on *NRSforU.com* is open and available to any county employee who wants to review it. However, some material — such as account management tools like the new Personal Rate of Return and Balance History features — can be accessed only by a participant who has an online account. NACo Deferred Compensation Program participants can establish an online account within seconds by following the onscreen prompts at the website.

The new *NRSforU.com* is one of the many benefits of participating in the NACo Deferred Compensation Program. County employees wanting to learn more about planning and investing for retirement through the NACo program may contact

a Nationwide retirement specialist, or call 1.877.677.3678.

Keep in mind that investing involves market risk, including possible loss of principal. While Nationwide retirement specialists cannot offer investment, tax or legal advice, they can help participants understand the risks they face and strategies to help deal with these risks.

To learn more about tools available to county employers wanting to promote the NACo Deferred Compensation Program as a benefit of employment, contact Lisa Cole by email at lcole@naco.org or phone at 202.942.4270.

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

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SpeedRead » » »

» Cuts to Medicaid that the Administration had previously proposed would not be supported going forward

» Per capita cap bill, the Medicaid Accountability and Care Act (H.R. 5979), was introduced in last Congress

Sen. Orrin Hatch (R-Utah), the top Republican on the Senate Finance Committee, which has jurisdiction over both programs, laid out five specific proposals to rein in federal Medicare and Medicaid spending in a floor speech on Jan. 24. Among Hatch’s five proposals, four seek savings in the Medicare program, and one imposes a per capita cap on federal Medicaid spending.

According to a statement issued by Hatch’s office, spending limits would be set by beneficiary eligibility categories and adjusted for patient health condition, and would be combined with new tools for states to implement patient-centered reforms. He also proposes that the federal government work with the states to set clear goals and monitor quality, access and coverage metrics.

By putting a hard cap on the federal side of the ledger, the proposal would change the basic structure of Medicaid from an open-ended entitlement, increasing financial risk to states and counties. The Committee for a Responsible Federal Budget characterizes the potential savings from a per capita cap as “dialable” because the cap

What's in a Seal?

» Adams County, Pa.
www.adamscounty.us



Adams County was created on Jan. 22, 1800 from part of York County and is named in honor of the second U.S. president John Adams. Its county seat is Gettysburg.

On Nov. 19, 1863, Abraham Lincoln delivered his Gettysburg Address at the dedication of the Soldiers’ National Cemetery. The 150th anniversary of the Battle of Gettysburg and the Gettysburg Address will be observed this year.

The Great Seal of Pennsylvania is inscribed on the keystone at the top of the design. Seven spokes denote the seven original roads of the county, all of which are included in the present highway system. Eight furrows denote the eight connecting roads. The ring of 21 stars denotes the townships of the county.

The original courthouse, which stood in the middle of Gettysburg Square from 1804 to 1859, is shown on the centerpiece with the outline of the county’s map and the South Mountain in the background.

The High Water Mark on the Gettysburg Battlefield appears in the bottom panel and represents the county’s participation in the battle. Scrolled ribbons around the entire design show the date of the county’s organization — the XXVI at the top of the centerpiece showing it to be the 26th county. A tree under the centerpiece represents the fruit industry. A sheaf of wheat represents the agricultural industry (left), and a factory (right) represents industry with the bottom scroll holding the name of the Commonwealth.

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

Smart Justice Symposium explores better ways to manage pre- and post-trial issues



Arapahoe County, Colo. Commissioner Nancy Jackson engages speakers at a session on workforce development for released prisoners.



Participants at NACo's 2013 Smart Justice Symposium explored juvenile justice reform, workforce development, jail population management and related jail health care issues. The symposium, held Jan. 31–Feb. 1 in Los Angeles County, is part of NACo President Chris Rodgers' presidential Smart Justice initiative, which aims to build knowledge and capacity for successful justice policies and practices among the nation's counties.

The symposium, hosted by Los Angeles County, discussed these critical priorities with justice and public safety experts from across the country and considered how county officials can best shape federal policies and funding levels to ensure that services for communities are efficient and effective.

Seven sessions were held over the two days addressing:

- the latest innovations and successes on juvenile justice reform
- pretrial justice programs and how they can improve public safety and help counties better manage jail populations
- workforce development plan and strategies to curb recidivism
- the new national health care law and how it relates to county jail populations
- strategies to curb child sex trafficking, and
- the relationship between counties and their states in the management of jail populations.



Los Angeles County Supervisor Don Knabe offers a welcome from the host county.



All photos by Henry Salazar, L.A. County

NACo President Chris Rodgers welcomes participants to the Smart Justice Symposium. Rodgers is pursuing the development of smart justice programming at NACo as one of his presidential initiatives.

A special report on pre-trial services in rural counties was also released at the symposium. *The Delivery of Pretrial Justice in Rural Areas: A Guide for Rural County Officials* outlines the obstacles many small counties face when considering pretrial justice

programs and offers recommendations to overcome these challenges.

*For more information on the Smart Justice initiative or to access the guide, see this story online at www.naco.org/countynews.



Dakota County, Minn. Commission Chair Nancy Schouweiler, Justice and Public Safety Steering Committee chair, joins President Rodgers in welcoming symposium attendees.

L.A. County hosts Smart Justice Symposium



Photo by Henry Salazar, LA County
Prince George's County, Md. Councilmember Karen Toles questions Dr. Laura Abrams, UCLA School of Public Health, during a session on Juvenile Justice Reform.



Mark Masterson, Sedgwick County, Kan. Department of Corrections director, participates in the discussion on juvenile justice reform.

This year's theme is
**Smart Justice: Creating
Safer Communities**

National County Government Month (NCGM), held each April, is an excellent opportunity for your county to highlight effective county programs and raise public awareness and understanding about the various services provided to the community.

★ ★ ★ ★ ★ ★
NATIONAL
COUNTY
GOVERNMENT MONTH
■■■■■■■■
APRIL
2013

Visit www.NACo.org (Solutions Center) to download the guide and other media materials to help you promote your events. Contact Jim Philipps for more information at jphilipps@naco.org or 202.942.4220.

Don't forget to enter your county program for the NCGM award and share your story with NACo and other counties via social media!

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News From the Nation's Counties

► CALIFORNIA

• **ALOS ANGELES COUNTY** supervisor is calling for tougher zoning restrictions in a push to stop the rise of **maternity hotels**.

Don Knabe wants an ordinance to regulate maternity boarding businesses.

The facilities are typically located in upscale residential neighborhoods near single-family homes. Women travel to the United States to deliver their babies who can then obtain a U.S. passport and related documents as American citizens. Many of the hotels operate in violation of zoning and building codes which allow officials to shut them down citing safety concerns, KABC-TV reported.

A zoning enforcement section report shows complaints of alleged maternity boarding houses are on the rise, with 60 complaints in December 2012 compared to 15 complaints from 2007 to November 2012.

• A state **appellate court affirmed** a ruling that a dozen **SAN MATEO COUNTY** school districts do not have the authority to sue the county and its former treasurer for a collective \$20 million loss caused when the Lehman Brothers bankruptcy leached at least five times that amount from the county investment pool.

The three-judge panel approved the dismissal of the lawsuit by ruling that investment decisions are "discretionary activity which should not be the subject of scrutiny and second-guessing by a coordinate branch of government."

Twelve of the county's 24 public school districts were named in the claim along with the San Mateo County superintendent of schools.

• **TULARE COUNTY** is likely to approve registration and permit fees that would allow residents to start **cottage food businesses**, the *Visalia Times-Delta* reported.

Last year's California Homemade Food Act allows people to make and sell some foods — jams, jellies, honey, some pastries, dry pastas, dried fruits and popcorn among them — made in home kitchens instead of having to lease kitchens in restaurants, churches and community centers certified by county health inspectors to make their products.

Before the new law took effect Jan. 1, food prepared in private homes couldn't be offered for sale or used in food businesses, including restaurants. The new law "requires



► UTAH

GARFIELD COUNTY opposes the U.S. Bureau of Land Management's plan to buy eight small parcels of privately owned land in Grand Staircase-Escalante National Monument — part of a plan to keep them out of commercial development.

Only 3 percent of land in the county is privately owned, *The Salt Lake Tribune* reported. "Every bit we lose, that will cost us in property taxes," said Clare Ramsay, chair of the County Commission. "We can't afford to lose any more."

The 21 acres of land are owned by the conservation group Grand Canyon Trust. BLM is using \$440,000 from the Land and Water Conservation Fund to make the purchase.

The deal marks the first time the federal government has bought a significant amount of private land within the monument, which was created in 1996 despite intense local opposition.

a cottage food operation to meet specified requirements relating to training, sanitation, preparation and permissible types of sales," according to the report.

► COLORADO

Late last month, **EL PASO COUNTY**, Fort Carson, the U.S. Forest Service, and Colorado Parks and Wildlife leaders opened the **largest public shooting range** in Colorado on Ft. Carson property.

Ft. Carson is home to several Army combat forces including the 10th Special Forces Group and the 4th Infantry Division. At 400 acres, the complex currently consists of seven shooting ranges with approximately 120 covered shooting positions. Three ranges are designated for rifles with distances from 300 to 500 yards. Four are designated pistol ranges, and one flexible-distance range is prioritized for law enforcement and public safety training purposes.

The search for a suitable site for a public shooting range began five years ago after the U.S. Forest Service closed an inadequate and poorly maintained shooting area west of Colorado Springs.

► ILLINOIS

Continuing its assault on gun violence, the **COOK COUNTY** Board has approved an ordinance requiring firearm owners to **report the sale, loss, theft, destruction or transfer of firearms** or face a fine.

Effective in August, individuals who sell, lose, destroy, transfer or have their firearm stolen in the county must report it to the Cook County Sheriff's Office within 48 hours. Firearm owners will be required to report the make, model and serial number of the firearm, along with the date and location of purchase.

"This ordinance is an important step to ensure that guns purchased legally do not wind up in the hands of criminals," Board President Toni Preckwinkle said.

Individuals who fail to comply will be subject to a \$1,000 fine for the first violation. The fine will be \$1,500 for each gun on the second offense and \$2,000 for each subsequent violation.

► KANSAS

The **SEDGWICK COUNTY** Health Department will accept anyone who wants **free HIV testing** regardless of residency in response

to the state's decision to stop providing the service to rural counties.

The state's department of health had provided free HIV testing kits and specimen analysis to 40 counties in the state. It will now provide those services only to the 10 most populous counties such as Sedgwick, according to the *Wichita Eagle*. The state said the money spent on free testing could be used more efficiently, particularly in counties with low rates of HIV infection.

There are 105 counties in Kansas.

► MARYLAND

The **CARROLL COUNTY** Board of Commissioners voted unanimously Jan. 24 to become the third county in the state to make **English the official language**. **FREDERICK** and **QUEEN ANNE'S** counties also have such similar laws.

When Commissioner Haven N. Shoemaker Jr. introduced the measure last year, he said it would ensure the county isn't obligated to pay for translating documents into foreign languages at taxpayer expense, *The Washington Post* reported.

► MICHIGAN

INGHAM COUNTY officials are considering whether to allow people who live in urban areas to **keep dairy goats**.

The *Lansing State Journal* reports a draft ordinance would allow up to three miniature dairy goats on one- or two-family residential properties, provided there is adequate land and shelter space for each goat.

Animal control officials are concerned about the extra workload urban goats might bring to their already stressed department. Some are suggesting the county set a license fee high enough to ensure that only people who are serious about having goats will ask to keep them.

► MINNESOTA

The 2012 annual count of homeless people in **HENNEPIN COUNTY** showed the **number of homeless veterans has decreased** by nearly 53 percent since 2009.

The county attributed that drop to collaboration between county departments and private outreach organizations to address factors that can create barriers to housing.

During the same time period, the county saw a smaller drop in homeless single people and an increase in the number of families experiencing homelessness.

In 2006, the county and the city of Minneapolis launched a 10-year

plan to end homelessness. With public- and private-sector partners, the coalition has worked to identify homeless veterans at community contact points, knowing that not all who need help will seek it directly from the county or the Veterans Administration.

► NEW JERSEY

• **BERGEN COUNTY** authorities have prepared a training video titled *Lockdown* for handling "**active shooter**" situations in schools. An active-shooter incident is one in which one or more armed individuals wage an attack to create mayhem, rather than during a robbery or hostage-taking.

The video is being offered to school districts within the county and could become a resource for schools across New Jersey, if approved by the state Department of Education, county prosecutor John L. Molinelli told *NJ.com*.

"A lot of these active shooter trainings in the past have focused on just the police response," police Lt. Robert Espinosa said. "We wanted to get everything here, all the emergency services, fire, EMS."

The video will be shown to teachers and staff within the school districts; a separate video was prepared for law enforcement agencies.

• Camden police voted 142-62 against an offer that would have allowed all its members to be hired into a **new CAMDEN COUNTY-run force** in exchange for certain union concessions, *The Inquirer* reported.

"Today was no time to be obstinate," said Louis Cappelli Jr., Camden County freeholder director. "This was a time for saving jobs and to face reality that the Camden County Police Department is moving forward with or without them."

The offer would have prevented city police from transferring their existing collective bargaining agreement — and voided existing rank and seniority.

Having the county assume policing duties for the city was designed to create a metropolitan department that could put more officers on the streets of Camden, persistently one of most crime-ridden cities in the nation, according to officials.

► NEW YORK

DUTCHESS, ORANGE and **ULSTER** counties will benefit from a new \$5 million **economic development fund**, part of a joint settlement agreement filed with the New York

The H.R. Doctor Is In

Inattention Blindness

Early in the year it's not a bad idea to stop and take stock of your individual health. Of course, there were new year's resolutions made about how you would be better in 2013 about getting a health checkup, losing weight, eating better, exercising more, ending your smoking addiction and much more — as long as these items were covered by your health insurance plan.

However, the HR Doctor wants to remind you that there are some symptoms of bureaucratic illnesses which are not covered by insurance and are all too prevalent. These symptoms usually manifest during meetings. This is especially true of the long and often boring staff meetings that can go on for hours.

Perhaps the county administrator or chair of the Board of Supervisors or County Commission is in front of the room delivering a riveting three-hour presentation on the latest in procurement rules covering the purchase of paper clips off of a state contract. Perhaps it is even a professional HR training employee who is inducing coma among the people required to attend the training on how to fill out forms in the new payroll and benefits enterprise resource management IT system.

In point of fact, in meetings such as this, hardly anyone wants to be there — probably not even the presenter. The room may well be an ancient bureaucratic shrine with

uncomfortable chairs purchased on a low-bid contract in 1974. The room may be too cold, but the temperature can only be adjusted by maintenance personnel who arrive after the work order is processed. The temperature is finally adjusted — only to now become too hot.

The presenter may be using a Power Point presentation consisting of 419 slides, all of which have small print and no graphics. The presenter may go on to read every word on every slide without apparently notice the rising tide of discontent among audience members, not to mention issues of acute bladder trouble.

We respond as human beings, not to mention public administrators, with a couple of basic responses during such meetings. The first was discussed in a prior HR Doctor column. It is called ocular insubordination. The hapless attendee at these meetings cannot leave and knows that the presenter may be the boss in whose hands the attendee's fate may rest. However, the person is not immune from using her eyeballs as a marker of annoyance.

Ocular insubordination often takes the form of rolling the eyes while looking in the direction of another attendee. It is a form of collegial communication signaling "I'm having a rotten time, aren't you?" The presenter may say some-



thing particularly annoying such as a stretch and restroom break is only about 45 minutes away. The eyes are the windows of the bureaucrat's soul — especially during meetings. They can also deliver valuable performance evaluations to the manager, supervisor or presenter.

The second syndrome is known as "inattention blindness." For drivers who are moving through rush-hour traffic enjoying a 90-minute trip home, the condition may also be known as hypnosis of the road. Driving down the highway for a long time may cause a person's brain to shut down in terms of focus, and attention to driving is lost. It can be

caused by hyper-texting, cellphoning while applying eye makeup. It can cause rear-end accidents, running off the road or worse. Sheriff's deputies know the condition well from motorists they stop or from their own hours on lonely patrol in rural areas far from any Dunkin' Donuts outlet.

In a captivating, or perhaps "captive" meeting, the failure of attention can also cause a person to lose consciousness and not hear anything meaningful. In a world of smartphones, and perhaps not-so-smart presenters, it becomes possible to put the phone in your lap and communicate with the known universe. You can catch up on the latest sports scores, send a note to Aunt Mary or text to someone in another department about how wonderful the meeting is. You may do all this while not hearing any of the messages being conveyed by the agency head.

There are some attendees, however, who still rely on the technology of number two pencils. They may, for example, be doodling on their official government agency legal pads. They may be doing this

form of art to occupy their brains while their bodies are being held in meeting-hostage situations.

Whether its ocular insubordination or inattention blindness, presenters and meeting planners need to rely much more on their observation of the audience than on the silly, check-the-box speaker evaluation forms which usually accompany the end of each conference session. More information can be gleaned from the messages being conveyed back by the postures, the eye-rolling, the smartphone use and the doodling which may be occurring. Even the head of the organization can be coached by that feedback.

Meetings are necessary. Managers spend perhaps a third of their time in such events. Make them compelling, fun and respectful of the time and attention span of the attendees. Meetings which ignore that advice become gatherings where you take minutes and waste hours.

Phil Rosenberg
The HR Doctor • www.hrd.net

Wyoming county commissions may be able to appoint county attorneys

NEWS FROM *from page 14*

State Public Service Commission in connection with the acquisition of the Central Hudson Gas & Electric Corp. by FortisUS Inc.

The counties filed as active parties in the proceeding to ensure local residents benefited from the proposed acquisition. The \$5 million will enhance the utility's existing economic development programs. Central Hudson customers are also guaranteed a one-year rate freeze.

"Dutchess County has been actively involved in this process since the acquisition announcement was made early last year," County Executive Marc Molinaro said. "We were pleased to bring Orange and Ulster counties together in this partnership."

► OKLAHOMA

Will it be watermelons or windmills, or some other symbol of **GRADY COUNTY**? These have been depicted on images — designed by high school students — that are being considered for a **new county seal**.

The winner will receive a prize, possibly a new tablet computer, and be honored at County Government Day at the Grady County Fairgrounds, *The Express-Star* reported. The winner's name and school will also be on the seal, said Dale Thompson, Grady County Emergency Management.

► PENNSYLVANIA

County commissioners want more counties included in a pilot state **human services block grant** program that provides more flexibility in shifting money among several programs. The pilot was launched last fall with 20 counties, but 30 counties applied, *The Citizens Voice* reported.

Commissioners said the pilot is working and all counties that wish to participate should be allowed to do so. The block grants fund services such as community mental health and mental disability services, homeless assistance and child welfare grants.

Gov. Tom Corbett's (R) administration is considering expanding

the pilot, according to the state's budget secretary.

► WYOMING

The State Legislature is considering a bill that would let county commissions **appoint county attorneys**, instead of their being elected by voters.

House Bill 88 would require voters to approve a change that allowed appointments. If approved, county commissioners would appoint an attorney for a one-year term, renewable annually, the *Casper Star-Tribune* reported.

In Wyoming, 21 of the state's 23 counties elect an attorney who handles civil matters and prosecutorial duties. Rep. Mike Madden, one of the bill's sponsors, said partisan races could lead to the perception that county attorneys can't be objective, because they have to worry about being re-elected.

(News From the Nation's Counties is compiled by Charles Taylor and Charlie Ban, staff writers. If you have an item for News From, please email ctaylor@naco.org or cban@naco.org.)

NACo on the Move

» NACo Officers and Officials

• NACo President **Chris Rodgers** spoke about NACo's legislative priorities and his Smart Justice presidential initiative at the 2013 Idaho Association of Counties midwinter legislative conference in Ada County Feb. 4.

» NACo Staff

• NACo's new research director, **Emilia Istrate**, joined the staff Feb. 4. Istrate comes to NACo from the Brookings Institution — a prominent Washington think-tank — where she was an associate fellow and a senior research associate. She holds a doctorate in public policy from George Mason University, focusing in regional economic development. She has also studied at the University of Vienna and Johns Hopkins University from which she earned master's degrees in international studies.

• **Ryan Yates**, associate legislative director, presented on the Future of PILT and SRS, Federal Funding for Forest Counties at the County Commissioners Association of Missouri Conference in Cole County Feb. 7.



Emilia Istrate

On the Move is compiled by Christopher Johnson.

Model Programs From the Nation's Counties

San Diego County, Calif.

Library Brings Legal Minds to the Masses

By CHARLIE BAN
STAFF WRITER

The complex American legal framework supports a society of laymen.

With that in mind, San Diego County, Calif.'s library system is trying to be sure basic, and sometimes complex, legal education is available to help residents navigate the tricky processes that their lives sometimes face.

What is now called the Community Law School grew from a collaboration Deputy Library Director Susan Moore negotiated shortly after coming on board with the library in October 2008, the economy in tatters. Even as the city of San Diego teetered on the edge of bankruptcy, Moore saw county residents approve a bond issue to fund school improvements.

"That showed me that people around here really valued education,

and I thought that might go beyond what they wanted for children," she said. "Residents were looking at a lot of foreclosures and for the most part they were in a position of weakness, not knowing the laws surrounding foreclosure. It was difficult to find a central source of information."

With lawyers from the Housing Opportunities Collaborative to share their expertise pro bono, Moore held a seminar at one of the library branches, a move, she said, that gave a lot of legitimacy to the program.

"The library is a trusted place," she said. "People are used to coming to libraries to get information; but just as important, it was the people we kept out. A library is not a place [where] a predator, hoping to make money off of someone's troubles, is going to sit in the audience, and go to work when people go to the parking lot."

Credit counselors, mortgage



counselors and lawyers embraced the program, and some attendees would receive as much as three hours of counseling. "I was flabbergasted how much time these professionals were willing to give," she said.

The program took off from there, expanding to a variety of topics, with six classes per term with a class each month. Topics included small claims court, citizenship and immigration issues, bankruptcy, family law and traffic court.

"Some were a lot more popular because a lot of people can wind up with a traffic ticket or a summons to small claims court," Moore said.

She also learned how location would drive attendance, noting that many people would travel for seminars, specifically because they did not want to be recognized in the classes in their neighborhoods.

The Filipino American Lawyers of San Diego and Pan Asian Lawyers of San Diego signed on to provide lawyers for the classes, and some judges got involved.

Moore said partnering with them involved being sure the lawyers knew the depth of the commitment.

"When you tell people there will be something at the public library, you have to follow through because people show up for that program," she said. "People trust the library that way."

The American Bar Association recommends attorneys perform 50 hours of pro bono work annually, and

the community law school serves as a venue to perform that public service. Programs emulating the community law school could market themselves to state bar associations to recruit subject-matter experts.

The value of free assistance provided at these workshops is \$246,920, measured by the market value for the legal advice given. More than 200 people had attended various classes over the first three years.

Moore is most proud of the series' tendency to be current and relevant to the community's legal needs.

"We try to watch the trends and be out front and have classes ready when people realize they need that information," she said. "We'd rather do that than respond too late. Our needs assessment has been right so far in helping us choose our subjects."

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

Research News

Assisting Veterans with Legal Troubles

As veterans return home after military service, many suffer from mental health and substance abuse issues that may lead to encounters with the law. Ramsey County, Minn. joins counties across the country in developing a program to assist veterans whose clashes with the law may have roots in their active duty.

The Ramsey County Veterans Justice Initiative provides former military personnel with resources to address underlying issues such as post-traumatic stress disorder and substance abuse. Participation in the program can result in a reduced sentence for minor offenses.

In Genesee County, Mich., a new veterans treatment court opened this month to assist local veterans. Through this program, veterans are provided with treatment and required to schedule weekly meetings with the Genesee probate chief judge to ensure all the requirements of the court are being met. In addition, each veteran is assigned a veteran mentor to be another resource while going through treatment as well as another person to help keep each person on track.

In addition to mental health and substance abuse issues, many veterans face challenges in returning to the civilian workforce or starting a business.

To help veterans learn how to start their own businesses, a new program called Project Opportunity is expanding to Howard and Anne Arundel counties in Maryland. Funded through a grant from the Walmart Foundation, the 10-week course offers training for how to start and maintain a business as well as outreach services, technical assistance, and financing opportunities to veterans considering starting a business.

The program started three years ago and is expanding from its base on the Eastern Shore in Maryland to other parts of the state.

Created by veteran Joe Giordano, the program includes advice he wished he had been given when he returned to civilian life after his military career. In addition to the advice specifically for veterans, participants are also provided with an overview of other economic development

resources available in the county.

In nearby Prince George's County, military veterans are highlighted in a new county law that expands its Minority Business Enterprise Program to include veteran-owned and service-disabled veteran-owned companies. Effective December 2012, the new law allows these businesses to qualify for program benefits including being eligible for contracts restricted to participants in the program. Previously, the county's program covered only women-owned businesses and minority-owned businesses based on race.

Eligible businesses must become certified through the county to be eligible for the program. Roland Jones, director of the county's Supplier Development and Diversity Division, pointed to the nearly 4.5 million veterans returning to the Washington, D.C. area over the next few years as the catalyst for creating a more business-friendly environment for local veterans.

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

Job Market & Classifieds

► COUNTY ADMINISTRATOR – ESCAMBIA COUNTY, FLA.

Salary: \$123,779–\$150,000 annually; DOQ.

Escambia County is seeking a County Administrator to provide executive leadership and overall direction to the county's departments and administer and carry out the directives and policies of a five (5) member Board of County Commissioners.

Qualifications: Bachelor's degree in Public Administration-Business Administration or closely related field and at least seven (7) years of responsible executive level experience in public (government) or private sector management with at least three years overseeing an organization of similar size. Executive level is defined as director, president, vice president, local government administration at the level of bureau chief, department head, assistant city or county administrator, city or county administrator, or manager.

To apply, visit www.myescambia.com/jobs. EOE/V. Close Date: Wednesday, Feb. 20.

► DIRECTOR, INFORMATION TECHNOLOGY – COCHISE COUNTY, ARIZ.

Salary: \$80,818–\$121,195 annually plus a competitive benefits package; DOQ.

Cochise County is currently accepting applications for a position with the Information Technology Department for Director of Information Technology. Cochise County is located in southeastern Arizona and is home to Fort Huachuca and Kartchner Caverns as well as considered the gateway to Mexico.

Cochise County fosters some of the best quality of life found in the Southwestern United States. There is something for everyone in Cochise County, from outdoor activities to arts and culture. The position is located in Bisbee, an artistic small community and a great place to work, live and play.

The minimum qualifications for the position is a Bachelor's Degree in computer science or a closely related field; eight (8) years of progressively responsible experience in information technology at the professional level, three (3) years of which must have been in a managerial position. Public sector experience is not required, but is desirable. For more information and application materials contact the Cochise County Human Resources Department at 520.432.9700 or visit our website at www.co.cochise.az.us/ccwebsite/ Jobs.asp.

A completed Cochise County Employment Application must be submitted to be considered for the position.