

CountyNews

NATIONAL ASSOCIATION OF COUNTIES ■ WASHINGTON, D.C.

VOL. 47, NO. 17 ■ SEPTEMBER 7, 2015



On the edge ...again

Congress Faces a 'Triple Cliff' upon Return from August Recess

By **AUSTIN IGLEHEART**
LEGISLATIVE ASSISTANT

When members of Congress return to Washington from their August recess on Sept. 8, they will immediately face several crucial deadlines. One is the beginning of the new fiscal year on Oct. 1, by which date Congress and President Obama must come to an agreement on an appropriations package that will fund government programs in FY16.

Failure to reach an agreement could lead to a government shutdown, though congressional leaders, including Senate Majority Leader Mitch McConnell (R-Ky.) and Speaker of the House John Boehner (R-Ohio), have expressed confidence that no shutdown will occur.

A second major deadline looms at the end of October to raise the debt ceiling and prevent the United States from defaulting on its loans. The third deadline is the expiration of MAP-21, which funds the nation's investment in surface transportation infrastructure, on Oct. 29. Congress passed a three-month extension of MAP-21 earlier this summer in hopes of buying enough time to reach a long-term deal. These deadlines together have been coined the "triple cliff."

Past debates over the three issues have been marked with tension, sometimes leading to missed deadlines and last-minute deals. But action to avoid this "triple cliff" must be taken quickly since the Senate is only in session for 60 more days this year and the House shorter still with only another 43 days.

Here's a closer look at the cliffhangers.

See **TRIPLE CLIFF** page 4

Mental health reform bills await post- recess action

By **BRIAN BOWDEN**
ASSOCIATE LEGISLATIVE DIRECTOR

Immediately before Congress adjourned for its August recess, two major bills that address mental health issues were introduced in the Senate — adding to a number of bills previously introduced in both chambers — as mental health reform again takes center stage in response to recent violent events.

The deadly 2012 school shootings in Newtown, Conn. first sparked renewed legislative interest in behavioral health, but

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The County Explorer now updated with most recent jail data ▶ **Page 3**

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Miami-Dade County transforms jail culture for mentally ill inmates ▶ **Page 9**

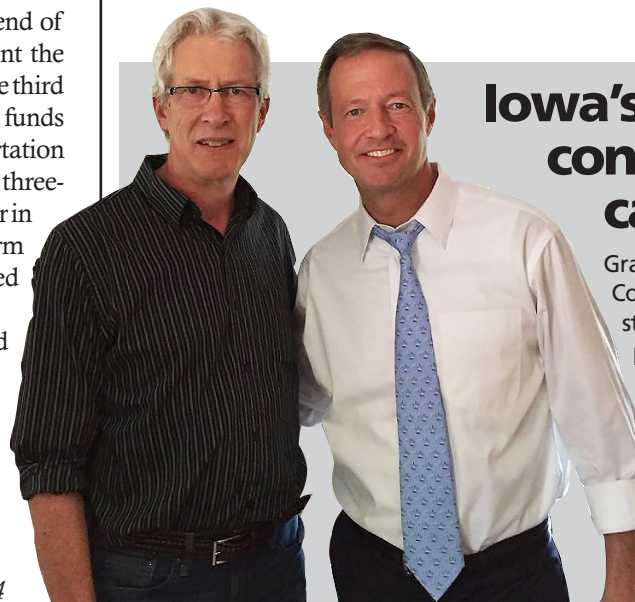
Injunction muddies implementation of new WOTUS rule

A federal judge has temporarily stopped EPA and U.S. Army Corps of Engineers from enforcing the new "Waters of the U.S." rule in at least 13 states: Alaska, Arizona, Arkansas, Colorado, Idaho, Missouri, Montana, Ne-

braska, Nevada, New Mexico, North Dakota, South Dakota and Wyoming.

U.S. District Court of North Dakota Chief Judge Ralph Erickson granted a preliminary injunction, citing the harm states would

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Iowa's counties connect with candidates

Grant Veeder, Black Hawk County, Iowa auditor (l) stops for the camera with presidential candidate, former Maryland Gov. Martin O'Malley at the Iowa State Fair.

Photo courtesy of the Iowa State Association of Counties

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CONNECT** page 7

Health and Human Services position to coordinate mental health policy in the works

MENTAL HEALTH *from page 1*

comprehensive reform efforts failed to advance in the 113th Congress. Advocates are hoping 2015 is the year for mental health reform, with Rep. Fred Upton (R-Mich.), chairman of the House Energy and Commerce Committee, vowing to make it a priority.

Such initiatives could greatly affect counties' essential role in providing behavioral health care to more than 43 million Americans through 750 county behavioral health authorities. In addition, they could support efforts like the Stepping Up Initiative to decrease the number of individuals with mental and co-occurring substance abuse disorders in more than 3,000 local jails.

On Aug. 5, Sen. Chris Murphy (D-Conn.) and Sen. Bill Cassidy (R-La.) introduced the Mental Health Reform Act (S. 1945) intended to make critical reforms to the mental health system. The measure is being touted as a companion bill to H.R. 2646, the Helping Families in Mental Health Crisis Act, introduced in June by Reps. Tim Murphy (R-Pa.) and Eddie Bernice Johnson (D-Texas).

Both bills would create a new assistant secretary for mental health and substance abuse position at the Department of Health and Human Services to coordinate policy and administer grants. Both bills would



(1-r) Sen. Bill Cassidy (R-La.) and Sen. Chris Murphy (D-Conn.) discuss their bill to reform mental health care — the Mental Health Reform Act (S. 2002) — at a Capitol Hill briefing, Aug. 4. Photo by Brian Bowden

also partially ease the Institution for Mental Diseases (IMD) exclusion by allowing Medicaid to cover care in a free-standing psychiatric facility if the facility has an average stay of fewer than 30 days.

IMDs are inpatient facilities treating, in general, people with severe mental illness. Federal Medicaid matching payments are prohibited for IMDs with a popula-

tion between the ages of 22 and 64.

NACo policy supports amending the IMD exclusion to allow non-hospital residential placements of up to 90 days of care per year and up to 15 days per year for hospital-based mental health and substance use care. Easing the IMD exclusion would allow counties to provide much needed inpatient and residential psychiatric services to their residents.

Differences Mark Bills

S. 1945 and H.R. 2646 also have important differences. The House bill would provide incentives to states that implement assisted outpatient treatment (AOT) programs, now permitted in 45 states. The Senate version does not.

AOT is court-ordered treatment (including medication) for individuals with severe mental illness who meet strict legal criteria such as having a history of medication noncompliance.

A provision to make Medicaid financial incentives available to mental health providers for the use of electronic health records, which NACo supports, is only included in the House version, which would grant caregivers access to health care information on seriously mentally ill patients under certain conditions.

The Senate bill simply clarifies existing guidance around the Health Insurance Portability and Account-

ability Act (HIPAA) and states that individuals should be given advanced notice of any decision to share their information with family members or caregivers.

NACo policy calls for amending language in HIPAA to clarify providers may disclose concerns about a patient's safety to appropriate parties when they believe in "good faith" that there is a threat of "serious or imminent" danger to the patient or others.

Mental Illness and Jails

Also on Aug. 5, Sen. John Cornyn (R-Texas) introduced the Mental Health and Safe Communities Act (S. 2002) intended to prevent the unnecessary incarceration of people with mental illness and enhance treatment for individuals with mental illness while incarcerated and following their release.

The bill reauthorizes and expands the Mentally Ill Offender Treatment and Crime Reduction Act (MIOTCRA) and its Justice and Mental Health Collaboration Program (JMHCPC). MIOTCRA was first enacted by Congress in 2004. It authorized \$50 million in grants to be administered by the Department of Justice to state, tribal and local governments to develop programs designed to improve outcomes for individuals with mental illness in the criminal justice system. However, congressional appropriations have never fully funded the program, and the \$8.5 million currently authorized is set to expire at the end of September.

JMHCP helps states and counties design collaborative efforts between criminal justice and mental health systems by specifying that federal funding should be used to expand programs such as pre-trial screening and jail diversion programs, mental health courts and veterans treatment courts.

In April, Sen. Al Franken (D-Minn.) and Rep. Doug Collins (R-Ga.) introduced the Comprehensive Justice and Mental Health Act (CJMHA) in their respective chambers, which would also reauthorize MIOTCRA. NACo supports legislation that reauthorizes MIOTCRA and builds upon its success.

Cornyn's bill, however, goes beyond the justice and mental health act by also amending the National Criminal Background Check System. The bill would clarify the scope of mental health

SpeedRead » » »

- » Counties provide behavioral health care to more than 43 million Americans.
- » Mental Health Reform Act would allow Medicaid to cover care in some psychiatric facilities.
- » Cornyn bill aims to prevent unnecessary incarceration of people with mental illnesses. Medicaid to cover care in some psychiatric facilities.

financial incentives for states to share these records. States are not now required to share these records, and some argue this has allowed people to have guns that could have otherwise been identified by background checks.

The bill would also change terminology in the Gun Control Act of 1968 from "persons adjudicated as mentally defective" to "persons adjudicated as incompetent" and clarifies that adjudication requires due process protections. NACo policy supports provisions of the act, which are directed at preventing possession of handguns by proscribed groups of people, including persons committed to a mental institution.

Sponsors Optimistic Despite Busy Schedule

Lawmakers are hoping that these bills will be more successful than previous attempts, but they will be up against multiple priorities in a narrow window of time. When Congress returns this week, it will need to vote on the Iran nuclear agreement and advance appropriations legislation for the next fiscal year before Oct. 1—in the course of a month that will feature an historic congressional address from Pope Francis, as well as breaks for Labor Day and Jewish holidays.

In October, Congress will also need to replenish the Highway Trust Fund and address the debt ceiling. Nonetheless, lawmakers are optimistic that these bills can proceed to markups in their respective committees of jurisdiction and bipartisan consensus can be reached around mental health reform before next year when presidential election politics will make it more challenging.

QUICK TAKES

TOP FIVE COUNTY EMPLOYERS

1. **New York City, N.Y.** (Consolidated): 404,260 FTE* employees
2. **Los Angeles County, Calif.:** 101,801 FTE employees
3. **Miami-Dade County, Fla.:** 44,148 FTE employees
4. **Fairfax County, Va.:** 42,587 FTE employees
5. **Montgomery County, Md.:** 37,398 FTE employees

Source: NACo Analysis of US Census Bureau – Census of Individual Governments Employment: 2012

*FTE: Full Time Equivalent





County Explorer Updates: Visualizing County Jail Population Data

By **NATALIE ORTIZ**
SENIOR RESEARCH ANALYST

How many people are in jail, what are the characteristics of the jail population and how do the characteristics of the jail population change from year to year?

The Department of Justice Bureau of Justice Statistics (BJS) provides some help with answering these questions. Each year, BJS releases the findings from the Annual Survey of Jails. The survey provides national numbers on the jail population.

There are more than 2,800 jail jurisdictions in the United States, and BJS sends the survey to a representative sample of these jurisdictions. Jail facilities can be administered by county governments, cities, regional authorities where two or more jurisdictions have an agreement to operate the facility, or private contractors. BJS makes available the data collected by the survey. The most recent data made available to the public were collected in 2013.

NACo analyzes the BJS survey data for county governments to update the County Explorer, an interactive map available for free via the NACo website <http://explorer.naco.org/>. For September, the update to County Explorer includes the number of

persons held in county jails for non-local law authorities and jurisdictions.

In addition to holding inmates who are awaiting trial locally or have been sentenced to serve time in the county jail, county jails also hold inmates for federal agencies and other

Federal Bureau of Prisons, U.S. Immigration and Customs Enforcement or other federal agencies. An additional 60 percent of county jails also hold inmates for their state's corrections department. County jails hold more inmates for their states' prisons than for federal agencies. Inmates

There are more than 2,800 jail jurisdictions in the United States.

jurisdictions. NACo's analysis of BJS data shows that in total, 18 percent of the inmate population confined in county jails is held for the federal government, prison authorities and other local jurisdictions.

Sixty percent of county jails confine one or more individuals for the U.S. Marshals Service,

in county jails are also held for other counties from within the state and authorities in other states.

To view the recent jails data added to County Explorer, go to <http://explorer.naco.org/> and click on "Map an Indicator" on the upper left side of the screen. A menu with different categories will appear. Move the cursor over "Justice and Public Safety." A list of options appears to the right that includes "Jails – Supervised Population by Agency." Click an indicator that is of interest, such as the number of inmates "Held for Own State."

This month's update to County Explorer follows August's additions, which included data on jail capacity, the number of people in jail and the average daily population.

SpeedRead » » »

- » 18 percent of the population in county jails is being held for other jurisdictions or agencies
- » 60 percent of county jails report holding prisoners for the U.S. Marshals Service, ICE or other federal agencies

Breadth of decision remains in question

WOTUS from page 1

likely incur by the rule's planned implementation on Aug. 28. It is unclear at this point whether the order granting the temporary injunction applies only to the 13 states or nationwide. Judge Erickson is expected to clarify the scope of the ruling.

Currently, the EPA is arguing that the preliminary injunction only applies to the 13 states involved in the case, while others believe the federal ruling applies nationally.

Lawsuits seeking temporary injunctions were also filed in federal district courts in West Virginia and Georgia. In both cases, the courts declined to grant an injunction, claiming they did not have jurisdiction.

"As the rule goes through the judicial process, we will continue to work with the federal agencies to clarify the regulation and implementation process," said NACo President Sallie Clark. "All of us want clean water, and we must work together to achieve that goal without compromising our public safety and infrastructure responsibilities."

Counties are responsible for many types of infrastructure that could be affected by the rule, including roadside ditches, storm water drains, flood control channels and other systems designed to keep water away from people and property. Counties own and maintain 45 percent of the nation's road miles and one out of every 10 bridges. Counties and other local governments are also charged with upholding federal, state and local regulations that protect water resources.

"This has always been an issue of practicality for us. We hope the EPA and the Corps will work collaboratively to provide more precise guidance that will help us protect water and keep our residents safe," Clark said. "However, we also believe in the appropriate level of state and local control."

Since the agencies unveiled the proposal in 2014, NACo testified before congressional bodies four times and has steadfastly advocated for more collaboration and greater clarity.

LETTER TO THE EDITOR

The DeKalb, Ill. County Board has followed the lead of Champaign County by passing a resolution urging the reform of our criminal justice system. The American justice system has become a growth industry that is an expensive unfunded mandate for local governments. We have recently added on to DeKalb County Court House, and now are in the process of expanding our jail.

According to Pew Research, American jail populations have increased 700 percent in the last 40 years. Changes by our state and federal legislators to the criminal code and corrections code including mandatory minimums have created this mass incarceration problem.

The State of Illinois has failed to fund mental health as other states have done. In the past, they have closed mental health facilities but now they are replacing them with mental health treatment in our state prisons. DeKalb County has invested in alternative programs in an effort to reduce our jail population.

We hope that our legislators will find the political will to address this crisis and we urge other counties to join us in the effort to force this much needed legislative change.

Stephen Reid
DeKalb County, Ill. Board member

CountyNews

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ADVERTISING STAFF
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(202) 393-6226 • FAX (202) 393-2630
Published biweekly except August by:
National Association of Counties
Research Foundation, Inc.
25 Massachusetts Ave., N.W.
STE. 500, Washington, D.C. 20001
(202) 393-6226 | FAX (202) 393-2630
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Mail subscriptions are \$100 per year for non-members. \$60 per year for non-members purchasing multiple copies. Educational institution rate, \$50 per year. Member county supplemental subscriptions are \$20 each. Send payment with order and address changes to NACo, 25 Massachusetts Ave. N.W., Washington, D.C. 20001.

POSTMASTER: send address changes to
County News, 25 Massachusetts Ave. N.W., Ste. 500, Washington, D.C. 20001
(USPS 704-620) ■ (ISSN: 0744-9798)
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Research Foundation, Inc.



Battles expected over funding levels for defense and domestic spending; How to pay for transportation infrastructure still stalls MAP-21 package

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FY16 Appropriations

Although the House has passed six of the 12 individual appropriations bills for FY16, the Senate has yet to pass any. Further complicating matters: While both chambers have completed the committee process, there have been major disagreements between the leaders of each chamber and between Democrats and Republicans. Already, battles over defense spending and the removal of sequestration cuts, as well as over provisions in the Department of Interior Appropriations Bill (H.R. 2822) relating to the display of the Confederate flag, have delayed the appropriations process.

At the beginning of the 114th Congress, congressional leaders stated their commitment to follow the standard procedure for appropriations bills, which involves considering and voting on each measure separately.

However, time is quickly running out and the new fiscal year begins Oct. 1. As a result, it appears as though Congress might seek to pass another omnibus package that includes all 12 individual appropriations bills.

Typically, an omnibus package is easier to pass due to its size, but battles over funding levels are expected. For instance, President Obama and many congressional Democrats have indicated opposition to any appropriations bill that increases defense spending above sequester levels but does not match, dollar for dollar, an increase in domestic spending.

Republicans, on the other hand, are generally wary of domestic spending increases but seek to boost defense spending. Boehner, recognizing the potential for complications, has acknowledged that a short-term continuing resolution (CR) might be necessary in order to come to a final agreement. A CR would maintain all funding at current levels until a new appropriations package can be passed.

Transportation Funding Cliff

After another short-term extension of the surface transportation law known as MAP-21 passed July 30 — the third MAP-21 extension since 2012 — funding is set to expire again on Oct. 29. The biggest challenge confronting the passage of a long-term transportation reauthorization bill has long been, and continues

to be, how to pay for it. For the last few years, the main source of funding for federal highway and transit programs — the Highway Trust Fund — has been teetering at the edge of insolvency.

There are several options for raising revenue for the trust fund. One option is to increase the federal gas tax, which currently stands at about 18 cents per gallon. Congress has not increased the federal gas tax since 1993, even as inflation and increased fuel efficiency have decreased the value of the tax. Meanwhile, since 2000, construction costs for highways and bridges have increased 44 percent despite a lower 35 percent increase in inflation.

Other options being considered by Congress include repatriation of overseas corporate profits and a tax on vehicle-miles traveled. While Congress is unlikely to agree on a long-term funding solution that is tied to the gas tax or to vehicle-miles traveled, repatriation is still an option and Congress is looking at other offsets that are not tied to transportation. Failure to reauthorize and provide funding, perhaps through one or a combination of these measures, would pose a severe threat to county infrastructure investments.

Despite the funding challenges, the Senate was able to pass a

long-term measure at the end of July before adjourning for recess. The DRIVE Act (S. 1647), would reauthorize federal highway and transit programs for six years, though it would only provide enough additional revenue to pay for three years of funding.

However, House leadership has indicated they will not take up the DRIVE Act as written. They plan to develop their own piece of legislation that reflects their chamber's priorities. They then plan to take their own bill to conference with the Senate where the two chambers work out any remaining differences.

Instead, the House passed the three-month extension, which the Senate agreed to pass with the stipulation that those three months would be sufficient time for the House to finalize and pass a long-term bill that could be conferenced with the DRIVE Act this fall.

A detailed overview of NACo's surface transportation priorities can be found on the Transportation Steering Committee home page on NACo's website, www.naco.org.

Debt Limit Cliff

The third deadline concerns the debt ceiling. According to Secretary of the Treasury Jack

Lew, the debt ceiling will likely need to be raised again before the end of October. Treasury is currently using "extraordinary measures" to ensure that the United States can continue paying its bills, but these measures can only buy so much time.

Debt ceiling clashes have become commonplace in recent years; Congress last reset the debt ceiling in March 2015 to \$18.11 trillion, after raising it at least six previous times since 2010.

In 2013, the debt ceiling was finally raised after the government had been shut down for more than two weeks. In 2011, the debt limit deal resulted in the sequestration or automatic, across-the-board spending cuts that are still a major point of contention in Congress.

In fact, the sequester, as it's become known, now threatens the FY16 appropriations process, particularly as it relates to defense spending.

Many Democrats are calling for a "clean" reset of the ceiling, while many Republicans are looking to use the debt ceiling battle as a way to achieve spending cuts. It remains to be seen which of these paths Congress will ultimately take.

(Jessica Monahan and Hadi Sedigh, associate legislative directors, contributed to this report.)

Debt Limit

TRANSPORTATION FUNDING

FY16 Appropriations



Housing authorities push regional approach to affordable housing

By CHARLES TAYLOR
SENIOR STAFF WRITER

A group of Chicago-area counties could teach a lesson to their counterparts nationwide on creating affordable housing in more economically diverse neighborhoods.

Since 2002, several county and city housing authorities have participated in a Regional Housing Initiative (RHI) that provides lower-income residents access to rental

counties, and the cities of Chicago, Joliet, North Chicago, Oak Park and Waukegan. All are bound by an intergovernmental agreement, said Breann Gala, who manages the program for the MPC.

The vouchers remain with the apartments, and aren't portable with the tenants as is more typical.

A development's owners receive reasonable market rents from the housing authority for a 15-year period, which can be extended.

When the program started in the early 2000s, Gala said, there was a shortage of rental housing near suburban job centers, and commute times to jobs outside of Chicago were increasing. At the same time, poverty in the suburbs was on the rise.

"Historically, we have put affordable or public housing in high-poverty areas and often in segregated communities," she added, such as the infamous Cabrini-Green and Robert Taylor Homes high-rises in Chicago, now demolished. "This is a model for doing this differently."

While desegregating public and subsidized housing isn't the RHI's intent, it can, coincidentally, have that effect.

"It's a consequence, but it's actually not the goal," Claussen said. "It's more of an economic integration than a racial integration program."

Fair housing has been much in the headlines this summer: In June, the U.S. Supreme Court ruled that policies which unintentionally segregate minorities in poor neighborhoods violate the Fair Housing Act. The act bars not only racial discrimination but also prejudice based on national origin, religion, sex, disability and the presence of children.

Monocchio said two-, three- or four-bedroom units often face opposition from suburban neighborhoods. "Some communities have exclusionary zoning policies that make it hard, for example, to site multi-family housing," he explained. "So we have the toughest time getting family sites built into opportunity areas, but it is a strong focus of ours."

On July 8, the U.S. Department of Housing and Urban Development (HUD) issued its final rule on Affirmatively Furthering Fair Housing.

And Gala believes the RHI can be used to further fair housing goals. "Hopefully, ... we'll be able to engage even more communities, and counties and other government entities in a discussion around where we should be supporting affordable housing across the regions."

As evidenced by the recent, fact-based HBO series, *Show Me a Hero* — based on Yonkers, N.Y. residents' opposition to public housing in their neighborhoods in the late 1980s — success in siting mixed-income housing outside the urban core isn't guaranteed.

"I won't deny that there have been developments that we have been interested in supporting that

have not moved forward because they get stuck in the political process," Gala said.

"There have been those cases from time to time, where there is strong community pushback But we do our best to make sure that the developments that we support are furthering local plans, that they're of high-quality construction."

Monocchio said creating affordable housing in areas with

good schools and access to jobs and transportation is designed to give low-income families a "leg up."

"We have come to learn from experience how important it really is to consider place-based solutions when we're siting housing, especially when we're using federal resources, especially if kids are involved," he said.

"Those kids should have the same access to quality schools as everybody else."



The Congress Parkway Apartments, in the McHenry County, Ill. city of Crystal Lake, were completed in 2014. Of 60 units, 13 are subsidized by housing vouchers through the Regional Housing Initiative. Photo by Mike Magnussen

housing throughout the region, versus in a particular municipality.

The housing is located in "opportunity areas" — often in suburbs — which RHI defines as close to jobs, training opportunities, good schools, transportation and recreation.

RHI has supported at least 467 apartments in 30 developments in 23 "quality" communities since its inception, per data from the region's Metropolitan Planning Council (MPC), based in Chicago.

"I think this is a really promising model that could be a very important tool for helping to address these issues at a regional scale (across the nation)," said Elizabeth Kneebone, a fellow at the Brookings Institution's Metropolitan Policy Program. She said Baltimore and St. Louis have expressed interest.

The Regional Housing Initiative provides operating subsidies in the form of project-based vouchers to owners of rental properties through the U.S. Department of Housing and Urban Development's (HUD) Housing Choice Voucher Program, formerly known as Section 8.

Participants in the initiative are the housing authorities of Cook, DuPage, Lake and McHenry

For example, Gala said, if a unit rented for \$1,000 a month, the property's owner would receive \$600 in voucher payments, guaranteed for 15 years. Tenants would cover the balance from their incomes. The guaranteed income over a fixed period of time is what developers and owners find attractive about the program, she added.

Julie Biel Claussen, executive director of the McHenry County Housing Authority, said families seeking housing are placed on a centralized waiting list. "When we began this program, we sent letters to everybody on our waiting list as did the other housing authorities. Some of those people may have come from Chicago, or they may have come from Lake County, or one of the other cities within our metro area."

Typically, Chicago and Cook County's housing authorities have received higher levels of HUD subsidies than their suburban neighbors because the need is greatest there, according to Richard Monocchio, executive director of the Housing Authority of Cook County. However, by pooling resources, subsidies can be used across jurisdictional boundaries.

Profiles in Service

Merceria Ludgood

Executive Committee, NACo Board of Directors,
Commissioner
Mobile County, Ala.

Number of years active in NACo: 7

Years in public service: In public service generally, more than 20 years, 15 of which are in county government

Occupation: Full-time county commissioner

Education: B.S. and M.A. University of Alabama Tuscaloosa; J.D. Antioch School of Law, now D.C. School of Law

Three people (living or dead) I'd invite to dinner: Harriet Tubman, James Baldwin and Rutherford B. Hayes

A dream I have is to: visit Australia and Antarctica completing my goal of traveling to all seven continents.

The most adventurous thing I've ever done is: Traveling solo in east Africa, staying in camps and mission houses.

My favorite way to relax is: to get lost in a good book.

I'm most proud of: my election to the County Commission because it reflects my community's confidence in me.

Every morning I read: *Seize the Day* with Dietrich Bonhoeffer.

My pet peeve is: "kicking the can" down the road when tough decisions need to be made.

My motto is: To whom much is given much is required.

The last book I read was: *Just Mercy* by Bryan Stevenson.

My favorite movie is: *Rabbit-proof Fence*.

My favorite music is: Gospel.

My favorite president is: Barack Obama because his election portends our possibilities as a nation.

My county is a NACo member because: Its legislative advocacy and the financial resources it makes available to counties.



The hardest thing I've ever done: Learn to play the piano at age 55+. It is a work in (slow) progress

'Tech savvy' Sacramento and Pinellas counties take top honors from PTI for technology programs

By ALIX KASHDAN
DIGITAL MEDIA ASSOCIATE

Two counties are among the three local governments that have been awarded the 2015 "Tech Savvy" designation by the Public Technology Institute (PTI). Sacramento County, Calif. and Pinellas County, Fla. have each been named a "Tech Savvy County" for their innovative technology programs.

This is the second consecutive year these two counties were honored by PTI.

Pinellas County was recognized for its 2015 Strategic Business and Technology Plan. The plan, developed by the county's Business Technology Services (BTS) Department, aims to improve customer service around technology for county residents.

"The progressive use of technology across Pinellas County is the major driver behind receiving this award," said Marty Rose, the county's chief information officer. Partnerships between several local authorities

are critical to the county's successful technology programs," he added. "BTS is proud to partner with our appointing authorities, constitutional offices and the Sixth Judicial Circuit in support of this progressive technology strategy."

The strategic plan provides a framework for organizing, implementing and incorporating new projects with existing business and technical services, and establishes communication channels for county officials, residents, businesses and other key stakeholders.

Pinellas has also recently received awards for its "Doing Things for You!" mobile application, and Rose noted that for all of its technology projects, the county is "constantly looking to engage our citizens in partnering with us to help all the citizens of Pinellas County."

PTI recognized Sacramento County for its technology efforts in two areas: tracking services and sustainable initiatives. The county's Department of Technology developed tracking and

data analytics services including program tracking for the Department of Human Services and 311 Connect, a dashboard and map of service requests, for the county executive's team.

"It is a tremendous honor for Sacramento County to be one of only three jurisdictions nationwide to be presented with the Public Technology Institute 2015 Tech Savvy Designation," said Rami Zakaria, the county's chief information officer. "The county's new approach to IT service delivery focuses on countywide efficiencies, as well as department specific business applications and the investment in smart technology solutions."

The county also uses technology in its sustainability programs. The county developed an online resource center, Green.SacCounty.net, for community members to ac-

cess information about the county's green services. Additionally, the Department of Waste Management and Recycling was recognized for its waste-to-energy power plant, in which gases produced from landfill decomposition are converted into electricity and sold to a local utility company—reducing greenhouse gas emissions while producing revenue.

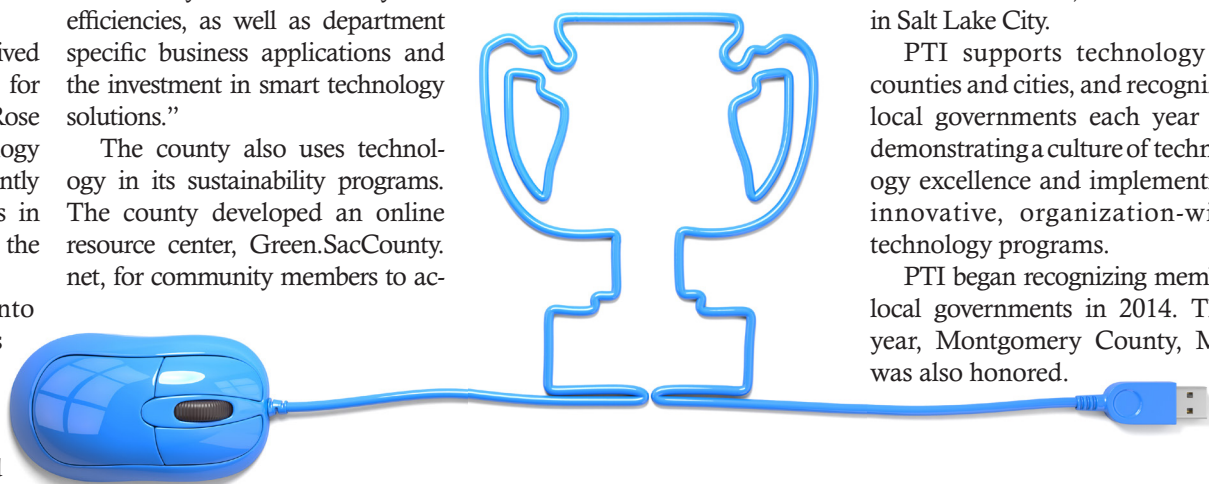
"Sacramento County is committed to streamlining operations and improving services through the use of new

technologies," said County Executive Bradley J. Hudson. "The Public Technology Institute recognition is acknowledgement of the progress we have (made), and will continue to make." The county has also made energy-efficient lighting a priority, replacing old lights in streetlamps, office buildings and the Sacramento County International Airport with new energy-efficient systems.

Honorees will receive their awards during the PTI 2015 Local Government CIO Summit, October 11–13 in Salt Lake City.

PTI supports technology in counties and cities, and recognizes local governments each year for demonstrating a culture of technology excellence and implementing innovative, organization-wide technology programs.

PTI began recognizing member local governments in 2014. That year, Montgomery County, Md. was also honored.



COAL-RELIANT
COMMUNITIES

INNOVATION
CHALLENGE

apply for the INNOVATION CHALLENGE!

Counties and regions impacted by the contraction of the coal industry are invited to apply to attend the Innovation Challenge workshop on November 18-20 in Charleston, W.Va.

Who should apply?

Counties and regions looking for tools and resources related to economic diversification, job creation, workforce training and more. Applicants must demonstrate how they are linked to the coal industry, whether coal-producing or home to significant concentrations of coal processing and related facilities.

What do we win?

Winning teams will attend a three-day training workshop in Charleston, W.Va., and receive pre- and post-event support.

What is the purpose?

This workshop and associated resources will support county and regional leaders in coal-reliant communities with retooling their economies to become more resilient to changing conditions.

Where and when is the workshop?

Charleston, W.Va. on November 18-20.

How do I apply?

Counties and regions must form teams to apply to attend the workshop. Teams must consist of at least one county official and at least one representative of a regional development organization (such as an Economic Development District or Council of Governments).

To access the application, FAQ and additional information, visit: www.naco.org/innovationchallenge

Questions? Contact Kathy Nothstine at KNothstine@naco.org or 202.714.8245.

APPLICATION DEADLINE: WEDNESDAY, SEPT. 23, AT 5:00 P.M. EDT

Counties Connect America takes to the road in Iowa



Republican presidential candidate Sen. Lindsay Graham (N.C.) (right) compares notes with ISAC Executive Director Bill Peterson during a campaign stop in the Hawkeye State. Photo courtesy of the Iowa State Association of Counties

By **ARTHUR SCOTT**

ASSOCIATE LEGISLATIVE DIRECTOR, AND
RACHEL BENNETT
COMMUNICATIONS MANAGER, ISAC

The Iowa State Association of Counties (ISAC) and county officials from across Iowa have been working throughout the summer to spread the message of the Counties Connect America initiative with candidates as they visit local coffee shops, hold town hall meetings and visit the Iowa State Fair.

**COUNTIES
CONNECT
AMERICA**

Counties Connect America (CCA) is intended to educate candidates for the nation's top office about the importance of a strong federal-state-local intergovernmental partnership in driving America forward.

NACo and ISAC have developed CCA pages on their websites. NACo's Counties Connect America Web portal contains resources such as a brochure with *Why Counties Matter Fast Facts* and a social media tip page with sample tweets.

ISAC's site includes handouts, sample letters, a survey tool and talking points. ISAC supplements

its Web resources with a bi-weekly email update to members with a schedule of candidate events and an initiative progress report. Additionally, ISAC staff and members have formed a leadership committee to attend specific events and make pointed contacts with candidates and campaign staff.

Next on ISAC's calendar is a Presidential Candidate Forum during the association's 2015 Fall School of Instruction in November. ISAC has invited all the presidential candidates to speak to its membership about how they plan to work with counties when leading the nation.

The Iowa Caucus is Feb. 1, 2016.

"This initiative, however, is not limited to any particular state or region and will rely on county officials from across the country to deliver this important message," said Brian Namey, NACo public affairs director. "Our goal of strengthening the intergovernmental partnership crosses all state lines and extends further than any one campaign season."

For more information or to learn how to get involved, please visit the Counties Connect America page at www.naco.org/countiesconnect or contact Arthur Scott, associate legislative director, 202.942.4230, or ascott@naco.org.



COUNTY INNOVATIONS AND SOLUTIONS

Instant Warrants Save Officer Travel Time

By **CHARLIE BAN**

SENIOR STAFF WRITER

Getting a warrant used to mean seeing a judge in a robe — either judicial, in a courtroom, or a bathrobe, after hours—but a new online system has put an end to that and made work easier for police officers and sheriff's deputies in Camden County, Ga.

Now officers from the county's three law enforcement agencies can get warrants on the go, dramatically cutting transit time needed to do their jobs.

Judge Jennifer Lewis wanted to transition the warrant system online, but for years the software was too expensive. While discussing credit card transactions with a vendor, however, the conversation drifted to another vendor who offered a program within the county's budget.

"We basically stumbled into it by accident," Lewis said. "It was a great accident."

The program allows officers to communicate with judges anywhere they have an Internet connection — via Skype — to have a warrant issued. This saves the officer a trip to the courthouse that could take an hour and most likely take them out of their jurisdiction — effectively making them temporary couriers, rather than officers of the law.

"When an officer is driving to the courthouse to get a warrant, he's not able to serve the community in his official capacity," Lewis said. "Our cities' police departments are understaffed as it is, they can't afford to have their officers leave their jurisdictions to get warrants. It's a matter of proper utilization of taxpayer dollars."

It also means fewer nighttime distractions for judges.

"Everything is faster now because it's instantaneous," Lewis said.

Since the program became operational in July 2014 through the end of August 2015, the county has issued 2,820 warrants electronically, and it's the only way to do business now.

Once a warrant is issued, it is routed not just to the officer, but also to the county jail and the 911 center and warrants division, which allows the jail to begin preparing bonding procedures immediately.

"That means inmates can make their bond arrangements with the jail, rather than waiting for the arresting officer to fill out the paperwork which could take a day or so, given how busy the officer is," Lewis said. "It could save the jail a day's worth of housing and feeding an inmate."

On top of that, because the program also allows for remote bond hearings, it frees up the three staff members and the time it takes to prepare and transport an inmate to the courthouse, which not only adds complexity to the process but also the chance for escape or incident.

The case management program cost \$10,000 to purchase, plus a \$250 monthly maintenance fee. In addition, Camden County bought desk-mounted video cam-

eras, computer scanners and iPads to augment the video equipment already in operation.

Those 2,820 warrants that were secured electronically saved countless gallons of gas and time are spent on making long trips to the courthouse.

"Change is usually problematic, but the program is very user friendly and once the officers realized the ease and the time savings, they all embraced it," Lewis said.

County Innovations and Solutions features award-winning programs. "Magistrate Court Streamlines Arrest Warrant/First Appearance Hearing with New Electronic Warrant Process" was named best in category among court administration and management programs in the 2015 NACo Achievement Awards.

NACo on the Move

► NACo Officers



NACo President **Sallie Clark**, North Carolina Association of County Commissioners President **Ronnie Beal** (l), Macon County; and NCACC 2016 President **Glen Webb**, Pitt County, ham it up at NCACC's Annual Conference, held in Greenville, N.C. Aug. 20 – 23. Clark spoke to North Carolina county officials about her Safe and Secure initiative. Photo by Todd McGee, NCACC

► Coming Up

• **Alex Koroknay-Palicz**, membership coordinator, will be exhibiting on behalf of NACo at the South Dakota County Convention in Hughes County, S.D., Sept. 14 – 16 and at the Association of Indiana Counties 2015 Annual Conference in LaPorte County, Ind. September 21 – 24.

• **Caitlin Myers**, membership services associate, will be exhibiting on behalf of NACo at the Wisconsin Counties Association 2015 Annual Conference in La Crosse County, Wis. Sept. 20 – 22.

The H.R. Doctor Is In

The DNA of a Public Administrator

It was a dark and stormy night — otherwise known as any summer night in Florida. I sat in my office thinking about the statewide conference seminars I would be doing in a few weeks.

I thought about how to make the subject relevant to public administrators, enjoyable and thought-provoking.

In a flash of insight, or perhaps lunacy, thoughts turned to mythology. What better subject to relate to politics or public service than ancient mythology. However, it had to be mixed well with something very modern, future oriented and relevant to the concerns of the day.

I thought of some extraordinary, profound questions asked by ancestors literally thousands of years ago even before the Old and New Testaments, the Koran and, very likely, as long as there have been philosophies, religions, and rulers in any society.

Are some individuals or dynasties particularly “blessed” or “cursed” by the gods? Do humans have free will to make changes in our lives and in our societies or are we children of destiny. That is, to what degree can we as individuals change the environment in which we live?

Can we reengineer our health or behavior in our relationships individually or collectively? Are we doomed to a Darwinian evolution based on natural selection in which empires, countries, or political systems become extinct?

It occurred to me that some of the ancient beliefs about these issues — part philosophy, part religion — are, we are discovering, correct after all. In fact, they are now rooted in sciences like genetics and neurobiology. The key is to consider DNA and how amazing it is.

DNA is the recipe by which each of us is manufactured. Each of our parents contributes 23 pairs of chromosomes with each chromosome consisting of over 100 million genes. In turn, the genes are made up of strands of DNA which consist of four substances which we label “A, C, T, or G” — adenine, cytosine, thymine and guanine. Our DNA is made up of literally billions of possible pairing combinations of these substances.

Anything containing billions

of numbers is doomed to contain mutations. Some of these may seriously alter health, behavior or other physical attributes. For example, some folks will become victims of terrible diseases such as Huntington’s disease, autism, Parkinson’s, cystic fibrosis and many more. They may be predisposed to other diseases, including breast and prostate cancer or Alzheimer’s.

They may also have characteristics which we regard as advantageous, for example physical characteristics like height or strength, which may help them succeed in a world where these attributes may help define success.

On the other hand, since humans are plagued by ego or arrogance, it should be sobering for them to consider that 50 percent of our DNA is shared with the humble banana and 96 percent with chimpanzees. That should be enough to reduce, but sadly not eliminate, the hurtful effects of an overdose of arrogance.

So, are some families or some individuals cursed with a genetic predisposition to certain diseases, as the ancients thought?

Apparently the answer is yes. Conversely, might there be people who are more naturally endowed through DNA to display psychological and physical characteristics which make us think of them as leaders? The ancients were likely correct on both fronts.

We have and are increasingly able to apply technologies that can change behaviors or alter the “curses.” Gene therapy, stem cell therapies, and much more to come, such as tailor-made organ replacements, will expand lifespans and ease suffering, notwithstanding the dangers they will bring.

This is not really a discussion about the amazing opportunities and great risks ahead with regard to genetic engineering therapy or, if you prefer manipulation. Rather, behavior and performance — the only two things that HR professionals should be

DNA can be thought of as a metaphor in terms of philosophies, history and public policy-making which brings us directly to the critical importance of paying continuous attention to the positive evolution of the next generation of us.

concerned with — have been affected by science and philosophy for many thousands of years.

On the public administration front, we already try to apply this sense of assessing capabilities against our needs as we recruit, hire and promote people with skills, knowledge and abilities we need to supervise others or to lead. While we must always remember, and never repeat the 1930s attempt by the Nazi’s at genetic manipulation, or eugenics, we find that we are already able, in a far more benign way, to modify behavior and affect outcomes for the better.

Remembering those four DNA component initials mentioned earlier, let’s take a look at some examples of things we can do. “T” can also stand for training and learning, not to mention how we test and track performance when selecting new employees or promoting them. “T” also stands for trust and how we deliberately can or should be taking steps to move trust to the forefront of how we do public service. The public has to be trusting that we are good stewards. Employees have to trust that their supervisors are persons of honor with high standards and expectations.

The “A” component of DNA can stand for adaptability and rapid adjustment to changing circumstances. It can stand for appreciation for the work and contribution of others.

The “G” component certainly can stand for guidance (both giving it and getting it) as our performance is assessed whether in the voting booth or in a su-

pervisor’s office. It should also stand for gratitude appreciating all that we have and being grateful for those who helped bring us to where we are in life. Grace and humility are also components of the best leaders.

The final component of DNA is “C.” It can be thought of as improving public service by means of cognition and credibility.

Cognition really means awareness of how things are changing and how we can best adapt to them. Such cognition-making changes must be coupled with credibility both in terms of how we are respected by voters, citizens and subordinates, as well as how we work to increase the credibility of our agencies and ourselves.

DNA can be thought of as a metaphor in terms of philosophies, history and public policy-making which brings us directly to the critical importance of paying continuous attention to the positive evolution of the next generation of us.

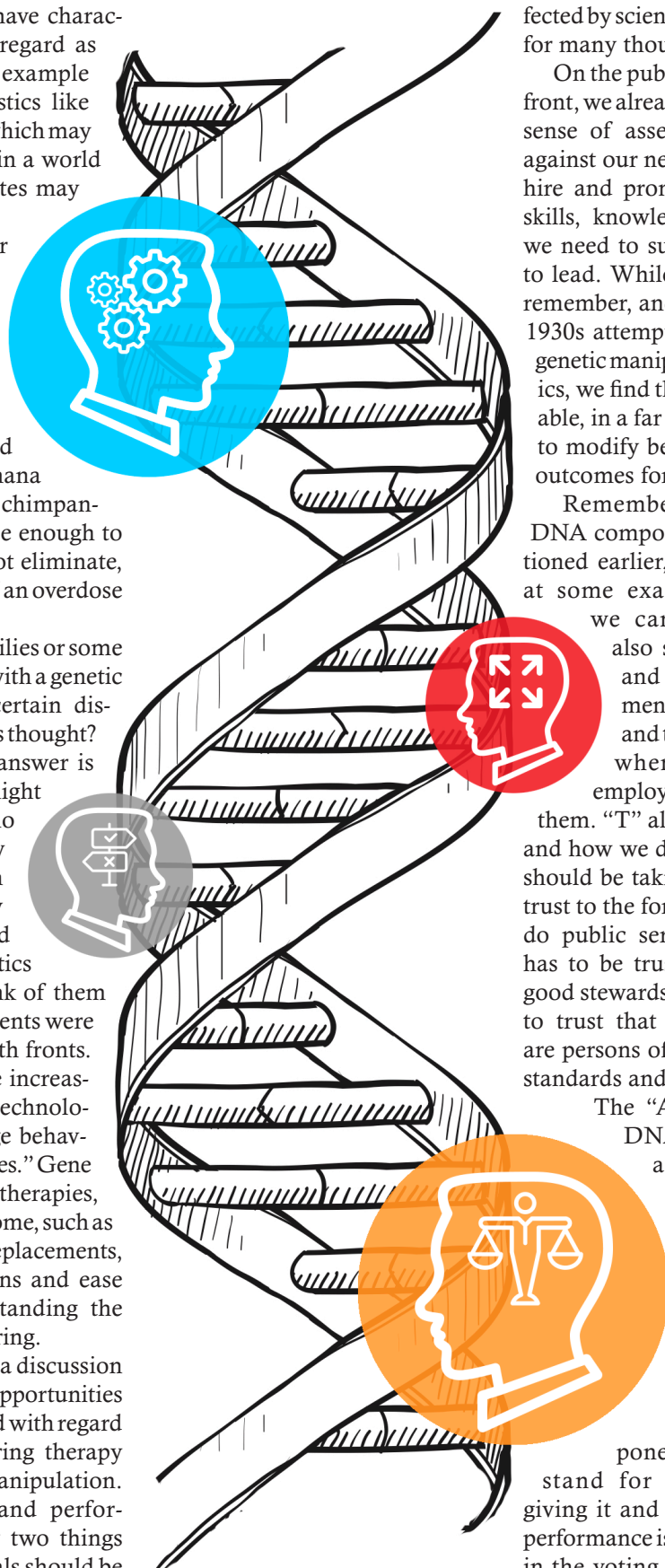
I look at my beautiful granddaughter Evie, who is 5 years old, and realize that in a matter of “seconds” she will be running the universe and I will be having tea in an assisted living facility with my robot friend! Paying attention to the next generation demands “over the horizon thinking.” That is, strategic thinking that looks more at the best long-range outcomes than how to look good in the very short term.

While we have evolved tremendously as a species and we continue to do so, one area of weakness in our society is how much we sacrifice for the sake of expediency.

Letting the environment decay, our infrastructure collapse, or ignoring the needs of the poor should not become secondary to profit, reelection or a victory parade down Main Street.

The true recipe for an amazing future for our country and our individual children is recognizing that we are developing the capability to overcome the curses of the last several millennia. Will we use that knowledge wisely?


Phil Rosenberg
The HR Doctor



STEPPING UP VIEWS

Miami-Dade changes jail culture to meet the needs of people with mental illness

By **MARYDELL GUEVARA**

DIRECTOR, MIAMI-DADE CORRECTIONS AND REHABILITATION DEPARTMENT

The core mission of correctional institutions has traditionally been the safe and secure detention of inmates. Over the years, the demographics of the inmate population have changed with an increasing number of inmates diagnosed with mental illness.

The U.S. Department of Justice's Bureau of Justice Statistics study,



Marydell Guevara, director
Miami-Dade Corrections
and Rehabilitation Department

Mental Health Problems of Prison and Jail Inmates, found that 64 percent of jail inmates had a mental health problem.

This high prevalence has changed the landscape of jail management, requiring correctional institutions to go beyond their core missions to ensure the safety of people with mental illnesses in jails.

Correctional institutions have traditionally been ill-equipped to manage the needs of this special population. Limited resources and institutional attitudes made it difficult to effectuate real change towards incarcerated inmates with mental illness.

Over the last several years, however, Miami-Dade Corrections and Rehabilitation Department (MDCR), the local jail for Miami-Dade County, Fla., has been working to change its overall jail culture while focusing efforts on people with mental illnesses in the jail. These inmates require a therapeutic environment with specialized services and treatment.

Top on the list was housing.

MDCR evaluated various options until deciding on using an existing facility to create the Mental Health Treatment Center (MHTC).

A phased-in construction plan was developed and the extensive renovation of three housing units began. This initial phase, which concluded last December, resulted in acute and sub-acute people with mental illnesses being transferred to MHTC. Additional housing units are in the process of being renovated to transition the remaining people with mental illnesses by the end of 2015.

The new mental health unit looks and acts less like a traditional cellblock. It has glass-front doors for each of the 96 cells, which are designed to hold one person at a time rather than several people.

A big change involves additional space for therapy and recreation programs within the unit.

Previously all people housed at the jail were in their cells for 23 hours per day, which is not conducive to recovery goals. The new space is used for therapy, yoga, classes, groups and other activities. The new unit also includes space for nurses and doctors to see patients rather than having to transport them elsewhere for medical care.

Programming meaningful treatment is also a crucial component in managing people with mental illnesses in jail.

With the transition of these inmates to a new physical environment, additional treatment and services are now being offered. Along with our service partners, music therapy, art therapy and yoga have been incorporated into the daily schedule.

Another positive outcome of the MHTC is the ability of the medical service provider to now offer group therapy sessions.

The selection of personnel willing and able to work with this special needs population was important. MDCR developed a competitive selection process with staff assigned to the MHTC required to successfully complete a 56-hour training curriculum, which included the National Institute of Corrections' Advanced Crisis Intervention Training. Advanced Crisis Intervention Training is an intense, scenario-based training

THE STEPPING UP INITIATIVE

that prepares trainees to recognize the signs and symptoms of major mental illness and provides useful tools when interacting with inmates and responding to situations unique within correctional settings. Trainees develop an increased sensitivity and understanding to mental disorders and strengthen their "first responder"

skills.

Despite these efforts, there is much more work to be done. Diversion of people with mental illnesses away from the criminal justice system into necessary treatment needs to become a priority across the nation. The availability of social service programs for these inmates upon their release is severely lacking.

Appropriate levels of community support including mental health services are necessary to decrease the likelihood of reoff-

ending. Working together, criminal justice and social service providers should develop a comprehensive approach to meet the needs in their jurisdictions.

This article is the second in a series from criminal justice and behavioral health experts and practitioners, and government leaders on mental illness and jails and focuses specifically on innovative policies, practices and programs within the Miami-Dade County, Fla. jail. To review previous articles, visit County News.

NEW IN SEPTEMBER FROM NACo's

COUNTY EXPLORER

1,696

counties with county governments received more than \$100 in PILT funding in FY2015.

62.3%

of counties with county governments have land eligible for PILT funding within their boundaries.

728

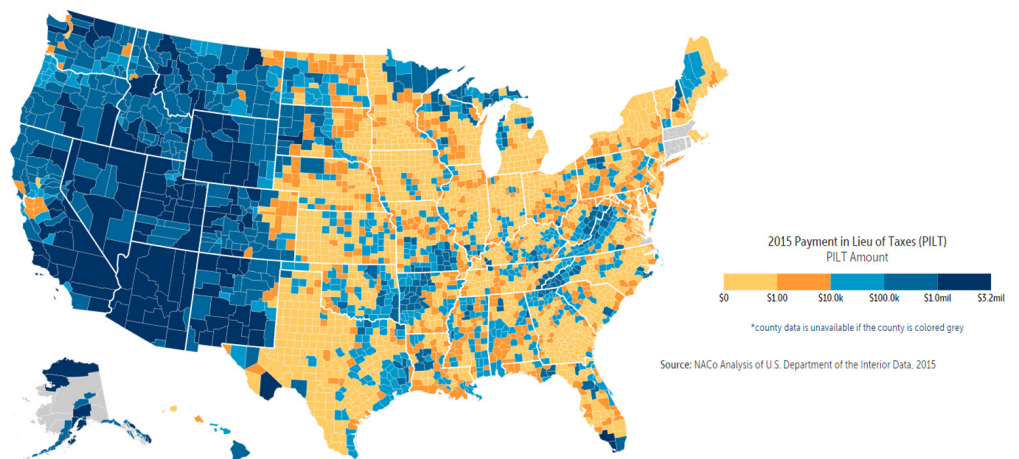
counties with county governments received Secure Rural Schools (SRS) funding in FY2014.

59.8%

of county jails confine inmates for their state's prison authorities, as of 2013.

60.5%

of county jails confine individuals for federal authorities, including the U.S. Marshals Service, Federal Bureau of Prisons (BOP), U.S. Immigration and Customs Enforcement (ICE) and other federal agencies, as of 2013.



www.NACo.org/CountyExplorer



News From the Nation's Counties

► CALIFORNIA

MARIN COUNTY and the city of San Rafael are working together to potentially **house the homeless**.

The jurisdictions are studying the prospect of a “one-stop” campus that would provide housing and other services.

With input from the city, the county is soliciting proposals from consultants on the feasibility of such a campus and how best to structure it. The study would be funded by the city, county and the Marin Community Foundation, a local philanthropy, according to the *Marin Independent Journal*.

► COLORADO

Drones could fly — with some restrictions — over **BOULDER COUNTY** parklands under a policy proposed by the county’s Parks and Open Space Department.

It gives staff discretion to decide whether a given flight will be allowed. County officials said the unmanned aircraft systems (UAS) could be used for scientific research or monitoring of open space.

UAS usage by visitors and any commercial usage would continue to be prohibited under existing rules and regulations for county open space.

► FLORIDA

• Not that he’d miss it, but **Donald Trump** has \$22,718 coming to him from **MIAMI-DADE COUNTY**. The county is refunding a deposit that Trump’s organization made as part of a deal to manage a county golf course, the *Miami Herald* reported. Trump pulled the plug on the plan May 1 after facing opposition from county commissioners.

• The **OSCEOLA COUNTY** Board of Commissioners unanimously approved a human rights ordinance that provides protections for people based on their **sexual orientation or gender identity**



► VIRGINIA

PULASKI COUNTY wants a **LOVEworks sign**, one of 44 LOVE signs throughout the commonwealth that serve as tourism destinations and photo opportunities, such as the one pictured above, in Halifax County. Officials have launched a contest to help the county come up with one.

Interactive maps at the website Virginia.org show the location of all the LOVEworks signs, and travelers often share photos they have taken at the signs through social media sites such as Facebook, Twitter and Instagram.

Entrants submit a description and schematics of their sign idea, between 4 feet and 6 feet tall and representing Pulaski County in some way, along with a pitch for the idea.

Photo courtesy of Halifax County Department of Tourism

or expression. It becomes the 11th county in the state to bar anti-LGBT discrimination in employment, housing and public accommodations, *Metro Weekly* reported.

“This sends a message about our level of commitment to grow and attract the top level of workforce talent that is imperative for Osceola’s economic success,” Commission Chairman Brandon Arrington said.

There is no statewide law providing such protections, so counties and cities have taken it upon themselves to pass ordinances. Thirty-three Florida counties and municipalities have done so according to the Florida Businesses for a Competitive Workforce coalition.

► INDIANA

At least 20 of Indiana’s 92

counties have either started **needle-exchange programs** or are in the process of doing so. State legislation signed in April authorized such programs, the *Tribune Star* reported. This followed a growing HIV crisis in the city of Austin in **SCOTT COUNTY**, the worst in state history, linked to intravenous drug users’ sharing needles.

Speaking before a legislative study committee that’s reviewing the clean-needles law, Kellie Kelley, public information officer for the Madison County Health Department, said, “All of our counties have an Austin, Ind. in them. So for us to look away from that is really concerning.”

Thus far the state has approved programs in **SCOTT, MADISON** and **FAYETTE counties**.

► KENTUCKY

ROWAN COUNTY Clerk **Kim Davis** was jailed Sept. 3, after being held in contempt of a federal court order to issue marriage licenses to same-sex couples. U.S. District Court Judge David Bunning placed her in the custody of U.S. marshals until she complies, *USA Today* reported.

Bunning said fines wouldn’t be enough to compel her to fulfill the duties of her office, because her supporters would likely raise the money for her.

Elsewhere, **HARRISON COUNTY**, Ind. and its County Clerk Sally Whitis are **facing a federal lawsuit**, brought by a former clerk’s office employee who was fired after she refused to process marriage licenses for same-sex couples.

Linda Summers, the former

employee, alleges she was wrongfully fired after she asked not to be required to process same-sex marriage licenses for religious reasons.

► LOUISIANA

Marking the 10th anniversary of **Hurricanes Katrina, Rita and Wilma**, the National Hurricane Museum & Science Center (NHMSC) is offering educational programs this month, along with **CALCASIEU** and **CAMERON parishes**, and the city of Lake Charles.

There’s no physical building yet, as fundraising continues for the proposed \$64 million project. However, as a “center without walls,” NHMSC, the parishes and the city will showcase exhibits and demonstrations by emergency responders, activities for families on lessons learned for better preparation on Hurricane Awareness Day, Sept. 26.

Construction of the museum and center is slated to begin in 2016 with the facility scheduled to open in 2018.

► MARYLAND

FREDERICK COUNTY commissioners have voted to repeal an ordinance, passed in 2012, that made **English the county’s official language**. It was the first county in the state to pass such a law, according to WJZ TV news. The vote to repeal was 4 – 3.

Opponents of the ordinance told councilmembers it’s been a barrier to attracting and retaining business and bringing diversity. Elizabeth Alex, a regional director for Court Appointed Special Advocates, said the English-only law “sends an anti-immigrant message” that anyone whose first language isn’t English isn’t welcome in the county.

► NEW JERSEY

The **SUSSEX COUNTY** prosecutor’s office will require local police departments to request **permission to release photographs** of people



► FLORIDA

• **HERNANDO COUNTY** fire and rescue went beyond the call of duty when they responded to a possible heart attack call recently. Upon arrival at the scene, paramedics transported a man who became ill while **mowing his lawn**.

Those who remained finished the job.

“The firefighters told his wife that they’d like to help out and asked where the lawnmower was,” Assistant Chief Kevin Carroll told ABC News. “They stayed and it took about 30 minutes to cut the grass, which was about two-feet high.”

The photo (left) went viral after Jacob Shipp, the neighbor who snapped it, posted it on Facebook. Photo courtesy of Jacob Shipp

See NEWS FROM page 11

Franklin County lands Amazon centers

NEWS FROM *from page 10*

arrested for first- and second-degree crimes.

Various police departments had been posting mugshots on social media as a deterrent.

The prosecutor's office may grant exceptions for booking shots of those accused of committing "less serious offenses," but only "if there is a compelling need to release the photographs," First Assistant Prosecutor Greg Mueller said.

The change came about following a routine review by the prosecutor's office, Mueller told *New Jersey Advance*.

Only three states in the country exempt mugshots from public access — Kansas, Montana and Washington, according to the Reporters

Committee for Freedom of the Press. Arkansas, California, Hawaii, Indiana, Louisiana, Oregon, South Dakota, Texas and Virginia all place significant conditions on the release of booking photos.

► NORTH CAROLINA

Approvals for oil and gas development, including hydraulic fracking, by the **CHATHAM COUNTY** Board of Commissioners will have to wait for a **two-year moratorium** to expire. The moratorium will give the county time to update relevant land use regulations and ordinances and develop a permitting process for such operations, according to the *Chatham Journal*.

A law passed by the General Assembly in 2012 limits local government regulation of fracking operations, but it did not prevent temporary moratoriums.

► OHIO

The arrival of Amazon data and distribution centers could mean an estimated \$2.5 million in **addi-**

tional tax revenue for **FRANKLIN COUNTY**.

Columbus Business First reported that based on a state estimate of \$150 million in collections, Franklin County could expect approximately \$2.5 million to go to the county.

► PENNSYLVANIA

LANCASTER COUNTY commissioners have imposed a **hiring freeze** on non-critical positions and said more drastic cost-control measures may be needed if the state budget impasse — now in its eighth week — drags on, according to LancasterOnline.

The commissioners said they have to slow down expenditures now to preserve dwindling reserves. State reimbursement of mandated county services have fallen short about \$11 million since the new fiscal year began.

The commissioners had already stopped pass-through payments of state dollars to nonprofit providers of counseling, foster care and other

human services. Those agencies haven't received state money since July 1.

"I'm concerned that we're going to have to make harder decisions down the road," Commissioner Craig Lehman said, observing that state lawmakers still seem intent on making political points rather than negotiating in good faith.

Lehman said counties and human service agencies "are paying the price for what Harrisburg is unable or unwilling to do."

► TEXAS

DALLAS COUNTY commissioners will **cut their number of meetings in half**, a move they say will save time and allow county staff to post agendas earlier before what will be bi-weekly meetings.

The change will be a three-month pilot, starting in October.

County Administrator Darryl Martin said fewer meetings will free up time so the county staff can tend to daily business. He said staff

members now begin preparing for the next weekly meeting as soon as the present one ends, according to the *Dallas Morning News*.

► WISCONSIN

A frac sand company has agreed to pay **PEPIN COUNTY** \$480,334 to settle a lawsuit over **road damage caused by hauling**.

Greg Bechel Trucking & Excavating LLC agreed to the settlement late last month, providing the county with enough money to cover its legal expenses and all necessary road repairs along the company's designated, 8-mile haul route, the *Star Tribune* reported.

Pepin County has spent about \$1.12 million on upgrades and repairs to damage caused by Bechel's frac sand hauling operation.

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

Financial Services News

U.S. Communities adds new public sector consultant

In mid-July, U.S. Communities unveiled a new contract for public sector consulting with Alvarez & Marsal (A&M). A&M, founded in 1983, is a global professional services firm. Its Public Sector Services consulting group was launched in 2003 and aims to serve the unique needs of government, focusing on government-wide turnaround strategies, health and human services solutions, and K-12 turnaround initiatives.

Its mission is to help counties not only face unexpected challenges but also recover from them in efficient and transformative ways. For example, A&M assisted a county with a population of 25,000 in a review of internal controls and an enterprise risk-assessment related to cash processing and the financial planning process. It developed new financial and management policies and procedures; established critical action plans to address internal control inefficiencies; validated budget projections and developed new financial organizational structures.

It has worked with school districts such as the New Orleans public school system in the wake of Hurricane Katrina; the New York City schools where a restructuring team was able to reallocate \$200 million a year from central administration into classrooms, and the Commonwealth of Puerto



ALVAREZ & MARSAL

Rico where it identified \$1.7 billion a year in recurring savings and non-tax revenue enhancements.

A&M also validated the financial information provided by a county's master developer for an adaptive reuse area located in a former historic prison. It provided the county with a financial roadmap outlining the strengths and potential weaknesses of the development's financial plan. The reuse project is currently underway and has been noted as a prime example of adapting a site while preserving its historical integrity.

"U.S. Communities is optimistic that county users will turn to Alvarez & Marsal when conventional approaches are not enough to activate change and achieve results," said David Thompson, NACo Financial Services Corp. managing director. "A&M is geared toward going beyond basic recommendations and reports." It

also has a reputation, Thompson added, for its ability to support clients' efforts publicly, with an understanding of political and regulatory issues as well as the media.

The multi-year contract was awarded through a competitive solicitation process conducted by lead public agency Fairfax County, Va. as part of the Innovative Solutions, Applications, Products and Services proposal solicitation.

Alvarez & Marsal was chosen for its ability to help public entities streamline operations and reduce costs — an important and urgent imperative for counties as they face growing pressure to absorb budget cuts and "do more with less" — and also because its goals match those of U.S. Communities. Both organizations seek to bring a hands-on approach that helps county officials accomplish their mission while being prudent stewards of taxpayers' money.

U.S. Communities is a leading national government purchasing cooperative, providing solutions and savings to members by aggregating the purchasing power of public agencies nationwide. U.S. Communities provides county users with access to a wide variety of competitively solicited contracts with national suppliers that have committed to providing their low-

est overall public agency pricing. For more information, please visit www.uscommunities.org.

(Financial Services News was written by Kelly Boggs, FSC marketing specialist.)

What's in a Seal?

Bernalillo County, N.M.



Bernalillo County was one of the New Mexico Territory's nine original counties in 1852. It absorbed Santa Ana County in 1876. It is now the most populous county in the state and its county seat, Albuquerque, is the state's largest city.

New Mexico's distinctive insignia is the Zia Sun Symbol, which originated with the Indians of Zia Pueblo. Four is the sacred number of Zia, and the figure is composed of a circle from which four points radiate. To the Zia Indian, the sacred number is embodied in the earth, with its four seasons; in the day, with sunrise, noon, evening and night; in life, with its four divisions — childhood, youth, adulthood and old age. Everything is bound together in a circle of life and love without beginning, without end.

The two mountain ranges symbolize the Sandia and Manzano ranges in the eastern quadrant of Bernalillo County. The eight sheep grazing in the valley represent the eight Spanish land grants, which comprise Bernalillo County. They also symbolize the primary occupation of the first settlers of New Mexico — sheep herding.



Live Healthy U.S. Counties

FREE for NACo Member Counties

Be a Live Healthy county with health discount programs for residents

Help your residents save on everyday prescription, dental and health costs.

Prescription Discounts at more than 68,000 pharmacies nationwide.

- Free to residents – they can save an average of 24%* off retail prices

Dental and Health Discounts at a national network of providers.

- Low-fee programs save residents 15% to 50% on dental and health costs

The Live Healthy program is offered at no-cost to our member counties – and we'll provide everything you need to market these savings to your residents, including:

- Customizable posters
- Customizable free prescription discount cards
- Dimensional counter display
- Press releases and more

Become a Live Healthy county – it's free!
Visit www.naco.org/health or call toll-free **1-888-407-6226**.



The Live Healthy discount program is NOT insurance.

* Savings may vary by drug and by pharmacy.

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