



NACo kicks off Legislative Conference

By **Mary Ann Barton**
senior staff writer

America's infrastructure, multigenerational poverty, the opioid crisis and public lands issues are just some of the important topics that nearly 2,000 elected and appointed county officials tackled as they gathered March 3-7 for NACo's 2018 Legislative Conference in Washington, D.C.

The conference comes less than a month after President Donald Trump signed

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Buncombe County, N.C. residents line Highway 70 in Black Mountain as the motorcade for the late Rev. Billy Graham makes its way Feb. 24 to Charlotte in Mecklenburg County. The "preacher to the presidents" passed away Feb. 21 at age 99. Photo by John D. Simmons, The Charlotte Observer; used with permission

County commissioners recall North Carolina's favorite son, 'preacher to the presidents,' the Rev. Billy Graham

By **Mary Ann Barton**
senior staff writer

He was a resident of a little mountain town in Buncombe County, N.C. for many years. County commissioners wished him a happy 99th birthday back in November. The Rev. Billy Graham was their friend and neighbor. The preacher to U.S. presidents who was known

worldwide, died in his sleep Feb. 21 at his home in Montreat, N.C., 20 miles east of Asheville.

"We're gonna miss him, no one can fill his shoes," said Buncombe County Commissioner Joe Belcher. "I actually was able to go to his 95th birthday celebration that was here in Buncombe County — I was honored to be a part of it, to be able to attend something that celebrated the

life of someone who selflessly gave so much to his ministry and just made such a dramatic impact in every way for Buncombe County — he had such a positive impact here."

Buncombe County Government offices, like many others across the nation, lowered their flags in memory of Graham. A funeral was set for March 2 in Mecklenburg County, N.C., site

of the Billy Graham Library. Graham grew up there, on a dairy farm.

"Growing up as a child I would listen to the Billy Graham crusades," said Mecklenburg County Commissioner George Dunlap, a NACo Board member. "He had a great impact on the Charlotte community and he

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High Court considers free speech limits at polls

By **Lisa Soronen**
executive director
SLLC

County election officials and the Minnesota Secretary of State are being sued for violating the First Amendment in *Minnesota Voters Alliance v. Mansky* now

before the U.S. Supreme Court. In its Supreme Court *amicus* brief, the State and Local Legal Center (SLLC) argues that states and local governments should be able to ban political apparel at polling places. At least eight states (Delaware, Kansas, Montana, New York, South Carolina,

Tennessee, Texas, and Vermont) other than Minnesota have enacted similar bans.

At issue is a T-shirt and a political button. Andrew Cilek was temporarily prevented from voting for wearing two items of political apparel: a T-shirt that stated "Don't Tread on Me," with a

picture of the Gadsden Flag and a small Tea Party logo; and an Election Integrity Watch (EIW) button that stated "Please I.D. Me" with EIW's website and phone number.

The Eighth Circuit held that

See **HIGH COURT** page 2

Billy Graham: ‘We’re gonna miss him...no one can fill his shoes’

From BILLY GRAHAM page 1

had a great impact on the nation as well. Growing up you didn’t realize the impact he had on the world until you could see this local person standing there with all the presidents. You saw him with Obama, you saw him with Clinton, you saw him with the Bushes. It was then that you recognized just how influential and prominent Billy Graham was.”

People were drawn to Graham because of “his genuineness, it was something about his delivery ... he wasn’t a phony,” Dunlap said.

A frequent stop for Graham, on his way to the Charlotte airport from his home in Buncombe County was in Cleveland County, N.C., home to his favorite barbecue joint, Bridges Barbecue.

Belcher, a 36-year resident of the county, posted information about Graham’s death and motorcade route on his Facebook page. “It was an honor for people to get to a place to where they could see the motorcade, it was a celebration,” he said. “It’s been an honorable time, people lining up, people pulling over, the comments — it’s been a very positive time in the passing of a great man,” he said.

The motorcade carried Graham’s body Feb. 24 from the Billy Graham Training Center, also known as The Cove, in Buncombe County to Mecklenburg County.

Thousands lined the streets to pay their respects, recording the motorcade with their phones, holding up bibles or nodding as the hearse drove past.

Family, friends and admirers paid their respects at Graham’s boyhood home, a complex that now includes his library and the headquarters for the Billy Graham Evangelistic Association in Mecklenburg County.

Mourners included former President George W. Bush and former first lady Laura Bush, who visited Feb. 26 and former President Bill Clinton, who arrived Feb. 27.

Clinton recalled with reporters the first time he saw Graham, when he was 11 years old, at a crusade in Little Rock, where Graham insisted on preaching to black and white Christians. The White Citizens Council had tried to convince him to preach to a segregated audience, but Graham told them he would cancel the crusade and tell the world why.

“He was certainly ahead of his time in terms of inclusion,” Dunlap said. “There were people who talked about when he had



The late Rev. Billy Graham lies in honor in the rotunda of the U.S. Capitol. Photo courtesy of Architect of the Capitol

the crusades they didn’t make distinctions about where blacks could sit or where whites could sit. He was certainly ahead of his time in terms of inclusion.”

“He understood that the message was, ‘it’s not about what we look like,’” Belcher said. “I don’t know that he was ahead of his time, he was right on time.”

Graham’s body was flown by private jet to Washington, D.C. where he was lying in honor Feb. 28 and March 1 at the U.S. Capitol Rotunda.

He is the fourth private citizen to lie in honor at the Capitol, following Rosa Parks and two Capitol police officers who died in the line of duty, the Billy Graham Evangelistic Association noted.

Several institutions across his home state of North Carolina are named in his honor, including an evangelical training center in the Blue Ridge Mountains and a wing of an Asheville hospital for critically and chronically ill children, known as the Ruth and Billy Graham Children’s Health Center. In 1996, Gov. Jim Hunt named Interstate 240 in Buncombe County the Billy Graham Freeway.

Graham’s funeral was set for

Friday, March 2 in Mecklenburg County.

“You can recognize how simplistic he was,” Dunlap said. “Look at his burial, he’s being buried in a box.”

The pine plywood casket, crafted in 2006 by inmates at the Louisiana State Penitentiary in Angola, La., is lined with a mattress pad. On top rests a simple wooden cross the prisoners nailed into place.

“He was a very humble man,” Belcher said. “There were no controversies locally. He was always a good ambassador for Buncombe County.”

There have been some suggestions as to how the county might honor Graham in the future. “We want to look at the ways we can do that, to make a lasting impact,” Belcher said. “As a county we will look at a way to do that.”

About his own death, Reverend Graham said: “Someday you will read or hear that Billy Graham is dead. Don’t you believe a word of it. I shall be more alive than I am now. I will just have changed my address. I will have gone into the presence of God.” **CN**

Court looks at political speech

From HIGH COURT page 1

Minnesota’s law is constitutional citing *Burson v. Freeman* (1992). In that case the Supreme Court upheld a Tennessee statute that banned the solicitation of votes and campaign materials within 100 feet of the polling place.

The Minnesota Voters Alliance, which brought the suit against Hennepin County and Minnesota state election officials, argues the statute is unconstitutionally overbroad describing it as having a “breathtaking reach” that criminalizes “all political speech that can be communicated through shirts, hats, buttons, and other apparel,” even though that speech assertively “imposes no demands or burdens on others.”

The SLLC amicus brief responds to the other side’s arguments head-on. “Far from marking out a ‘breathtaking’ scope, Minnesota’s statute addresses speech in only one very limited and specialized location: the polling place.

The law is directed at a type of display that threatens to interfere with the right of voters to cast their ballots freely, without intimidation or disruption. And it states a reasonable rule that has been applied by numerous states — without challenge or, for all that appears, any significant limitation on political debate — for over a century.”

The case was heard Feb. 28. A decision is expected before the end of the term. **CN**

NACo is a founder, a funder and a board member of the State and Local Legal Center (SLLC), headquartered in Washington, D.C. The center extends NACo’s advocacy on behalf of counties to the highest court in the land.



SNAP/STATS

MOST FEMALE STATE LEGISLATORS

State	%
Arizona	40.0
Vermont	40.0
Nevada	38.1
Colorado	38.0
Washington	37.4

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ADVERTISING STAFF
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National Accounts representative
Beverly Schlotterbeck
202.393.6226
FAX 866.752.1573

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Nearly 2,000 attending Legislative Conference



Transportation Sec. Elaine Chao, Sen. Cory Booker (D-N.J.) and FEMA Administrator William "Brock" Long are featured speakers at the 2018 NACo Legislative Conference.

From CONFERENCE page 1

a massive two-year budget agreement. Congressional lawmakers are working with the administration to finalize FY2018 and FY2019 appropriations important to counties. Conference attendees are set to meet with their congressional representatives on Capitol Hill

over the course of the five-day conference to deliver the message that federal policies matter to counties and that counties matter to America.

Administration officials and other speakers scheduled to address NACo members at the General Sessions included Transportation Sec. Elaine Chao and Veterans Affairs Sec.

David Shulkin on Monday, March 5 and Sen. Cory Booker (D-N.J.), FEMA Administrator William "Brock" Long, retired Gen. Stan McChrystal and Commerce Sec. Wilbur Ross on Tuesday, March 6.

Two NACo briefings were scheduled March 6, on Capitol Hill: "America's Counties: The Foundation for American In-

frastructure" was set to feature U.S. Rep. Sam Graves (R-Mo.), who chairs the House Subcommittee on Highways and Transit, Committee on Transportation Infrastructure. The second briefing looked at "Improving Lives and Outcomes at the Local Level: How Counties are Tackling Multigenerational Cycles of Poverty" featuring Sen. Ron Wyden (D-Ore.) and Rep. Adrian Smith (R-Neb.), who chairs the House Subcommittee on Human Resources, Committee on Ways and Means. NACo also scheduled a press conference in support of Secure Rural Schools (SRS) and Payments in Lieu of Taxes (PILT), featuring several members of Congress.

NACo's steering committees were expected to meet to consider dozens of policy resolutions dealing with such issues as marijuana regulation and fire protection gear.

In all, 135 sessions critical to counties — on everything from

community and economic development to human services — were scheduled. The 2018 program was also expected to offer workshops on leadership covering ethics, leadership strategy, harassment and managing a multi-generational workforce.

After several mega-disasters including wildfires, hurricanes and more, two back-to-back workshops were scheduled March 5 on disaster response and recovery. The sessions were expected to showcase how counties can partner with faith and community-based groups in all stages of a disaster.

In partnership with Public Technologies Institute (PTI), NACo also conducted two town halls on fighting the opioid epidemic using technology (including updates on opioid-related litigation) and delved into the power of fake ads, autonomous vehicles and healthy communities. **CN**



IMPORTANT DATES:

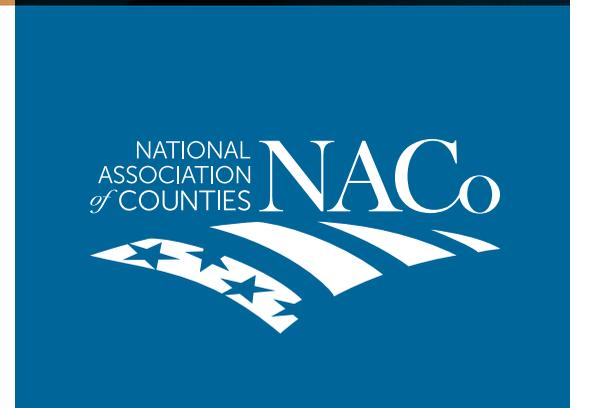
- SUBMISSIONS DEADLINE: **MARCH 26, 2018 AT 11:59 P.M. EDT**
- NOTIFICATIONS OF ACHIEVEMENT AWARDS: **WEEK OF APRIL 23, 2018**
- NACo ANNUAL CONFERENCE AND EXPOSITION: **JULY 13 - 16, 2018 NASHVILLE/DAVIDSON COUNTY, TENN.**

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Ulster County, N.Y. takes on sexual assault

By **Mary Ann Barton**
senior staff writer

A new sexual assault prevention program aimed primarily at the college student population has taken root in Ulster County, N.Y., which saw about 300 calls for sexual assault in 2015.

The new program got started last fall, after the county's Crime Victims Assistance staff, Sarah Kramer-Harrison and Cynthia Craft, began hearing about potential victims asking waiters or bartenders for a special drink that signified a cry for assistance.

"We started seeing on social media that there was a trend toward these 'Angel Shots' ... basically a drink that would identify to the bartender if requested by a victim, that they were in need of some kind of help, whether it was a cab or getting out of some kind of situation," said Kramer-Harrison.

The two started talking about it with others at the office and decided they needed to do more. "We thought, 'Gee that's a lot of pressure to put on someone who is in trouble and also bartenders can have very deep lines of people looking to purchase drinks so if we're looking at bartenders to intervene for people, that's a lot of variables,'" Craft said. "We started talking about 'Is there a better way to do this? And what would that look like?'"

The program, the first of its kind in New York, provides training for bar staff and other employees with a goal of preventing sex assaults. The Ulster County Crime Victims Assistance Unit launched its program in September in the college town of New Paltz. Currently there are three bars participating in the program, and the county hopes to expand the program to other bars in the area.

In addition to bartenders, the training includes other restaurant staff members. About 35 have been trained so far. "We start with information about the program, look at the numbers of sexual assaults, look at local

numbers," said Craft. "Then we look at behaviors. Prevention, historically, has put the onus on the victim but new research is looking at offender behavior."

Bar staff is told to be on the lookout for things like people who may be aggressively flirting and "not taking 'no' for an answer," Craft said.

When identifying behaviors, the team draws on their experience. "Our office has 39 years of experience that we draw from, that translates into 39 years of sexual assault stories that have guided this training and informed the behaviors we look for," Kramer-Harrison said. "We continue to attend trainings and read books that focus on offender behavior. Cynthia is a probation officer and has experience from working directly with offenders."

Other behaviors to look for include somebody who is buying a lot of drinks for someone who is not fully aware of what's going on, or someone leaving with someone who is intoxicated and might need help. Training includes how to intervene if bar staff sees a problem.

The goal is to shift from victim

behavior to offender behavior and bystander intervention.

"Bystander intervention would be to recognize there is a problem, take ownership about intervening in one of three ways," Kramer-Harrison said. "Those ways being to directly intervene, delegate (point it out to someone else to intervene, maybe a member of security) or distract so the person at risk is presented with another option like a cab home, connect them to the people they came with or something of that nature."

After the staff has completed the training, the bars receive a certificate so SUNY (State University of New York) New Paltz students and other residents will know that the establishment cares about this issue and the community at large.

Reaction from bar employees has been positive. "Their feedback of what the problem really looks like and what they've experienced has really helped with shaping the training and key in on the more necessary focal points we really need to pay attention to," Craft said. During the training, the county learned from bar staff that one

trend they are seeing is that "troublemakers" are often people who come to the bar from outside the community.

Kramer-Harrison said they have been discussing how to measure the program's success. "We've been talking about that," she said. "We're intervening before [a sexual assault might occur], so we can't measure sexual assaults that aren't taking place." They will look at the number of sex assaults reported, but again they said that due to more awareness of the issue because of the program, they could see an uptick in reports of sex assaults that previously may have gone unreported, they said.

But the response from law enforcement as well as the community has been encouraging, Kramer-Harrison said. "This has been a positive impact for their [the bar community's] staff. They are able to tune into their instincts in a more confident way."

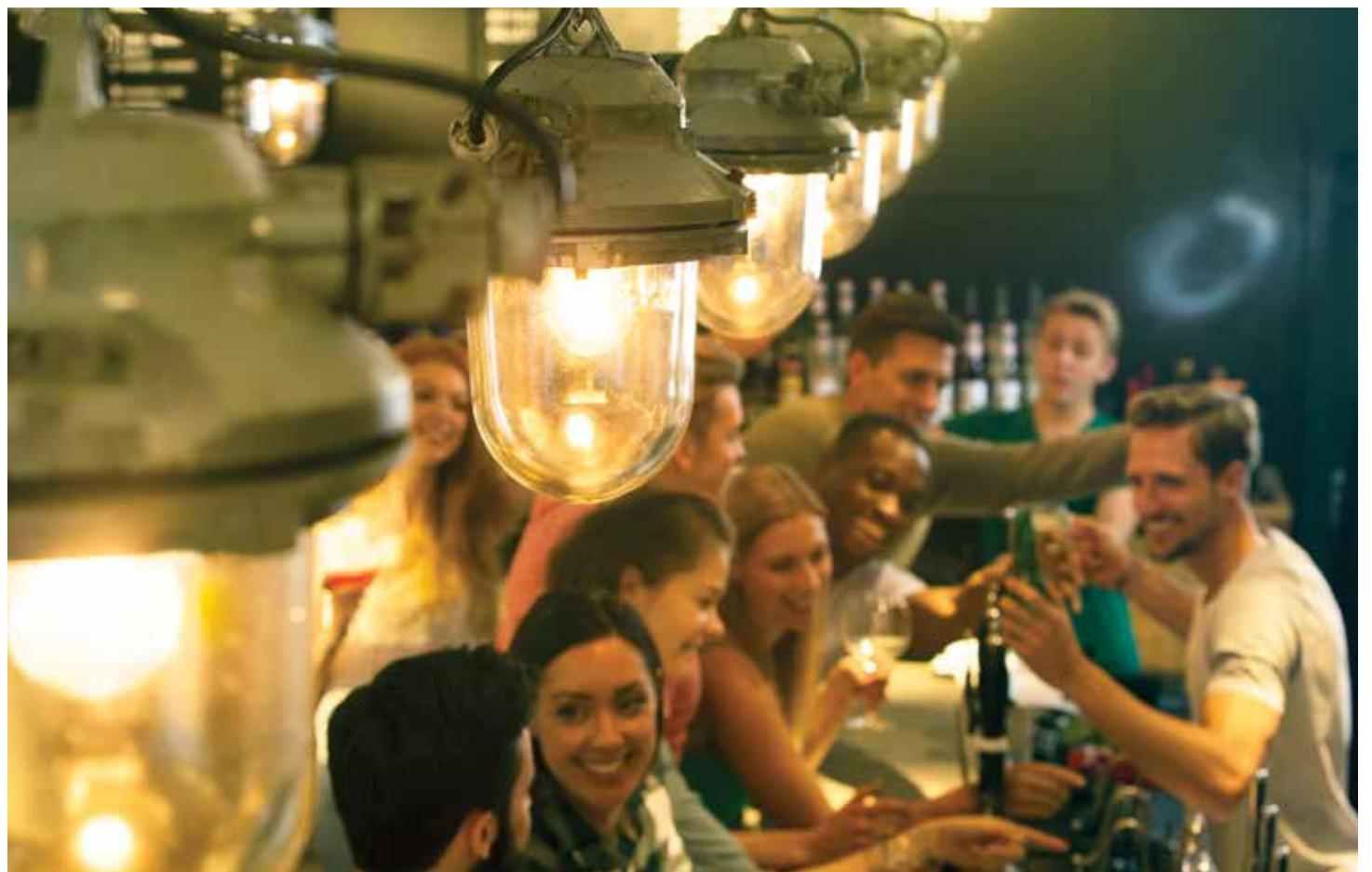
Funding for the program comes from a variety of sources including the county's Department of Health and general county funds. A Department of

Criminal Justice Services grant was used to launch the initiative.

While a specific dollar amount has not been attached to the program, the main cost is staff time, Kramer-Harrison noted. "Our salaries may be different from other programs that would seek to implement this training. It took between 80 to 100 hours to create, cultivate buy-in and launch the program. We co-teach the training out of our local police department so the cost in man hours is seven hours per training — two staff members at 3.5 hours per training; this includes prep and set up time."

Three or four counties in New York have reached out to find out more about the program. Advice from Kramer-Harrison and Craft: Partner with local bars — they may have an association similar to the New Paltz Bar and Tavern Association — partner with local city or town police as well as the local college. **CN**

For more information, contact Kramer-Harrison at: skra@co.ulster.ny.us or call 845.340.3445.



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Counties improve government operations by tracking performance

Jonathan Harris
and
Stacy Nakintu
Counties Futures Lab

In the face of rising state and federal mandates, decreasing state funding to counties and multiplying state limitations on the ability of counties to raise revenue, performance metrics have become especially important for counties. From running local health departments to overseeing elections, counties deliver a variety of services and represent an industry of half a trillion dollars in annual operations.

Evaluating programs can help streamline existing processes and better manage limited resources, but, more importantly, tracking performance allows residents to see the results of ongoing county efforts, ultimately increasing trust in county leadership.

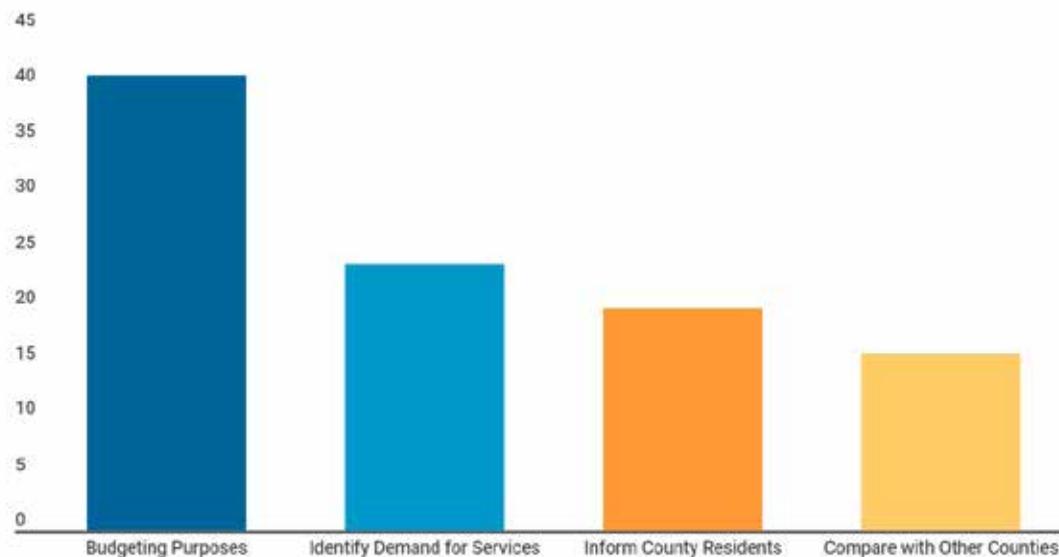
The NACo Counties Futures Lab recently released a report entitled, *Building Trust: Performance Metrics in Counties*. The report explores how counties are tracking performance and using performance metrics to improve services to residents.

Alongside its analysis of performance metrics across the country, the report includes four case studies — Prince George’s County, Md., Catawba County, N.C., Douglas County, Nev. and McHenry County, Ill. — that feature specific county performance evaluation processes in detail.

No two counties are the same, resulting in a variety of methods to evaluate performance. Based on its specific situations, each county government selects the focus of their performance evaluations, the way they will organize their performance tracking process and the way they will use the evaluation results.

Most counties have some type of formal performance evaluation. According to live polls and a survey of appointed and elected officials

Figure 1: Why Counties Track Performance



Note: The respondents were asked to select only their top two purposes. Source: NACo survey of county appointed and elected officials, July 2017

conducted by NACo in 2017, 84 percent of respondents mentioned that their county tracks performance. Most often, counties use their performance evaluations to identify priorities for future budgeting or to identify demand for county services (see Figure 1).

A formal process for managing performance comes with its own difficulties. Through the survey and live polls, NACo identified the top two challenges for counties: collecting the data needed to measure performance; and creating the right performance metrics and measures.

Each department within a county generally conducts its own performance evaluation, which can result in differences in the structure of performance reporting across departments. Sometimes, counties contract a third party or create a specialized unit within the county (such as a “CountyStat” program) to work with the county departments to organize the performance measurement process.

County leaders can tailor the performance evaluation process to better meet the needs of their county government and its residents. With their county’s priorities and resources in mind, county leaders can decide on what they should focus for perfor-

mance tracking, what kinds of metrics to track, how to organize the process and how to use the evaluation results to manage performance.

Building Trust: Performance Metrics in Counties features

four key takeaways to help counties improve their performance measurement processes and better serve their residents:

- Match performance metrics with county priorities

- Strong support from county leadership is of paramount importance
- Integrate performance metrics in the county budget system, and
- Performance metrics are tools, not end goals.

Tracking performance helps counties identify ways to improve the quality and efficiency of their services to residents. An effective system to measure county performance may increase transparency and accountability, and, ultimately, build trust between county leaders, employees and residents. **CN**

If you implemented a successful performance metrics process in your county, please send us the details at research@naco.org. Harris is a research analyst and Nankintu is a research associate in the NACo Counties Futures Lab.

ON THE MOVE

NACo STAFF

- **Sofia Ferber**, former legislative intern and staff assistant for Rep. John Delaney (D-Md.), has joined NACo as a legislative assistant. In her new position, she will support the legislative affairs director and assist the associate legislative directors in three of NACo’s policy portfolios: economic and workforce development; transportation and infrastructure; and finance, pensions and intergovernmental affairs.
- **Kyle Cline** has been promoted to FSC national development director. Kyle has been a

- member of the NACo FSC team since February 2017. In his new role, he will direct the activities of the regional development managers.
- **Linda Langston**, director of strategic relations, participated in a panel discussion about building a culture of resilience in health with the Johns Hopkins Bloomberg School of Public Health, Feb. 22, at the National Press Club.
- **Daria Daniel**, associate legislative director, participated in a Workforce Innovation and Opportu-

- nity Act Roundtable Discussion Feb. 22 at the National Governors Association’s Winter Meeting of the National Association of State Liaisons for Workforce Development Partnerships, in Washington D.C.
- **Jack Morgan**, program manager for community and economic development, spoke at the Distributed Wind Energy Association (DWEA) Conference as a panelist for the session, “Distributed Wind for America’s Heartland.” He highlighted renewable energy, economic and workforce development opportunities.



Ferber



Cline



Morgan

2018 NACo Second Vice Presidential Election

MEET THE CANDIDATES



Brannon

“Ray” Jeffers

County Commissioner
Person County, N.C.

Why are you interested in serving as a NACo officer?

Ever since I attended my first NACo conference in Nashville, Tenn. nearly 10 years ago as a new commissioner, I knew immediately that I wanted to get involved in the organization. I am deeply grateful for everything I have learned through NACo, including many things I was able to bring back to my home county — Person County, N.C. I have seen firsthand how counties become stronger when we unite, so it's my personal mission to encourage every commissioner across the county to get involved in NACo. I am seeking the position of second vice president as a way to give back to the organization and will work hard to grow and energize our membership.

Being from a deep purple state with vibrant communities in both rural and urban areas, my experience as president of the North Carolina Association of County Commissioners, taught me how to bring together commissioners with varied political views and interests toward a common purpose. I'm eager to put my skills and experience to work for NACo to find common ground and discover new opportunities for collaboration among all our nation's

counties.

In North Carolina we have taken the mantra that we are 100 counties but we are also one state. I think we've done well working with all 100 counties to move our association, issues and goals forward at our state legislature. So, I would like to apply that approach in NACo. Yes, we are 3,069 counties, but we are one nation. And the more we can work together and understand each other's issues then we can move forward together as a nation.

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

When I served as chair of the Rural Action Caucus, I worked closely with NACo's current President Roy Charles Brooks, who was serving as the chair of the Large Urban County Caucus at the time. Together, we were able to identify common issues facing both urban and rural counties and collaborate on potential solutions. I also worked with fellow NACo members from rural counties and allied organizations to reauthorize the Farm Bill. As part of that effort, I traveled to Washington, D.C. to collaborate with other stakeholders to promote passage of the bill.

As NCACC president, I led an economic development initiative to achieve sustainable growth for all counties — large and small, rural and urban. The plan encouraged rural counties to join forces with urban counterparts to find opportunities to collaborate and promote growth across county lines. I firmly believe that by working together, rural and urban coun-

ties can innovate by leveraging their unique strengths.

As part of my presidential initiative, I established a task force to examine and provide recommendations to enhance the county role in economic development. The task force engaged in discussions with experts and county officials through a statewide listening tour and economic development symposium. Through this work, I learned that a lot of opportunities are possible if we combine the strengths of the rural and urban areas. Together, we can develop regional economic hubs in all stages of production, including design, manufacturing and distribution of products and services.

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?

As second vice president, two main areas of focus I plan to address are activating NACo's existing membership and recruiting new members. NACo's strength and influence are inextricably linked to the level of engagement of our members. The more we can succeed in encouraging counties to participate actively in NACo, the more power we will have to

advocate for our federal priorities and provide counties with the support they need to thrive. My plan is to reinforce the work NACo is already doing to enhance outreach to our existing members to educate them on the full range of the benefits NACo offers. I will also seek to mobilize existing members by asking them to share individual stories about how the organization helped them grow and deliver better services for their counties back home. The goal would be to use these firsthand, positive stories as an effective recruiting tool to entice new members to learn more about all that NACo has to offer.

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?

Counties benefit in many ways by working with NACo and other members across the country to solve common problems. Moreover, NACo provides valuable opportunities for education and training and networking, which allows individual counties to learn from

their counterparts and share best practices. I am eager to build momentum for recruiting new NACo members and activating our existing members through personal stories from commissioners like me, who were able to take what they learned at NACo and apply it to our counties back home. By sharing our stories about how NACo involvement can help individual counties, we can help and grow and energize membership across the nation.

Through my personal experience, I can attest to the enormous benefits NACo brings to its members. I am eager to share what I learned through NACo and discuss what I was able to bring back to Person County. For example, several years ago I attended a NACo workshop that discussed options to reduce the risks and costs associated with county-paid cell phones. The workshop explored other options such as changing the cell phone policy from providing a county phone, to paying a stipend to county employees for cell phone use connected to their official duties.

I shared what I learned from NACo with my fellow board members back home, and we moved quickly to adopt the new policy. It saved the county money and eliminated the risk that county employees may be audited for using a county phone for personal use.

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Larry Johnson County Commissioner DeKalb County, Ga.

Why are you interested in serving as a NACo officer?

"Our influence has less to do with our position or title than it does with the way we live. It's not about position, but production. It is not the education we get, but the empowerment we give, that makes a difference to others." John C. Maxwell

Growing up in the inner city of Chicago, many of my influences were individuals committed to helping people and ensuring that everyone, including the underprivileged and underserved, had representation and their needs addressed. The NACo Second Vice President role will allow me to serve leaders, public servants who build their lives around helping rural Americans fight for e-connectivity, ensuring their voice is heard around Payment In Lieu of Taxes (PILT) and Secure Rural Schools (SRS). Serving as a NACo officer will give me the opportunity to continue to work with urban counties to eliminate health disparities and build strong economic job centers. As NACo Second Vice President I will work with rural, urban and suburban counties to build strong global perspectives that maximize trade and cultural tourism. Serving in this capacity will allow me to work with commissioners, judges, supervisors, freeholders, etc., through our great organization NACo to share information and provide resources and tools to not only make their communities better but build the members

MEET THE CANDIDATES

to become better public servants. It is through this lens and more than 16 years of experience in executive government that I am interested in serving as a NACo officer and humbly offer myself as a candidate for NACo 2nd Vice President. We are only as strong as the members that make up the association. I would like to be a beacon of hope and bridge builder across rural, urban and suburban lines.

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

To date my most important contributions to the National Association of Counties include serving as the inaugural chair for the Health Disparities subcommittee. Under my leadership, the committee brought attention to the issues facing rural and urban Americans as it relates to the uninsured (access to healthcare), funding of our Federally Qualified Health Centers and the Medicaid funding gap.

The committee was able to make these issues a part of the NACo platform.

As chair of the Health steering committee, I had the opportunity to take a group of commissioners to the Capitol to advocate against cuts in Medicaid to medically fragile children. We brought a parent and medically fragile child in need of care who put a face to the issue. Bringing the parent and child positively impacted the conversation and allowed us to show the importance of getting everyday citizens involved in advocacy.

During my tenure as Chair of the International Economic Development Taskforce, I started a speed business networking format where I brought in

country representatives from Brazil, Germany and Canada at the Legislative Conference to present on how counties can engage in international trade and tourism. At the NACo Summer Conference in Long Beach, Calif, I arranged a boat tour of the second busiest container port in the Country which served as a learning lab opportunity for participants. This provided those who attended an opportunity to network and meet with federal officials regarding trade.

What I consider my most important contribution to my state association of counties, ACCG, was working with the association to put on the first-statewide opioid summit. In May 2017, we brought collaborative partners together including top universities, experts in treatment, local agencies and homeowners associations to plan, strategize and promote promising approaches to dealing with this addiction and disease. This collaboration was so successful that we are already planning the second conference to be held in May of this year to build on the successes of last year that will pay big dividends and help our state get to and remain on the forefront of combating this crisis as well as provide county leaders with tools to help them deal with this issue locally.

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?

The most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus include (1) helping the membership engage a digitally distracted constituency and (2) engaging Generations Y and Z.

(1) Helping the membership engage a digitally distract-

ed constituency.

An article written in the Harvard Business Review by Larry Rosen and Alexandra Samuel looks at the issue. This is a quote from a study they cited: *For the past few years, psychologists have been examining the recent dramatic changes in humans' relationship to technology. Consider a study that colleagues and I conducted in 2008 and replicated last year. We gave people in three age groups—Baby Boomers, Generation X, and the Net Generation (born in the 1980s)—a list of 66 pairs of activities to find out which ones they typically did in tandem. Questions included, for example, "Do you go online and text simultaneously?" and "Do you e-mail and eat at the same time?" In 2008, Baby Boomers responded yes for 59% of the pairs, on average; the numbers were 67% for Gen Xers and 75% for the Net Gen. In 2014 the percentages were higher—67% for Baby Boomers, 70% for Gen X, and 81% for the Net Gen. Meanwhile, members of the iGeneration (born in the 1990s), whom we added to the second study, were engaging in an astonishing 87% of the paired activities, even when they found one in the pair difficult all by itself.*

Addressing this issue is important for NACo Officers/Executive Committee/Board of Directors because young generations will come of age and Baby Boomers will grow older and it will be important to be able to appropriately address their respective generational needs and be able to share relevant information in a techno-savvy manner as well as find innovative ways to get and keep them involved with relevant issues addressed at the national level. NACo needs to incorporate a segment at each steering committee to update us on how technology can be used to inform, build advocacy and make the information relevant to all generations.

(2) To further engage Generations Y and Z to enhance

the resources of NextGen to increase Generations Y and Z's involvement in public policy decisions and implementation.

There is a prevalent misnomer in our day that the younger generations are not interested in public service or politics. I think this couldn't be further from the truth. I believe that Generations Y and Z are deeply concerned with the wellbeing of the communities they live in. They might not show it in the traditional ways we're accustomed to measuring interest (i.e. writing their officials, attending meetings, etc.) but interest is shown through other means (i.e. social media engagement, hashtag activism, etc.).

The key to bringing these younger generations into a more active role in public service is through education. We cannot accomplish this engagement through traditional means, we will have to work intergenerationally. During my tenure as a DeKalb County commissioner I have worked to bridge the growing gap we have between generations through the creation of intergenerational centers and experiences. By fostering the interaction of youth with community elders a transmission of values takes place. Growth and acceptance occurs and the passing of a mantle of leadership and responsibility takes place.

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?

One measure I would recommend to increase and retain NACo membership and

MEET THE CANDIDATES



Gary Moore
Judge-Executive
Boone County, Ky.

Why are you interested in serving as a NACo officer?

I have been blessed to be elected to five, four-year terms as Boone County, Kentucky Judge/Executive. During my tenure I have gained knowledge and experience from my involvement in NACo and KACo. I have also held many leadership positions at NARC, the National Association of Regional Councils, including National President in 2015-16. I believe that NACo's role among the Big 7, Council of State Governments, National Governors Association, National Conference

of State Legislatures, National League of Cities, United States Conference of Mayors, National Association of Counties, and the International City/County Management Association is so important and I will work to make NACo a stronger leader among these state and local organizations. I am excited to currently serve in a leadership role at NACo and I am well equipped and ready to take this service to a higher level. I will strive to lead NACo to greater heights.

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

Serving as the NACo Chair of the NACo/NLC-National League of Cities joint task force on Opioid Abuse has been my greatest contribution but it has also been the most rewarding. Working with the NLC Chair, Mayor Mark Stodola of Little Rock, Arkansas, and the 18 other city and county officials, we tackled one of the greatest challenges facing our counties today.

What do you consider to have been your most important contribution

to be an advocate for that issue.

Another measure would be to connect with major colleges and universities to establish a program for CEU credits that could eventually lead to a degree in leadership, governance or policy which builds value for NACo and its membership.

The specific role I would be willing to assume to help build and sustain membership in NACo would be to help convene key stakeholders for each issue to set up goals, timelines and strategies to complete each assignment. I am currently an ambassador that works with the membership staff at NACo to welcome and assist new commissioners to the NACo experience. So, I am already walking the talk.

to your state association of counties?

Serving as KACo 1st V.P. and being a member on the executive committee has allowed me to help position our state association as a trusted partner with our Governor and our State Legislature. We are now much stronger and quickly becoming the go-to organization on policy and legislative issues in Kentucky.

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?

1. NACo can benefit from a clearer direction and better planning. We need a strategic plan!

Preferably a multi-year plan that is led by the executive committee and the board with input from our member counties and state associations.

2. NACo should be first! We should be the go-to organization when it comes to local gov-

ernment and today we are not. We are making great strides but there is much more work to be done if we are going to achieve this goal.

Why? NACo's elected leadership and staff has done wonderful work over the past several years, but it is now time that we gather our resources and focus our efforts to make our organization and our 3,069 counties stronger and more efficient. It is also apparent that local governments will be asked to do more with less. These challenges will demand strong leadership that has a vision that is focused on success.

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?

I do feel that current leadership and staff is moving us in the right direction and we must continue to build upon this momentum. My state association

in Kentucky recently voted to become a 100% NACo membership state because we see the increased value that NACo is delivering. Once we complete our strategic plan and implement it, NACo leadership and staff will be able to be more focused and effective in finding new solutions and programs that will have a positive impact on county governments, elected officials, and our local staffs through improved membership services, programs and advocacy efforts.

What specific role would you be willing to assume to help build and sustain membership in NACo?

If elected as your 2nd Vice President, I commit to work with the executive committee, the board, and other leaders to move our organization forward. I have the resources within my home county and within my state that allow me to be readily available and always in a position where I can work for you. It would be a blessing and a privilege to serve as your NACo 2nd Vice President and I ask for your vote!

MEET THE CANDIDATES

From JOHNSON page 7

encourage broad participation in NACo is elected officials and employees of NACo member counties using a pop-up marketing strategy. Basically, the pop-up marketing strategy would take one of our platform issues and wherever the county state association conference is being held in collaboration with the state association director and county leaders from that area will get together and host a town hall meeting on a key platform issue that has been adopted by the association and invite residents to come and learn how

Happy Anniversary County News.





MEET THE CANDIDATES



Barbara Sharief

County Commissioner
Broward County, Fla.

Why are you interested in serving as a NACo officer?

As a hardworking native Floridian, with roots in farming and agriculture, growing up in a large urban county, owner of a home healthcare company, and mother of 3 beautiful children, I want to continue my public service with the opportunity to support my peers across the country in advancing county-focused policies. As the first African-American woman to be sworn in as Mayor of Broward County, if chosen to serve in NACo Leadership, I'll be able to show other elected officials that all barriers to diversity can be broken. My commitment to continuing to advance our country's efforts toward full diversity and equality cannot be understated.

Our country is facing many unique challenges, and by standing together, we can provide opportunities and solutions to further NACo's vision to have healthy, vibrant and safe counties across the United States.

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

your most important contribution to your state association of counties?

I believe my most important contribution to NACo to date has been my service on the NACo Health Steering Committee, where I strongly supported the following efforts:

Smart Medicaid reformation that allows for anti-fraud measures without affecting benefits for medically needy children and adults.

- Legislation that supports initiatives and programs to recruit, train, license and retain health professionals, and allied health professionals and paraprofessionals, on an expedited basis, due to a lack of accessibility to health care and provider shortage.
- Legislation that would request Congress to support bills that would allow individuals in custody to continue receiving Medicaid and other federal benefits until they are convicted.
- Legislation to request mental health and substance abuse issues be funded in the federal budget.
- Legislation to address the opioid crisis and provide funding for national education and awareness.

Since my election as a Broward County Commissioner I have been actively involved with the Florida Association of Counties (FAC). Specifically, at the state level, serving on the Health and Human Services Policy Committee, FAC Board of Directors, and most recently as FAC's President and Past-President. I have used my experience in the healthcare industry to advocate for various health care initiatives. Another important contribution was realized when I served as Chair of the Health and Human Services Policy Committee. In this capacity, my contributions included:

- Supporting legislation to assist county health departments with managing indigent care funding and prevent un-

funded mandates by the state to pass on their share of these costs.

- Being instrumental in settling a 20-year dispute with the Florida Department of Juvenile Justice concerning the sharing of secure detention costs with the state. Working together with the leaders of our 67 counties and FAC, we were able to reach an agreement with the state and pass legislation that saved our counties significant dollars.
- Drafting and supporting legislation to support Medicaid reform that protected the most vulnerable populations of children and medically complex young adults.
- Drafting and supporting legislation to ensure veterans and their families have access to healthcare in a more efficient manner.
- Supporting a statewide lawsuit against Florida's Agency for Healthcare Administration retroactive Medicaid billing claim and worked for 10 months to settle Broward County's estimated \$37 million liability resulting in a final reduced claim amount of \$2.5 million.
- Supporting legislation to declare the opioid crisis a state of emergency for Florida's counties.
- Supporting legislation against texting while driving.

Additionally, as FAC President, I fiercely advocated against unfunded mandates and increased local control, as well as healthcare reform for all county governments.

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?

While there are many challenges facing NACo in the near future, the most important challenge all our counties face is economic stability, partic-

ularly in strong agricultural counties that are constantly being threatened by unfunded mandates from their states. It is essential that we support agricultural businesses to keep hardworking farmers and agricultural suppliers operating so we can feed Americans.

Our second challenge is undoubtedly the opioid epidemic, and the issue of mental health and substance abuse. NACo is and can continue to play a critical role given that this epidemic affects all counties - large and small - rural and urban - rich and poor. Mental health and substance abuse issues have also been in the forefront of major news outlets daily. We must work together, along with our federal and state partners, to explore common-sense solutions that will combat both issues for the benefit of our impacted local communities. Some possible solutions include more training programs and funding for law enforcement, as well as identifying and assisting individuals with mental health issues within our respective communities and providing them the necessary treatment. In addition, a larger number of substance abuse programs should be established and increased funding be made available for communities to combat the opioid epidemic through educational and rehabilitative programs.

A third challenge we face is continued support for our veterans. Our veterans sacrifice their lives for us to maintain our freedoms and to be safe in our country. We must do more for them when they come home from their service. Specifically, we need to focus on providing better mental health care benefits. Veterans suffering from PTSD must be able to access needed health care services, including seeing a doctor, in a timely manner. In addition, as county leaders, we must work with Congress to ensure our veterans receive the best quality health

care America has to offer. Our veterans should know they are not alone in their struggles, and through our actions, we can demonstrate to them that we care for them, respect them, and greatly appreciate their service to our great nation. When veterans return home, they also struggle to find a job. We must encourage government and the private sector to provide veterans with better job placement, so they may support themselves and their families. Finally, the GI bill, post September 11th, only gives veterans 36 months to obtain a degree - this does not allow them to obtain a master's degree without incurring debt. We should encourage Congress to expand the GI Bill to allow more time for veterans to obtain a higher education, thus enabling them to be placed in better jobs.

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?

Across the country there are over 3,000 counties; some 2,300 are members of NACo (about 75%). In 2017, over 2,000 county officials attended a NACo event, and over 1,300 county officials representing over 700 counties serve on NACo committees. These statistics show that NACo's member engagement initiative is working, but more must be done to reach 100%. The numbers also show there are many county officials that are hungry to work with NACo to advocate on national policy, pursue transformational county solutions, and enrich the public's understanding of

PROFILES IN SERVICE

RICHIE BEYER

Board Member
Chief Engineer and
Operations Officer
Elmore County, Ala.

Number of years involved in NACo: 19

Years in public service: 23

Occupation: Civil engineer

Education: B.S. in civil engineering, Florida State University

The hardest thing I've ever done is: Experience a loved one suffering from Alzheimer's.

Three people (living or dead) I'd invite to dinner: My great-grandfather (whom I am named after and never got to meet), JFK and Ronald Reagan.

I dream I have is to: See our nation's infrastructure regain global prominence by addressing our needs through sustainable measures.

You'd be surprised to learn that I: am the oldest of six children and grew up wanting to fly.

I'm most proud of: My children and family.

Every morning I read: Local news and social media.

My favorite meal is: A great steak.

My pet peeve is: Not being on time.

My motto is: "Lead by example."



Beyer

My favorite movie is: *Top Gun*.

My favorite music is: Country.

My favorite U.S. president is: Ronald Reagan.

My county is a NACo member because: My commissioners have continuously recognized the need to collaborate with other local government officials because we all encounter similar issues and opportunities. Through these collaborative relationships and the NACo staff, our citizens realize benefits from the collective resources we can't fully tap into by staying within the confines of our county boundaries.

Counties' work begins as dust settles from shootings

By **Charlie Ban**
senior staff writer

Soon the news vans will leave Broward County, Fla. and life will go back to normal, before 17 students and staff were killed at Marjory Stoneman Douglas high school. The same way they did in January 2017 when five people were killed in a shooting at the county's Fort Lauderdale-Hollywood International Airport.

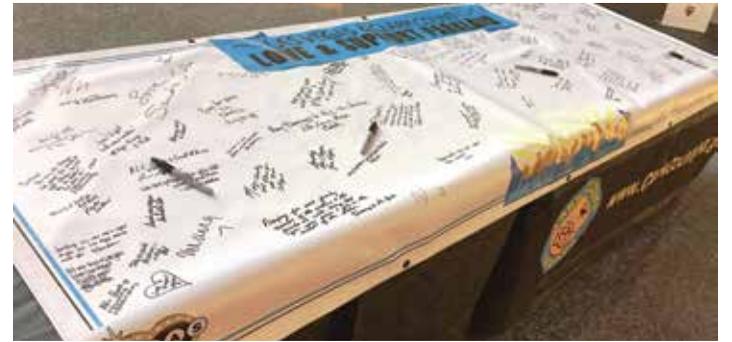
But when the eyes of the world focus elsewhere, a lot of work remains for county social service providers.

Though Broward County Public Schools will take the lead in delivering counseling and other services to students and faculty, the county will hire a consultant with mass casualty expertise to conduct an independent review investigating all aspects, before, during and after the shooting. A county task force will review and evaluate the after-action reports of all agencies and entities connected to the shooting, including the sheriff's office, which received 45 calls for service to the shooter's home over 10 years, according to records obtained by CNN.

"I think that we need to hire somebody to put together an impartial after-action report because I don't think anyone that is commissioned by any of the agencies will be impartial," said Commissioner Steve Geller. "After that, the creation of a task force will be appropriate and necessary."

Commissioners also asked the Legislature for money to demolish and rebuild the classroom structure where the shootings took place and for a memorial.

As news of the school shooting took over the airwaves, it brought back a lot of traumatizing memories for people who have survived similar attacks in Oregon, California, Nevada and elsewhere. Clark County, Nev. saw more people file claims



Clark County, Nev. commissioners and residents signed a 6-foot banner with words of encouragement for the community of Parkland, Fla. after the Feb. 14 shooting at Marjory Stoneman Douglas High School. Photo courtesy of Clark County.

with the state's Victims of Crime Administration (VOCA). The program reimburses medical, counseling and funeral bills and lost wages resulting from the Oct. 1 gunfire from a Las Vegas hotel room that killed 58 audience members and wounded 851 others at a country music festival. With a one-year filing period, Clark County has made outreach about the program its priority as its response transitioned to a long-term approach.

"Our biggest challenge is get-

ting awareness out there and getting people to make claims, to get them on record," said Assistant County Administrator Kevin Schiller. "We're trying to reach people who don't know this exists. Or, they may think they're doing okay, but if the deadline passes and they haven't registered, they won't be eligible for assistance if something comes up later."

Three weeks after the attack,

See SHOOTINGS page 14



WASHINGTON COUNTY, Idaho

Designed by Lybee Bell

Washington County was formed under the Idaho Territory in 1879.

The Latin term "**Nos Juvat**" shown on the flag means "we will prosper" - symbolic of the immigrants that settled the area.

The sun in the background signifies the meaning of the word Idaho - "the sun comes from the mountains."

The mountains on either side represent both Indianhead Mountain and Cuddy Mountain.

The crops on the left side show the importance of the farming industry in the county.



The mine shaft represents the mining industry that originally brought many people to the area.

The railroad shows expanded growth to ship the county products across the country.

The river represents the Weiser River that runs through Washington County.



My favorite way to relax is to:
Be on the golf course.

Would you like to see your county's seal featured? Contact Charlie Ban at cban@naco.org.

Who would be in charge of alerting residents of a nuclear attack? Locals or feds?



Nuclear explosion Photo by KREMLL/Getty Images Plus

By **Mary Ann Barton**
senior staff writer

If the nation ever came under nuclear attack, local governments would be responsible for warning residents, according to the Federal Emergency Management Agency (FEMA).

The question about whom should be responsible comes on the heels of the false emergency alert that went out Jan. 13 in Hawaii, causing widespread panic.

FEMA's National Warning System Operations manual states: "Local authorities sound the Attack Warning signal on public warning devices and distribute the Attack Warning declaration to the public, news media, institutions, government agencies, and industry."

Local governments and states, "have a process by which they notify their citizens of a threat," FEMA Acting Press Secretary Jenny Burke said. "The content of the message, and the actions the public should

take, are dictated by the specific threat and events unfolding on the ground. States know their residents, regional challenges and available resources best, and therefore are most appropriate to provide specific safety action messages, to include evacuation/remain in place notifications."

In Hawaii, Maui County Councilmember and former NACo President Riki Hokama said "I'm leaning to federal responsibility versus state or local." If another similar situation occurred in Hawaii, with an erroneous message about a nuclear attack sent out by the state, that blame should fall on the federal government, he said. "If it happens again, it's because our federal government allows it," he said.

Leaving the process to local governments would be a problem, according to Nick Crossley, president of the International Association of Emergency Managers-USA and di-

rector of the Hamilton County, Ohio Emergency Management and Homeland Security Office. "The problem is there is no system set up to notify us of an attack," he said.

"It's the federal government that monitors the air space and any kind of missiles coming from overseas, and they have access to wireless emergency alerts, every cell phone is required to receive it from the president," he said. "It is their responsibility to notify the possible impact area, because there is no system in place to tell us if an attack is imminent. You're talking about having five minutes to 30 minutes warning that there's a possible incoming attack; why would you waste time? If the federal government calls to tell us an attack is imminent, how do I verify who they are? I called the state of Ohio after the Hawaii incident and they said it's a federal responsibility."

It should be similar to the National Weather Service sending

out tornado warnings, Crossley said.

Francisco Sanchez, Jr., deputy emergency management coordinator, Harris County, Texas, who also sits on FEMA's National Advisory Council, says that any warning of a nuclear attack should come straight from the federal government.

"I would argue, along with a lot of my emergency management colleagues from local jurisdictions across the country, that we are not the best suited as a local office of emergency management to be the initiator of an alert about a nuclear event or a military matter," he said.

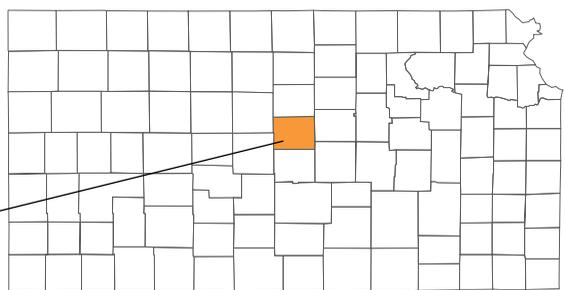
The time factor, Sanchez said, makes it less than ideal for local authorities to be the ones to alert residents of a nuclear attack. "If you tell us that a missile is coming, I don't know that we're the ones that are in the best position to get that alert out in a timely and accurate way," he said.

Legislation recently intro-

duced in Congress backs the idea of the federal government's being the primary messenger in the case of a nuclear attack. U.S. Sens. Brian Schatz (D-Hawaii), Kamala Harris (D-Calif.) and Cory Gardner (R-Colo.) recently introduced the Authenticating Local Emergencies and Real Threats (ALERT) Act, legislation that would give the federal government the sole responsibility of alerting the public of a missile threat, prohibiting state and local governments from doing so.

"States are laboratories of democracy," Schatz, the ranking member on the Commerce Subcommittee on Communications, Technology, Innovation and the Internet, said in a statement. "They should not be the laboratories of missile alerts. The people who know first should be the people who tell the rest of us. This legislation makes clear that the authority to send missile alerts rests with the federal government." **CN**

GET TO KNOW...
Ellsworth County, Kan.



Welcome, Ellsworth County, Kan.

Ellsworth County was formed in 1867 and is named for 2nd Lieutenant Allen Ellsworth, who supervised construction of Fort Ellsworth (part of the Civil War defenses of Washington, D.C.) during the American Civil War. Visitors can find several interesting attractions in the county including **Mushroom Rock State Park, the smallest state park in the state**, and the **World's Largest Czech Egg, which stands at 20 feet tall!**

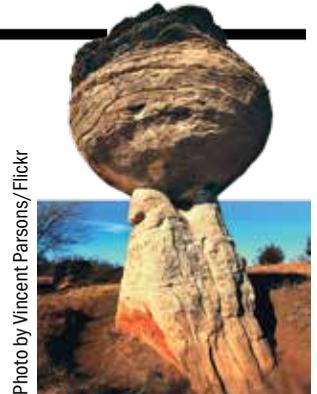


Photo by Vincent Parsons/Flickr

You're Invited!

Stepping Up

Day of Action

May 16, 2018



WHERE: YOUR Community

WHO: Stepping Up Champions in YOUR County

FIND OUT MORE: www.StepUpTogether.org/Events

THE
STEPPINGUP
I N I T I A T I V E

MONEYMATTERS

Counties Lose Advance Refunding Bonds as Debt Option

How tax reform will affect counties' issuance of outstanding and future debt remains to be seen, but one tool is no longer available to them. The December 2017 bill eliminated state and local governments' ability to use tax-exempt bonds to advance refund outstanding bonds, as of Jan. 1.

Tax-exempt advance refundings offered an important tool for state and local governments to reduce debt service costs, freeing up resources to be used for other important purposes, and minimizing taxpayer and ratepayer burdens. Advance refundings also restructured debt service payments or address problematic bond terms and conditions.

Similar to refinancing a mortgage, advance refunding means refunding bonds more than 90 days prior to the "call" date of

the outstanding bonds, effectively retiring existing bonds by issuing new bonds and often taking advantage of better interest rates.

Federal tax laws previously allowed issuers to advance refund bonds on a tax-exempt basis. Since 1985, issuers were permitted a single advance refunding prior to the call date of the bond. In 2017, advance refundings represented approximately 20 percent of total tax-exempt municipal bond issuance.

Following tax reform, alternatives that provide similar outcomes are developing, as are changes to new bond issuances, but those new techniques also involve new and different risks.

GFOA best practices recommend utilizing the skills and expertise of Bond Counsel and Municipal Advisors in making financing or refunding decisions.

GFOA also cautions many entities against entering into swap or derivative agreements.

Considerations for Outstanding Bonds

Market participants will likely recommend previously used tools or develop new tools or mechanisms to simulate the beneficial impacts of tax-exempt advance refundings. Potential alternatives may include taxable advance refundings, lock on interest rates or forward-purchase agreements, among other options.

Issuers should be particularly aware of the unique risks and uncertainties associated with these options and discuss their options with their municipal advisors and legal counsel. Additionally, issuers wishing to refund Build America Bonds (or similar tax credit subsidy bonds)

will need to consult with their legal counsel and municipal advisors before proceeding.

Changes to tax laws and reduced corporate tax rates could affect outstanding bank loans or direct placements. "Gross up" provisions included in many bank loan agreements may result in increased interest costs effective immediately, and issuers should discuss possible solutions with their debt management team. Bank waivers or modifications of gross up provisions may trigger "reissuance" of the obligations.

Considerations for Future Bond Issues

Counties preparing to issue new municipal bonds may feel compelled to pursue issuance alternatives that provide early refinancing options in the absence of tax-exempt advance

refunding provisions. That could include use of shorter call features, bullet maturities, derivative products and variable rate financing options. The same alternatives could also be pursued with current refunding bonds.

Issuers should be certain that specific benefits, risks and costs of any financial tool are fully understood and are consistent with the entity's debt policies. For example, shorter call features may come with an increased cost premium at the time of issuance or other material changes to terms or costs. Performing diligent cost-benefit analysis of call features is likely to increase in importance. 

Excerpted from The Government Finance Officers Feb. 13 Member Alert. Charlie Ban, senior staff writer, also contributed to this report.



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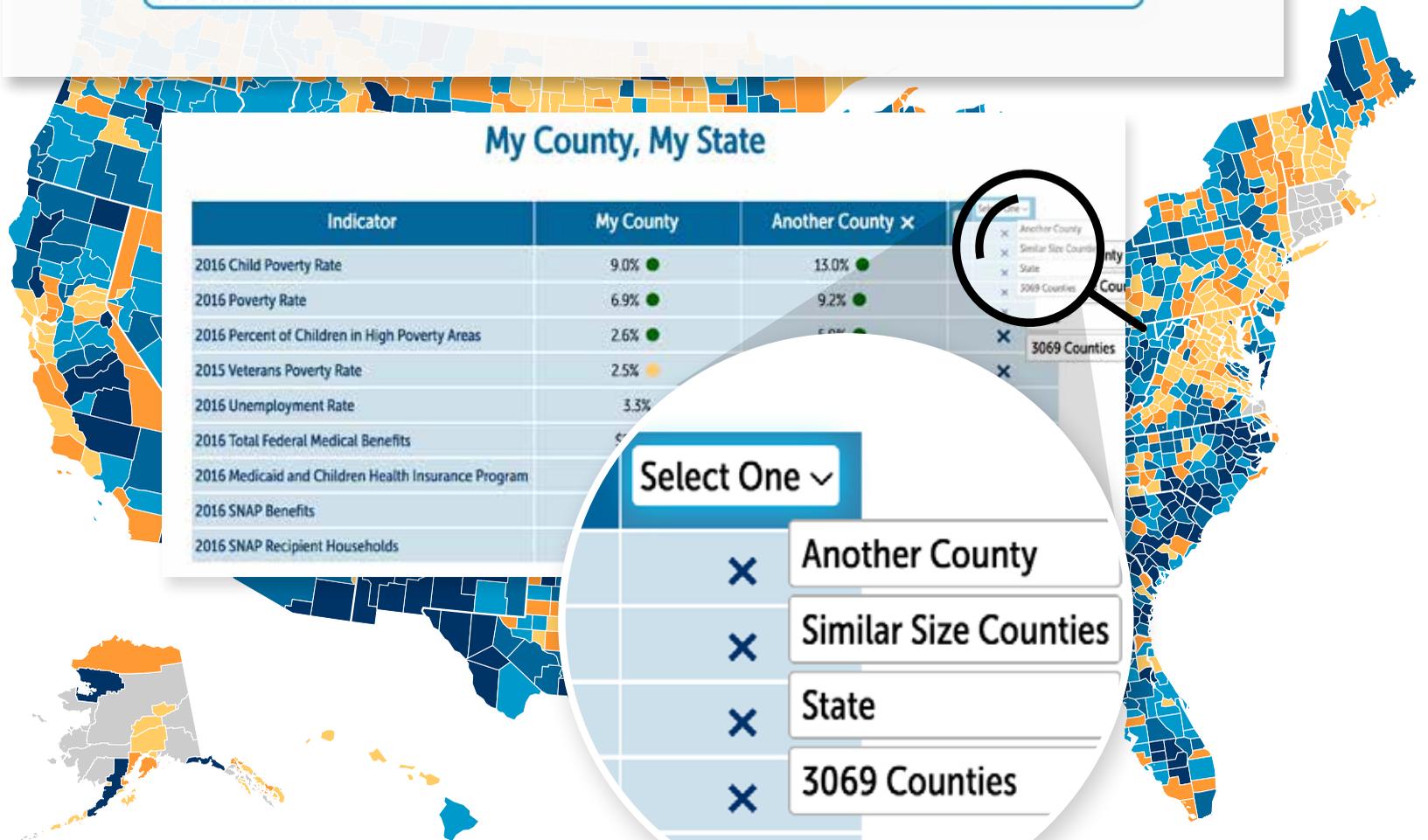
www.NACo.org/Benchmark
www.NACo.org/CESignUp

TABLE OF THE MONTH

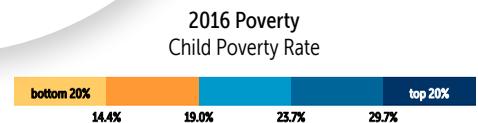
www.NACo.org/TableOfTheMonth

Get the newly updated indicators for your county.

Type your county's name on the search box below, and select it from the list which will appear.



Source: NACo Analysis of U.S. Census Bureau, Small Area Income and Poverty Estimates 2016; U.S. Census Bureau, American Community Survey 2012-2016 5-year Estimates, 2016



*county data is unavailable if the county is colored grey

MORE ABOUT COUNTY EXPLORER BENCHMARKING

The new benchmarking feature allows users to compare a county across up to 10 indicators with other counties, the state, similarly sized counties or the median for the 3,069 counties with county governments. Users can select from about 850 indicators in County Explorer. The benchmark table can be printed, downloaded or shared.

Email research@naco.org for more information.



New county supervisor defends attack victim

By **Charlie Ban**
senior staff writer

When he got into government as a San Joaquin County, Calif. supervisor, Tom Patti expected “fighting for his constituents” to be a figure of speech.

But a year into his first term, he found out that his real-world experience before taking office paid off. In his case, it was his experience as an amateur boxer.

On Feb. 2, on his way to a nightcap with friends after leaving a firefighters’ benefit, Patti, 54, saw a woman being attacked in a car nearby and stepped in on her behalf. His intervention allowed her to escape, though it left him with broken bones in his face and a black eye.

“It’s not my first rodeo, getting a little banged up,” he said. “I would have done it again, even knowing the outcome.”

When Patti and his friends stopped in the county seat of Stockton, he almost immediately saw a car come to a sudden stop in the street, with the female driver being attacked from the back seat by a much larger man. After getting his friends inside, Patti confronted the man, with the woman now trying to escape the car.

“Now he’s threatening me, but I had to create separation

between her and him,” Patti said. “I know where it’s going now, I can’t calm him down.”

Patti connected on his first few punches, but later missed and the other man, and his friend, moved in, breaking his eye socket and his nose. The next thing he knew, he was standing in the street, alone, under the impression he had been trounced.

“As a fighter, I’m crushed, I was disappointed, I thought I got knocked out,” he said. “That never happened before.”

Security camera footage showed the pair continuing to fight and parry, with the unidentified men and woman driving away.

Stockton police said as of Feb. 26, nobody has pressed charges in the incident, but Patti was nonetheless pleased to be able to give the woman a chance to get away.

“What she chose to do after that was up to her. I can’t help that,” he said. “I was witnessing an extreme brutal and violent attack, I created an opportunity to create some separation.”

Patti started boxing as a teenager in Stockton, and as he outgrew the local scene, his father’s friend Cus D’Amato had a place for him in Catskill, N.Y. D’Amato had trained and managed Floyd Patterson, along with Patti’s contemporary,

Mike Tyson.

Patti won five Golden Gloves titles, though after a while, the need for surgery and D’Amato’s death served as a good transition point for his career, which eventually took him back to California and his family’s business.

“Cus would tell us: ‘a lot of people want to be fighters. Not all of my fighters become champions, but if you apply the same principles in boxing that you do in life, you’ll be successful in whatever endeavor,’” Patti said. “That’s been true.”

He decided in 2014 to seek a seat on the County Board and won his 2016 race. In the year that followed, he handled a steep learning curve as he adjusted to life in elected office and gained an appreciation for the innovation shown by county employees in the face of tight budgets. Once in office, he focused on youth employment and expanding their knowledge about the range of job opportunities available to them. “I’ve lived in Los Angeles,” he said. “If we all lived in Beverly Hills, we’d have a pretty smooth quality of life without many challenges. Here, we don’t have as many resources, but we have a lot of staff members on every level who have risen to the occasion and stepped up to improve our

quality of life.”

In the weeks since the incident, his black eye has faded and the soreness has eased, but he remains happy he inter-

vened, even if he never heard from the victim.

“My nose will actually be straighter, so I told the doctor not to pop it back out.” **CN**

WASHINGTON COUNTY, Idaho

LEARN MORE ABOUT THIS FEATURED COUNTY IN ‘BEHIND THE SEAL’

Created by: **Mary Ann Barton**

WORD SEARCH

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

BOISE: Washington County was created Feb. 20, 1879 from Boise County.

COURTHOUSE: Designed in Art Deco style of architecture, it was built in 1939 and was added to the National Register of Historic Places. It was built to replace the previous courthouse which was destroyed by a February 1938 fire.

DEPOT: The Union Pacific Railroad Depot served for decades as the area’s transportation hub.

ELEVATION: The county’s highest point is 8,330 feet.

FAIR: The Washington County Fair and Rodeo is held each August in Cambridge. Boise Weekly calls the event “authentic” and “a true representation of old-school Idaho.”

FIDDLE: The National Old-time Fiddle Contest and Festival is held each year in the county.

LEADER: The Weiser Leader newspaper made its debut in 1882 and later became the Weiser Signal American

MUSEUM: The Weiser Museum is home to the Snake River Heritage Center.

PITCHER: Hall of Fame pitcher Walter Johnson nicknamed “The Big Train” got his start in the county pitching in the Southern Idaho League while working for the phone company. He went on to play for 21 years with the Washington Senators.

SALOONS: With the coming of the railroad to the county in the 1880s came saloons and gambling.

SNOW: The average, annual snowfall in Washington County is 36 inches, 10 inches more than the national average.

SOUTHWEST: The county is located in southwest Idaho.

TRAIL: The Union Pacific Railroad deeded over 84 miles of right-of-way to Friends of the Weiser River. The trail is used for recreational purposes.

WASHINGTON: The county was named for President George Washington.

WEISER: County seat of Washington County; named for Peter Weiser, an American soldier and member of the Lewis and Clark Expedition.



San Joaquin County Supervisor Tom Patti (left) wore a black eye during most of February even to ceremonies like these honoring the 2017 Stocktonian of the Year, Dr. Elizabeth Blanchard. Also pictured are Supervisors Bob Elliott and Miguel Villapudua. Photo courtesy of Tom Patti

BRIGHT IDEAS | PALM BEACH COUNTY, Fla.

County Takes on Financial Basics for Kids

PROBLEM:

Students who do not understand how personal and public finances work or who aren't prepared for the job market.

SOLUTION:

Palm Beach County, Fla. launched an annual Summer Financial Literacy Work Experience for students.

By **Mary Ann Barton**
senior staff writer

Ever wonder how you might get the younger crowd interested in county government and even more specifically — county finances and the judiciary? Palm Beach County, Fla. is getting young people engaged, after launching its Summer Financial Literacy Work Experience in June 2012, collaborating with a local high school on the idea.

Since it began, dozens of high school students have been exposed to the world of public and personal finance, public service and job readiness. High school sophomores, juniors and seniors usually participate, but recent high school graduates have attended as well.

The idea for the program began in 2011 after Clerk and Comptroller Sharon R. Bock spoke at Suncoast Community High School, a public magnet high school in Riviera Beach. Following her presentation, Bock was approached by Tazeen Rashid, an AP/IB economics teacher, who expressed interest in creating a summer intern program targeting IB students interested in finding out about financial literacy and finance best practices.

“Our office worked with Mrs. Rashid to create a comprehensive two-and-a-half-week program, providing students with real-life exposure to public finance, public service, personal finance and job readiness,” said Nannette Rodriguez, chief communications officer for the clerk’s office.



Palm Beach County high school students participate in Summer Financial Literacy Work Experience.
Photo courtesy of Palm Beach County.

As Palm Beach County’s independently-elected chief financial officer, auditor and treasurer, the clerk is well-positioned to provide students with the opportunity to learn hands-on about multiple financial disciplines such as investments, accounting and financial statement preparation in the public sector, Rodriguez said. The program includes sessions on student loan financing, saving for retirement and job interview techniques as well.

Since Palm Beach County clerks and comptrollers also serve as the clerks of the circuit court, the county added a second track to the program in 2016. The justice literacy track includes all of the personal financial literacy and job readiness sessions while its participants then learn about the court system directly from local judges, attorneys, law enforcement and others.

Approximately 15 students are accepted to participate in each track of the annual program. Teachers recruit and select students to participate in the financial literacy portion of the program. Approximately one-third of the applicants are selected for the program based on academic performance, agreed upon commitment to the program and age (seniors are given priority so they may have the opportunity to attend

before attending college). The students recommended for the Justice track follow a similar process and are selected by the state attorney’s office and the magnet coordinator for the Justice Academy at Lake Worth High School.

There are no costs associated with the program, which includes speakers who volunteer their time. Clerk staff pay the cost of snacks and a pizza luncheon for the final day of the program, which is funded through employee fund-raising efforts. The program schedule is 9 a.m.–4 p.m. each weekday for 12 days in June. Students don’t need any special materials. They “simply need to show up and be dressed appropriately — business attire,” Rodriguez said. Any necessary materials are either provided by the volunteer guest speakers or in house.

The program is an organization-wide effort within the clerk’s office with an estimated 90 county employees having some interaction with the students, according to Rodriguez. An additional five to 10 outside professional speakers from local businesses may also participate in student sessions.

If you’re considering a similar program in your county, Rodriguez advises that the initial effort (first year of the program) requires the most coordination and sched-

uling as you seek to engage academic and business partners and schedule staff and sessions internally.

“It is imperative that the school liaison selects the participants and stays actively involved as the program is commencing and holds students accountable for attendance and appropriate behavior,” she said.

While this program is voluntary, it does take place in a professional setting during working hours and requires extensive planning and implementation.

Rodriguez noted that it’s also a good idea to provide students with a benefit. “Our students receive volunteer hours for the program, which is required for graduation,” she said.

Once the initial program is planned, the program essentially only requires minor changes based on feedback from participants. “Additionally, our experience has been that most if not all of our academic and business partners want to continue to partner/volunteer and be involved in the internship,” she said.

“The most rewarding part of the internship is the great feeling we get when hearing from former interns who appreciate and directly benefited from the opportunity to participate,” she said. “That makes all of the effort put into the pro-

gram absolutely worth it.”

The county shared a note it received recently from a former intern:

“Hey Rita! I hope everything is going well for you and the office, I really miss it there. Well I’m not sure if you remember but during the internship I had an interview with Panera and I did not get the job. The very next day however is when we were able to learn about the dos and don’ts of a job interview which I wish had been scheduled a day earlier but with the session that we had, I was able to soak in everything we talked about and learned and on my very next interview, I was able to go over my notes and put on a great performance, which allowed me to land a job at Kohls!

“Without you guys I’d probably still be struggling to find my first job but I am so happy to have had the opportunity to participate and have such great speakers teach me so much. It was such a great experience that I am making sure that my younger sister is an intern next summer so that she can learn the many valuable life lessons that I’ve learned. I just want to say thank you again for such a wonderful experience to be surrounded by such great people!” -Your former intern, Marvin Leveille 

If you’re interested in hearing more about the program, contact Ramsey-Chessman at: SLRamsey@mypalmbeach-clerk.com or call 561.355.4227.

The Clerk & Comptroller, Palm Beach County’s Summer Financial Literacy Program was recognized by Harvard University’s Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government as a 2017 Innovations in American Government Awards’ Bright Ideas. The Bright Ideas program highlights and promotes creative government initiatives and partnerships so that government leaders, public servants, and other individuals can learn about noteworthy initiatives that they can adopt in their own communities.

NEWS FROM ACROSS THE NATION

ALABAMA

MOBILE COUNTY commissioners were preparing late last month to hold five open house-style community meetings so residents could hear about **new flood zone maps** for their area from the Federal Emergency Management Agency (FEMA). The meetings are designed to “help you understand the changes and how your flood insurance may be affected,” the county told residents. FEMA last updated Mobile County’s flood maps eight years ago. The update will add 18.7 square miles to the flood zone, bringing the total area to 225 square miles including 12,000 properties in the unincorporated areas of the county.

CALIFORNIA

After devastating mudslides in **SANTA BARBARA COUNTY** that killed 21 people, emergency management officials say they will no longer use the word “voluntary” when they issue **evacuation orders**. Officials recently said at a news conference announcing the change that the new terminology will be “pre-evacuation advisory,” “recommended evacuation warning” and “mandatory evacuation order.” During a deadly storm that hit the region Jan. 9, many residents remained despite both mandatory and voluntary evacuation orders.

COLORADO

ARAPAHOE COUNTY commissioners recently approved a permit for a 75-megawatt **solar farm project** which would rank as the state’s second-largest solar farm. The proposed new farm 30 miles east of Denver would boost the state’s solar power portfolio by 8 percent, according to *The Denver Post*.

The proposed 333,000-panel facility would light up as many as 16,000 homes. According to CarbonTracker, solar sources of energy with storage are cheaper than about 75 percent of coal generation in Colorado, the newspaper reported. The solar industry has grown in Colorado helped along by tax credits, cheaper panel prices from China and requirements by the state to increase its percentage of energy from renewable resources.

FLORIDA

PASCO COUNTY has launched a “Be Pasco Proud” program to discourage **illegal dumping** and encourage people to report it. The county got the program off the ground after receiving 143 complaints about illegal dumpsites since October 2017, NewsChannel 8 reported. Violators could be fined up to \$500 per day, per item, plus clean-up costs. The county has offered residents a way to report illegal dumping on its MyPasco app, as well as through an email address and a phone number. The county is also touting a hashtag #RID-Pasco to encourage residents to post photos of illegal dumping on social media.

MARYLAND

HARFORD COUNTY recently entered into a partnership with the Miracle League of Harford County, Inc. to **help**



kids with disabilities play baseball. The league will fund and develop a baseball field and operate related programs at the county’s Schucks Road Park. The county’s parks and rec department will also develop programming to use the field, expanding opportunities for individuals of all ages with disabilities. “We are proud to partner with the non-profit Miracle League on Harford County’s first baseball field for children with disabilities,” said County Executive Barry Glassman. “Together we will help everyone have a chance to play ball.”

MICHIGAN

The **OAKLAND COUNTY** Board of Commissioners and Health Division have partnered with the Michigan Clean Water Corps to give residents free training and equipment to **monitor the quality of lake water** this summer, through the Cooperative Lakes Monitoring Program. “Water is one of Michigan’s greatest resources,” said Commissioner Marcia Gershenson. “This program will help reassure residents

that our lakes are safe places to swim and fish.” Paul Steen, from the water corps, said that there are not enough professional scientists to monitor the water. “We need volunteers to play an active role in fighting to protect our lakes,” he said.

MISSOURI

In a move that was set to begin March 1, **TEXAS COUNTY** will move to a **privatized system for public defenders**, the *St. Louis Post-Dispatch* reports. Those who cannot afford an attorney will get private lawyers with the state footing the bill, after the Missouri State Public Defender decided to privatize the system. The public defender’s office that represents Texas County also represents five other counties. It was assigned about 3,700 cases last year.

NEVADA

Nevada Attorney General Adam Laxalt said the **CLARK COUNTY** Commission has authority to seek a North Las Vegas **constable’s ouster from office**, contradicting a District Court judge who said the governor needed to order the removal.

The constable never obtained the required law enforcement certification.

Laxalt also said that anybody could request a District Court judge to remove the constable from office, *The Review-Journal* reported.

Gov. Brian Sandoval (R) requested the attorney general opinion in September after the county asked him to seek the constable’s removal from office.



MEET THE CANDIDATES

FLORIDA

ESCAMBIA COUNTY will add more than 700 structures in the water to help **build artificial reefs** funded by restitution money from the 2010 BP oil spill. Commissioners were set to award \$2.2 million in contracts to two artificial reef companies during a recent meeting, the *Pensacola News Journal* reported. The reefs, which should be in place by mid-2019, help rebuild the underwater ecosystem and assist local diving and fishing businesses. **SANTA ROSA COUNTY** is also building its reef program.

Escambia County, Fla. Photo courtesy of Walter Marine/Reefmaker

NEW MEXICO

With Houston still reeling from Hurricane Harvey, **DOÑA ANA COUNTY** is **donating five fire trucks** to the city. Houston lost more than 60 fire trucks in the storm. The donated trucks are no longer Dona Ana County's frontline responders.

OHIO

Throwing pills away does nothing to stop dumpster divers, and flushing them adds drugs to the water supply. To help people dispose of unwanted prescription drugs, **FRANKLIN COUNTY** is distributing disposal bags that will **neutralize opioid medications**. The county's Alcohol, Drug and Mental Health board spent \$20,000 to buy 5,000 bags, the Associated Press reported.

OREGON

- **DOUGLAS COUNTY** is diversifying its park system. By **purchasing the privately-owned Discovery Point RV Park**, the county hopes to increase revenue from 80 RV sites, rental trailers and cabins. The county is finalizing an

easement for a piece of land that will allow access to nearby sand dunes.

"We'll be able to add to our offerings at the coast and capture some tourism revenue and help support our park system," Commissioner Chris Boice told *The News-Review*.

- It's a job, and a challenge. With Oregon raising the tobacco and vaping products purchase age to 21, enforcement is more acutely necessary, and the **MULTNOMAH COUNTY** Health Department has hired almost two dozen 18- and 19-year-olds to **make sure businesses are checking IDs**. Store owners will face a \$500 fine if any of their employees sell tobacco to someone under 21.

PENNSYLVANIA

If a county in Pennsylvania plans to replace its electronic voting machines, Gov. Tom Wolf (D) is ordering it to **include a paper trail**. The *York Dispatch* reports Wolf is not requiring all counties to replace their equipment, only if a switch was on the horizon. He said the backups will make ballot audits easier and the voting

systems more secure.

SOUTH CAROLINA

Faced with losing emergency medical services, **CHEROKEE COUNTY** has filed a motion for a preliminary injunction to stop its sole hospital from **discontinuing its EMS services** at the end of March. The county used to own the hospital, and during the sale signed a contract that the new owners would fund the EMS services. The hospital told the county in December that it could no longer afford that and the county has no current alternatives to provide EMS services on its own.

The *Gaffney Ledger* reported that the hospital asked the county to pay \$45,000 a month towards the service, which is provided by Upstate Carolina EMS Inc. under contract with the hospital and take it over completely starting July 1.

WASHINGTON

A new regional firearms enforcement unit is offering an option to **KING COUNTY** residents who are concerned about someone with a gun. The unit consists of prosecutors, police, and victim advocates

who can use a 2016 state law that allows families to seek Extreme Risk Protection Orders. If someone fills out an order and had concerns about a firearm, the police in the unit can be dispatched to **remove the weapon** or charge someone who fails to comply with orders to surrender the weapon.

WISCONSIN

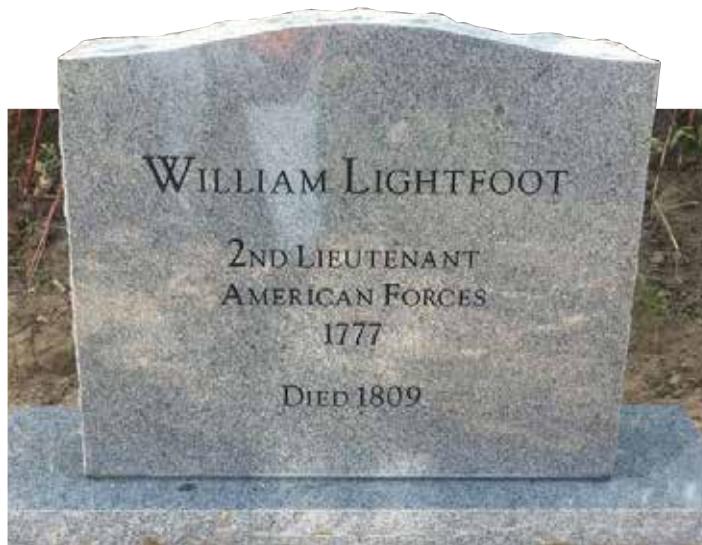
- Since starting in 2014, a **DOOR COUNTY** program that gives low-income families **interest-free loans** has helped 28 families buy cars. Now, the state Department of Transportation will put \$25,000 into the "Door-Tran" program, the *Green Bay Press Gazette* reported.

- The state Legislature is advancing a youth prison plan that would allow counties to **hold teenage inmates for more than a year**. County taxpayers currently pay the state to house them in a central facility that is the subject of multiple lawsuits and a criminal investigation into prisoner abuse, *The Journal Sentinel* reported. The Assembly Corrections Committee approved the plan, which would leave the most serious offenders in state custody.

WYOMING

LARAMIE COUNTY Commissioners approved an agreement between the county's Cheyenne Regional Medical Center and the Colorado-based nonprofit UHealth to **manage and expand the hospital's resources**.

The county will continue to own the hospital and keep its local board of trustees UHealth will manage the hospital's day-to-day operations and expand treatment options for patients to its other facilities.



VIRGINIA

The **JAMES CITY COUNTY** Historical Commission has placed a marker at the grave of a Revolutionary War veteran, William Lightfoot. Lightfoot was one of two Revolutionary War veterans buried in private family cemeteries in the county. Lightfoot enlisted in as a 2nd lieutenant in the American Forces in 1777 and later served in the House of Delegates 1799–1808. He died a year later. Photo courtesy of James City County.

From SHARIEF page 9

the important role our county governments play in their lives.

To retain, as well as increase membership, I would focus on NACo's widespread accomplishments in specific policy and advocacy areas.

To increase participation, I would encourage NACo to host more webinars and summits, which address specific issues counties face and challenge members to develop reasonable solutions that can be implemented by member counties.

NACo should also encourage county officials and employees who participate in affiliate groups to participate in NACo committees and NACo's advocacy, research and education programs as well, thereby broadening participation in NACo.

I would also recommend using surveys as a tool to identify the difficulties or obstacles preventing non-member counties from joining NACo. Surveys can also be used to gauge members' interests and, in turn, offer programs that benefit their respective counties.

Feedback to members on the success of NACo programs would act as a stimulant to further county membership and participation in NACo.

News from Across the Nation is compiled by Charlie Ban and Mary Ann Barton, senior staff writers. If you have an item for News From, please email cban@naco.org or mbarton@naco.org.

the HR DOCTOR

with Philpot & Winkler

With the start of spring term at most colleges, many employers will be faced with preparing for summer interns, or approached by a college senior who needs a spring internship to graduate. You as the employer, want to help the student succeed, but your budget has many constraints. Should you bring them in to your department as an unpaid intern?

For employers, internships are an outstanding opportunity to demonstrate the rewards of a career in the public sector. They allow organizations to showcase the culture of the organization as well as commitment to public service. Departments can reveal the depth and breadth of the office, with the myriad functions that together provide essential services to even the most vulnerable populations. In turn, internships help expand the labor pool as organizations face the silver tsunami of retirements and bring the next generation of workers to consider careers in the public sector.

Internships are an opportunity to teach students some foundational business skills and etiquette. They should receive feedback on interviewing skills and professional attire. They need to be introduced to various office equipment including multiline phones, scanners, complex copiers and temperamental shredders. They need to be shown electronic and paper filing systems, intranets and electronic phone directories. Detailed conversations should include what is on-time to work, customer service, ethics and professionalism.

One important question you need to consider is whether they will be paid or unpaid

The Value of Interns

interns. This question is more complex in the public sector for the simple reason that the Department of Labor considers nearly all internships in the private sector to be employment.

The Department of Labor *Fact Sheet #71* provides great clarity in the use of unpaid interns, including the following six criteria to assist you in making this determination. Only when all of the criteria below are met can the internship be unpaid.

1. "The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment." This means that the intern must have instruction and training by staff. Interns should shadow staff and be exposed to many facets of all the jobs within the department. Supervisors and trainers should be selected based on their ability to patiently explain, give detail and answer questions. Much attention should be paid to the how and why of the work, the connection to the mission and the work's meaning to the strategic plan.

2. "The internship experience is for the benefit of the intern." The organization is not listed as a beneficiary here, as the organization is not receiving work product from the intern. The supervisor is spending time away from their duties training the intern or is slower in performing duties while explaining the details. The intern is gaining knowledge, skills and abilities that will help them be a professional and productive contributor throughout their career. If the intern is receiving school credit, this is an additional benefit to the intern. The school may have additional requirements, criteria and reporting that must be completed on behalf of the student.

3. "The intern does not displace regular employees, but works under close supervision

of existing staff." This requirement again reinforces the close supervision of staff. Additionally, if the presence of the intern causes the department to not need to hire certain paid staff, the intern will need to be paid. This also means interns may not complete the work identical to another staff member. For example, the in-



tern may not take a shift or turn covering the front counter.

4. "The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded." The Fact Sheet goes on to state that the intern cannot engage "in the operations of the employer" or perform "productive work" and lists filing as an example. The intern's level of supervision is greater than the level of supervision received by employees. An unpaid intern is actually a training burden to the employer, but this arrangement is an investment the employer is making in the future of the next generation of public servants.

5. "The intern is not necessarily entitled to a job at the conclusion of the internship." Internships should align with the school semester and be designed so that the time spent

at the internship aligns with the student's class schedule for that semester. The end date should be clearly communicated at the beginning of the internship. This prevents the internship from becoming or appearing to be a trial period for a regular position. This is not to say that interns may not eventually become employees,

but to do so they must compete in an open, competitive recruitment.

6. "The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship." Employers need to clearly share expectations including start and end dates, and how the intern will receive school credit, if applicable. This will be even more critical if the department has both paid and unpaid interns, who will compare their internship experiences, responsibilities and level of supervision.

If there is doubt that your intern meets all of the above criteria, it is safer to compensate the intern and classify them as a temporary employee. Once you have determined if your intern will be paid or unpaid, prepare the questions to interview your potential interns. Some questions to consider include:

- What excites and motivates you about this internship?
- What coursework and/or experience have prepared you for this experience?
- What are your long term career goals and how does this internship lend itself toward the completion of those goals?
- How will you measure success in this internship?

- What are your expectations for this internship?
- Tell us what you know about our organization and department.
- If you were to receive this internship, what would your availability be?

After the internship has begun, encourage the intern to ask questions and clearly communicate. Interns should understand that the engagement they put in to the internship will have a direct correlation to what they learn as a result of the internship. The enthusiasm and zest interns bring to the workplace will invigorate the department, demonstrating the symbiotic relationship for both intern and employer.

Whether they are paid or unpaid, all interns should be provided a foundation of professionalism, customer service and public service that will serve them throughout their career. **CN**