

# NACo NATIONAL ASSOCIATION of COUNTIES

# CountyNews



NACo Officers from (l) Bryan Desloge, Sallie Clark, Roy Charles Brooks, Riki Hokama, and Matt Chase, executive director

## Changing of the guard

Clark takes NACo leadership reins; Brooks wins 2nd VP office

By BEV SCHLOTTERBECK  
EXECUTIVE EDITOR

El Paso County, Colo. Commissioner Sallie Clark is NACo's new president, elected at the association's annual conference July 13. Joining Clark, as the newest member of the executive team, is Tarrant County, Texas Commissioner Roy Charles Brooks, who won the only contested race

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NATIONAL ASSOCIATION OF COUNTIES ■ WASHINGTON, D.C.

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## Work rules could hit counties hard

By DARIA DANIEL  
ASSOCIATE LEGISLATIVE DIRECTOR

The Department of Labor's Wage and Hour Division has released a proposed rule to update and revise the regulations issued

under the Fair Labor Standards Act (FLSA) that would change the way employers implement exemptions from minimum wage and overtime pay for executive, administrative and professional employees. This proposal could have a significant impact on counties and the number of employees that are eligible for overtime pay.

According to the Obama Administration, the proposed changes would affect an estimated 5 million workers across the United States, and the new overtime regulations would cover about 40 percent of the country's full-time salaried workforce.

There are several key issues that counties should be aware of:

- The FLSA, first enacted in 1938, established a national minimum wage and overtime pay rate at 1.5 times an employee's regular rate for any hours over 40 in a workweek.
- The standard salary level required for exemption from overtime pay is \$455 per week (\$23,660 for a full-year worker)

**MONTGOMERY COUNTY, MD.  
DEPARTMENT OVERTIME  
PAY 2013**

**FIRE AND RESCUE  
\$18.3 MILLION**

**POLICE DEPT.  
\$13.1 MILLION**

**DEPT. OF TRANSPORTATION  
\$9.7 MILLION**

which was last updated in 2004. DOL seeks to update this salary level and more than double the current salary threshold for overtime pay eligibility to \$970 a week (\$50,440 for a full-year worker) in 2016.

• While these wage and overtime protections extend to most workers, the FLSA provides employers with a few exemptions from the overtime pay requirement, such as the "white collar" exemption, which applies

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## Congress paves path for long-term highway bill

By JESSICA MONAHAN  
ASSOCIATE LEGISLATIVE DIRECTOR

With the current surface transportation law known as Moving Ahead for Progress in the 21st Century Act (MAP-21) expiring on July 31 and the Highway Trust Fund once again barreling toward insolvency, Congress took action just in time to avoid calamity and set the course for a long-term reauthorization bill.

In the Senate, efforts progressed to passage of a six-year surface transportation authorization bill. After a maze of parliamentary and procedural hurdles, a final vote was cast July 30. The Senate's bill, Developing a Reliable and Innovative Vision for the Economy Act (DRIVE), includes meaningful policy reforms for counties such as increased and designated funding for more county-owned bridges and safety reforms for high-risk rural roads.

Although DRIVE addresses a number county priorities for surface transportation reautho-

rization, NACo continues to be concerned about certain policy provisions in the bill and hopes

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# Renewed Support for Medicaid at 50

**MARY ANN BORGESON,**  
CHAIR NACo HEALTH STEERING COMMITTEE  
COMMISSIONER, DOUGLAS COUNTY, NEB.

In 1965 — 50 years ago July 30 — President Johnson signed the landmark legislation that created Medicaid. In so many ways, it was a different world then. Televisions had antennas and broadcast just a few channels in black and white. Gas cost 31 cents a gallon and the Dow was at 969. Tobacco had only just been declared a hazard.

Health care treatments and the way we deliver and pay for them have also changed dramatically in the past five decades — largely for the better. But one



Borgeson

thing that has not changed since 1965 is the sad fact that there are times in people's lives when they will face medical challenges — sometimes serious ones. And it often happens when we least expect it. Fortunately when people need help, Medicaid is there for them. Nearly two-thirds of Americans have either benefited directly from Medicaid or have a family member or friend who has.

In our counties, Medicaid is a lifeline for people who otherwise lack coverage for their health care needs. We take seriously our responsibility for protecting the health and well being of all of our residents, and the Medicaid program helps

make that possible.

Nationally, counties invest \$70 billion on health care services. We run 1,000 hospitals and 700 nursing homes. At least 16 states require counties to contribute to the non-federal share of Medicaid, and the majority of states require counties to provide health care for low-income, uninsured or underinsured residents.

Over the past half century, Medicaid has had a positive and lasting impact on the many families it serves, providing health care to one in every five Americans from all walks of life. Half of the babies born in this country had their births covered by Medicaid. The program fills gaps in people's health coverage and helps them transition through life events that would otherwise

leave them uninsured and more vulnerable.

The average adult with Medicaid spends only a portion of any given year enrolled in the program, and health care outcomes and economic security are much better for those in Medicaid compared with the uninsured. Children with Medicaid coverage live healthier, more productive lives as adults than similarly disadvantaged children without access to the program.

Medicaid supports our most vulnerable citizens — including the disabled, seniors and their families — who account for two-thirds of Medicaid's budget. One in five people with Medicare also rely on Medicaid to cover the things that Medicare doesn't like nursing home care, dental treatment and

vision care.

Medicaid does more than just care for our residents. It has been a source of innovation in American health care benefitting our local economy. Medicaid reduces the frequency of uncompensated care provided by local hospitals and health centers, lessening the strain on our county budget. It provides patient revenue that helps communities retain doctors and other health professionals, especially in underserved and rural areas.

There will always be a need to treat illnesses in our community, and Medicaid should always be there to help. This is why preserving a strong federal-state-local partnership for financing and delivering Medicaid services is the top health priority for NACo.

## 'Safe and Secure Counties' will guide Clark's presidency

**CLARK** from page 1

for NACo office. Other newly elected officers include First Vice President and Leon County, Fla. Commissioner Bryan Desloge and Immediate Past President and Maui County, Hawai'i Council Member Riki Hokama.

This year's conference also served as the stage for the official unveiling of NACo's new brand

Clark will focus on "Safe and Secure Counties" as her presidential initiative. "Safe and Secure Counties will demonstrate the importance of our counties, parishes and boroughs. It will showcase our current initiatives, policies and efforts on everything from emergency preparedness to jails and courts, infrastructure and transportation to public health. Through 'Safe and Secure,' we will build on the 'Why Counties Matter' message to our residents, to our states and to our nation," she said during her inaugural remarks.

More than 2,500 elected and appointed officials participated in NACo's 2015 Annual Conference held in Mecklenburg County (Charlotte), N.C. July 10–13. They heard from Secretary of Defense Ash Carter and Secretary of Transportation Anthony Foxx (See story page 10) and could participate in more than three dozen educational workshops that explored topics ranging from the pros and cons of body cameras in law enforcement,



Charles Roy Brooks, Tarrant County, Texas, pitches his platform at the Candidates Forum, which provided an opportunity for NACo members to get to know the four candidates running for NACo second vice president. Pictured here are (from left): Liz Archuleta, Coconino County, Ariz.; Gerry Highland, moderator, Fairfax County, Va.; Bill Cox, Rich County, Utah; and Larry Johnson, DeKalb, Ga. Photo by Leon Lawrence III.

to how automated vehicles and mobile technology affect transportation patterns to legislative updates and new research findings for counties. (See story, page 6)

Conference delegates also discussed federal policy and legislation on a wide range of key topics such as transportation and infrastructure; rural and urban development; energy, environment and land use; public safety; emergency preparedness and response; housing and community development; health and other topics. They adopted more than a 100 policy resolutions (See page

8), which will serve as NACo's official policy positions — the American County Platform — for the next 12 months.

The Awards Luncheon spotlighted the 2015 Best of Category Achievement Award winners (see page 20 for a full list). Americans for the Arts also presented its Public Leadership in the Arts Award to the Riverside County, Calif. Board of Supervisors. In other award presentations at the conference: The presidential scholarship award winners were Luke Kikukawauke and Marc Austin Pader. The presidential



The first couple: Welling and Sallie Clark

scholarships, sponsored by David Davenport and CH2M Hill, are awarded to students from the outgoing NACo president's county.

This year's conference also served as the stage for the official unveiling of NACo's new brand, highlighted by a new logo, new website and new tagline, "Stronger Counties. Stronger America." Also new at the conference were daily one-minute wrap-up videos produced by NACo's digital team.

Los Angeles County will host the 2016 Annual Conference in Long Beach, Calif., July 22–25.



# Counties ask 'the crowd' to fund local needs



(l-r) Mary Furtado, Catawba County assistant county manager, and library director Suzanne White display produce from a library's crowdfunded garden.

By CHARLES TAYLOR  
SENIOR STAFF WRITER

No contribution was too small to help the Catawba County, N.C. library reach its crowdfunding goal to create a community garden behind its main branch.

One “teeny, tiny little girl” — maybe 3 or 4 years old — chipped in \$1, said Suzanne White, library director. “She was so excited about helping the library with the community garden.” The largest single donation during the online campaign was about \$2,000.

Catawba County raised another \$2,499 for the garden to meet its goal. The garden is designed to “encourage learning opportunities, both in the library and out in the garden, and provide the produce to community citizens in need,” White said.

Counties from the Carolinas to Florida to Michigan have had varying degrees of success in raising money through online portals for programs and infrastructure projects.

Scouring civic crowdfunding sites, you can find county-related campaigns that raised anywhere from \$2,700 to more than \$10,000. Globally, all forms of crowdfunding raised \$2.7 billion and funded more than 1 million campaigns in 2012, according to Massolution’s *Crowdfunding Industry Report*.

Public sector online campaigns often supplement offline community-based fundraising or attract other



Catawba County, N.C. children’s librarian April Green accepts a \$1 donation from Casey Reid to add to a crowdfunding campaign to create a library vegetable garden. Photos courtesy of Catawba County, N.C.

dollars from grants or philanthropies. Such was the case in Catawba and in Ottawa County, Mich.

Ottawa County’s Planning Commission recently raised nearly \$25,000 to fund a bike lane expansion. The county had set a goal of closing the gap between the \$120,000 raised from public and private pledges and the estimated \$175,000 cost of the project, according to Aaron Bodbyl-Mast, a county planner. Final bids for the project came in lower, making the amount raised sufficient.

Crowdfunding is something his department director had been researching for a while, Bodbyl-

Mast said. The Lakeshore Bike Lane seemed like a good candidate because the path would be used by the competitive, touring and commuter cycling communities. That broadened the pool of potential funders.

“We knew that the user base for the bike lane wasn’t just local, that the benefits were for the region as well,” he explained. “So using a tool that could reach people and do fundraising regionally — it really was a good fit — because the people that are using it come from all over.”

Infrastructure isn’t the only thing counties are funding through “the crowd.” Hillsborough County, Fla. mounted a successful campaign two years ago to pay \$2,700 in prizes for its first App-a-thon. The event invited the area’s tech geeks to create smartphone apps using county data.

When considering crowdfunding, White and Bodbyl-Mast both say it’s a good idea to start small. “The idea was to make it doable,” White said. “Sure, you could say \$20,000 and think of lots of things to do, but we really wanted to be successful right off the bat.”

That’s a lesson that Frederick County, Md. learned the hard way. Its parks department sought to raise \$120,000 to remodel an existing playground into an inclusive, “boundless” playground, one accessible to children with physical limitations.

The campaign, which began in mid-March raised only \$216 from

eight investors. In hindsight, the bar was set too high, said Paul Dial, the county’s parks director. He explored crowdfunding the project because of tight county budgets. Had the campaign been successful, the work could have been expedited, he said, and completed within about two years. The alternative, including it in the parks department’s capital program, could have taken up to six years to complete the project.

“If we could have accelerated it with this program, then that would have been wonderful,” Dial said, “but if not, we still anticipate that we could move a project forward for consideration.”

The experience hasn’t soured Dial on crowdfunding. He would “definitely” try it again, but with a smaller project and one that has more appeal to potential donors outside the county.

Catawba County’s garden project received some pledges from out of state, White said. She, too, advises beginning with a pilot project and “coming up with a really serious PR campaign.”

Bodbyl-Mast would certainly take the plunge again. “It’s definitely now a new tool in our toolbox, and it’s something that we’ll definitely look seriously at utilizing when we have the appropriate project,” he said.

“I think overall it really was crucial in reaching our goal. So without it we might have been stuck.”

## QUICK TAKES

### WHO EATS THE MOST ICE CREAM

- 1 Long Beach, Calif.  
(site of NACo’s 2016 Annual Conference)
- 2 Dallas, Texas
- 3 Philadelphia, Pa.
- 4 Columbus, Ohio
- 5 Milwaukee, Wis.

Source:  
HUFFPOST  
TASTE, July  
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## CountyNews

**President** | Sallie Clark  
**Publisher** | Matthew Chase  
**Public Affairs Director** | Brian Namey  
**Executive Editor** | Beverly Anne Schlotterbeck  
**Senior Staff Writer** | Charles Taylor  
**Senior Staff Writer** | Charlie Ban  
**Design Director** | Leon Lawrence III

**ADVERTISING STAFF**  
**Job Market/Classifieds representative**  
**National Accounts representative**  
Beverly Schlotterbeck  
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**E-mail** | [cnw@naco.org](mailto:cnw@naco.org)  
**Online address** | [www.countynews.org](http://www.countynews.org)

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## New overtime ideas could cause problems for counties

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to executive, administrative and professional employees.

- The Labor Department's proposed overtime pay rule for "white collar" employees is applicable to state and local government workers. The proposed rule is also applicable to any businesses, including small businesses that have annual gross sales of \$500,000 or more.

- If the overtime pay rule is enacted, there would be financial and administrative impacts on state and local governments, and small businesses.

### White Collar Exemption

The "white collar" exemption was created to exempt workers who earned a salary well above the minimum wage and enjoyed other privileges, including above average benefits, greater job security and better opportunities for advancement, setting them apart from workers entitled to overtime pay.

### Job Duties Test

To be considered exempt, workers must meet certain minimum tests, which include earning the standard salary level and performing particular job duties. The job "duties test" is an assessment of whether the worker performs mostly executive, administrative or professional duties. If so, the worker is not entitled to overtime pay.

The proposed rule would increase the salary level from \$455 to \$970 per week, increasing the number of "white collar" employees that would be eligible for overtime pay.

## HAVE SOMETHING TO SAY?

### Comment period ends Sept. 4

DOL is accepting written comments until Sept 4 at [www.regulations.gov](http://www.regulations.gov). A final rule is expected in early 2016. NACo would like feedback from county governments on how these overtime pay changes would impact county governments. Please send information to Daria Daniel, associate legislative director, [ddaniel@naco.org](mailto:ddaniel@naco.org).

# Landfill brings solar windfall for Washington County, Maryland

By CHARLIE BAN  
SENIOR STAFF WRITER

Leasing county land to solar energy companies will make Washington County, Md. an entirely-solar-powered government, give its budget an almost-half million dollar boost, and in the process make it a leader in the Old Line State.

Public-private partnerships with three solar energy producers have led to construction of 130 acres of solar panels which, when completed, will yield 25 megawatts of electricity, 14 megawatts of which will be purchased by the county and the school district at a reduced rate. That adds up to a savings of \$100,000 a year over the previous energy contract, just for the county government.

"And it's all sustainable," said Julie Pippel, director of the county's division of environmental management. "Plus, it's all privately built and maintained."

Montgomery County, Md.-based EPG Solar approached Washington County more than three years ago with an interest in using some of its land. Spear Point Energy and Northern Energy have followed suit. The solar field construction should be complete and online by the end of 2015.

"When you own a landfill with landfill space, and people are looking for solar (projects), you get people knocking on your door," she said. "We had all of this land, we're owning it and maintaining it. It wasn't drawing in a tax base and we weren't getting anything from it."

Now those otherwise-empty acres are yielding \$375,000 annually in rent revenue (one penny per kilowatt-hour generated) from the three energy companies. It's net savings and revenue of \$475,000.

"They're getting their power and we're getting our rent," she said.

Local contractors are building the solar fields and will maintain them. This was precipitated in large part by a recent reorganization of the Department of Environmental Management, which grouped environmental, solid waste, water and recycling functions together, separate from public works.

"Those functions are now managed in a direct way that relate to each other," Pippel said. "It put us in a position to enhance environmental initiatives in the county, bring some sustainability to the county, reduce

county budget, so solar is something that could do that for us."

The deal was held up by a question of whether counties could enter into a purchase power agreement.

"The regulations guiding utilities referred to 'municipalities' as viable parties in a contract, which we read as 'local governments,'" Pippel said. "The power company read that as 'towns and cities.'"

The Public Service Commission ruled in favor of Washington County, paving the way for other counties. Pippel said Harford and Queen Anne's counties have called with interest.

Robert Babcock, owner of EPG Solar, said the choice of Washington County for a major project was an easy one.

"What wasn't attractive?" he said. "I love working with municipal governments. They look for local solutions, and in this case it's to generate their own power."

The volume of open space was also appealing because of the scale on which EMPG could work,

"Using landfill space is one of the greatest uses of county resources," he said. "What else will you do with it? It was all the land I needed."



Julie Pippel, Washington County, Md.'s director of environmental management, shows off one of the EPG Power solar fields at the county's landfill. Photo by Charlie Ban

## Three-month extension supports long-term bill hopes

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to work with Congress over the course of the reauthorization process to make the final bill a better product for counties and county-owned infrastructure.

The reauthorization process now turns to the House of Representatives where on July 29 representatives passed a three-month extension of MAP-21 that provides additional funding

for the Highway Trust Fund. The Senate accepted and passed the House's extension with the stipulation that those three months would provide sufficient time for the House to finalize and pass a long-term bipartisan bill that could be conferenced with the DRIVE Act this fall.

Although House members have left Washington, D.C. for their summer recess, House staff, particularly committee staff, will

be using the month of August to work on their chamber's bill so that members can take up the legislation once they return in September.

Counties are encouraged to meet with their delegations while they are in their home districts and express the importance of providing long-term certainty through a multi-year reauthorization bill. In addition, counties should urge their members of

Congress to further improve upon the reforms proposed in the DRIVE Act by supporting additional county priorities for reauthorization.

Materials and information to help guide you in your advocacy efforts can be found at [www.naco.org/map21](http://www.naco.org/map21). Additional questions from counties or congressional staff can be directed to Jessica Monahan, associate legislative director, at [jmonahan@naco.org](mailto:jmonahan@naco.org).



# The Evolution of Medicaid and Why It Matters to Counties

By BRIAN BOWDEN

ASSOCIATE LEGISLATIVE DIRECTOR

On July 30, 1965 at a ceremony in Independence, Mo., President Lyndon B. Johnson signed into law what would become the nation's primary health insurance coverage for low-income populations and the top health priority for counties across the country.

Public Law 89-67, which established Medicaid (alongside Medicare) and became Title XIX (19) of the Social Security Act, came about as America's health system was undergoing rapid changes. Fifty years later, America's health system continues to evolve along with the Medicaid program.

Americans were first widely introduced to health insurance coverage during the World War II years when manufacturers — unable to raise wages due to wartime economic controls — started adding health benefits to attract employees. Meantime, the nation's health system was in disarray as thousands of health professionals, discharged from their wartime service, began re-entering the medical field.

Seeing an opportunity, President Harry Truman first asked Congress to adopt a comprehensive health program for the nation in 1946 but was not able to gain support. The issue would be pushed off the table until the early 1960s as more and more workers gained employer-sponsored health insurance, and gaps in coverage significantly widened for older adults, the disabled and the poor.

President John F. Kennedy brought these issues to the fore-

## HOW MEDICAID AFFECTS COUNTIES

### A New Legislative Presentation

In conjunction with the 50th Anniversary of Medicaid, NACo has released a new legislative presentation titled "Medicaid and Counties: Understanding the Program and Why It Matters to Counties." The presentation explains Medicaid basics and details the county role in both funding and delivering Medicaid, with specific county examples. It also explains why Medicaid is a target for cuts in the 114th Congress, who the key players are, and provides key messages that county officials can use in their advocacy efforts to protect the federal-state-local partnership for Medicaid. Visit <http://www.naco.org/featured/medicaid-and-counties>

front, but it would only be after his untimely death that his successor President Johnson could gain enough support for what would become the Medicaid and Medicare programs.

Medicaid was originally intended to provide health insurance for low-income children deprived of parental support, their caretaker relatives, the elderly, individuals with disabilities and the blind.

The program now provides health and long-term care insurance to more than 70 million low-income Americans including pregnant women, children and parents, people with disabilities, poor seniors who are also covered by Medicare, and, in states that have opted to expand Medicaid under the Affordable Care Act, low-income childless adults previously ineligible for the program.

Over the last 50 years, Congress and the states have expanded and reformed Medicaid to better cover the uninsured and underinsured. A voluntary program in which all states and the District of Columbia now participate, Medicaid provides vital federal matching funds to counties as they care for

low-income populations and strive to meet the current and future health needs of all of their residents.

Commissioner Mary Ann Borgeson, chair of NACo's Health Steering Committee, says: "Douglas County (Neb.) ensures delivery of Medicaid-eligible services to our residents through the dozens of world-class health care facilities that we are fortunate enough to have spread throughout our community.

"In addition to these excellent providers, our own five-star rated Douglas County Health Center continues to be a leader in our community for long-term care and rehabilitation services," she said. "Our county also manages the Community Mental Health Center, which continues to make a significant impact on the mental health challenges facing our community."

The Medicaid program helps counties satisfy their obligations to their residents in both urban areas such as Douglas County as well as in rural communities. It reduces the frequency of uncompensated care provided to local hospitals and health centers, lessening the strain on county budgets. It creates increased access to health care

services, which in turn improves residents' health, productivity and quality of life. Medicaid provides patient revenue that helps communities retain doctors and other health professionals, especially in rural and underserved areas.

Nearly one-third of rural physicians receive at least 25 percent of patient revenues through Medicaid reimbursements.

Unlike Medicare, which is solely funded by the federal government, Medicaid is funded by federal, state — and in many instances — local governments. The federal government's share of Medicaid expenditures, is formula-based and in FY12, the federal share of total national Medicaid spending was about 57 percent.

States have a significant amount of flexibility in determining which sources of funds to use to finance the nonfederal share of Medicaid. Local governments such as counties may contribute up to 60 percent of the nonfederal share of Medicaid and at least 16 states require counties to contribute to the nonfederal share. In New York, for instance, counties are mandated to contribute and send nearly \$140 million per week to the state for Medicaid costs. In FY12, counties nationwide financed the majority of the approximately \$28 billion in local government contributions of Medicaid.

As the historic safety-net health systems in their communities and both providers and funders of Medicaid, counties have a vested interest in protecting the Medicaid program as it continues to evolve over the next 50 years.

## New August Advocacy Toolkit helps keep county issues hot

The nation's capital is hot in August, which is why — despite air conditioning — Congress leaves town. But that makes it easier for NACo members to make certain county issues are not overlooked this month. August (as well as early September) is a perfect time to communicate with congressional representatives as they spend their recess back home.

To assist counties in communicating with their congressional members, NACo's legislative affairs team has put together an August Advocacy Toolkit—a nuts and bolts guide to interacting with Congress members about the key issues that impact county governments.

First introduced in 2014, the revised toolkit helps NACo members plan and promote their visits, providing tips for working with the media as well as policy and regulatory briefs to keep discussions focused and well informed.

The briefs, in six issue areas ranging from Medicaid's importance to counties to surface transportation reauthorization, outline each issue's background, county impact and current status. They also provide custom talking points and links to the members of the appropriate congressional committees. Names and contact information for NACo's legislative affairs staff are also provided.

You can access the toolkit by going to the Action Center in the Advocacy section of NACo's website, or you can download it at [www.naco.org/augustadvocate](http://www.naco.org/augustadvocate).

# Teams to attend innovation workshop for coal-impacted regions

By JEN HORTON

PROGRAM MANAGER

Eight teams were chosen through a competitive process to attend an economic diversification training workshop to assist counties and regions whose economies have been challenged by the contraction of the coal industry.

Interdisciplinary teams, led by counties and regional development organizations, include a broad range of other public and private sector partners. The teams will convene for three days in Mesa County (Grand Junction),

Colo. in mid-September and will receive intensive, hands-on training designed to boost their potential to strengthen and diversify their economies.

The winning teams include:

- Moffat County, Colo.
- Region 10 Economic Assistance and Planning, Inc., representing Delta and Montrose Counties, Colo.
- Rio Blanco County, Colo.
- Routt County, Colo.
- Sherburne County, Minn.
- Snowy Mountain Development Corporation, representing Musselshell County, Mont.

- Carbon and Emery Counties, Utah, and
- Six County Association of Governments, lead representative for the Utah counties of Juab, Kane, Millard and Sevier.

NACo and the NADO Research Foundation, with support from the U.S. Economic Development Administration (EDA), are holding the three-day event.

"We hope to bring the information obtained from the workshop back to the communities and local businesses in the region," said Tami Ursenbach, Carbon County economic development director, "and work with an



extended committee to train and network with local leaders and businesses in moving projects forward."

Musselshell County Commissioner Nicole Borner believes her team will "benefit by learning new approaches to diversify the economy and how to engage the community in these efforts, along with finding new ways local governments can help in

improving the economy."

The third and final workshop is scheduled for November in Kanawha County (Charleston), W.Va. Like the Grand Junction event, the workshop will be structured to guide counties and regions to design solutions tailored to their communities' needs.

The applications to attend the final workshop in West Virginia will be accepted beginning Aug. 17. Forms and other program information are available at <http://naco.org/InnovationChallenge>. For more information, contact Jen Horton at [jhorton@naco.org](mailto:jhorton@naco.org).



# Conference workshops span the wide range of county interests

There were more than three-dozen workshops scheduled at the conference. Many materials and presentations from these educational sessions are available to view or download from NACo.org. Use the “Media Type” filter and select “Workshop.” Following are highlights from several sessions.

## 2015 ANNUAL CONFERENCE WORKSHOPS

### Sunday, July 12

#### ■ Health Coverage in Jails: Important Provisions and Strategies

##### Who spoke?

- **Glen Matayabas**, chief deputy, Buncombe County, N.C.
- **Jay Shannon**, CEO of the Cook County, Ill. Health & Hospitals System

##### What participants learned

Officials from large and small counties shared how they handle inmate medical care.

Matayabas, said his approach was to provide medical care 24 hours a day, seven days a week, though he acknowledged such service might not be feasible for all counties.

“As soon as they come in the jail, they have access to complete medical care, including prescriptions, dental and mental health,” he said of his 604-bed facility that processes 13,825 inmates a year. “You need to figure out what your obligation is and what is morally right. What is your philosophy?”

He said his jail has developed relationships with local hospitals to ease transitions to the care inmates will receive when they are released, and because state law allows, the county only suspends an inmate’s Medicaid coverage, rather than eliminating it.

Medicaid played a big part in Cook County’s strategy, and given the scale that a county of its size operates on, it paid off.

Shannon said that in 2012, Cook County, by virtue of Illinois’ embrace of Medicaid expansion, was able to reach out to half of the 330,000 uninsured adults in the county and sign half up for Medicaid.



Terri Rethlake, St. Joseph County, Ind., and David Decker, LaPorte County, Ind., like what they’re hearing at the Veterans’ Community Reintegration workshop.

“It’s completely inverted our pyramid, from one that was majority uninsured to one in which the majority is insured,” he said. “It was a game changer. It shrunk our uninsured population; Medicaid revenues have gone way up and dropped the amount of coverage that is uncompensated.”

That lowered the uncompensated total to \$340 million in FY14, compared to \$500 million in FY13.

Shannon agreed that the relationships with community care providers was crucial to cutting down on recidivism.

“It doesn’t help to just get them coverage, you have to get them care,” he said. “Get them linked up with a primary care provider. We don’t want to lose that momentum. When you get them what they need, chances are they won’t be back.”

*Staff Contact: Emmanuelle St. Jean, estjohn@naco.org, 202.942.4267*

#### ■ Putting the “Community” into Veterans’ Community Reintegration Efforts

##### Who spoke?

- **Pete Buttigieg**, mayor, South

Bend, Ind.

- **Jim Goltart**, president, National Association of County Veterans Services Officers

- **Nick Macchione**, director, Health and Human Services, San Diego County

- **Bill York**, CEO, 2-1-1 San Diego

- **Doug Wilson**, co-founder, Veterans Community Connections

##### What participants learned

Vets’ Community Connections (VCC) was looking for places to pilot its community-based approach to helping veterans and their families. VCC co-founder Wilson considered San Diego but initially ruled it out — because it already excelled at serving its large military community, where 170,000 active-duty military are based.

But Macchione, the county’s director of health and human services, convinced him otherwise. While the county and service agencies were connecting with vets, there was a missing link: getting the community involved in helping veterans and military families reintegrate into the community. That’s a goal VCC wants to achieve in counties nationwide.

Wilson moderated and Macchione was one of the panelists for the workshop.

“Not every veteran coming back from the military has PTSD or has mental health issues,” Goltart said. Vets without those issues still need help to reconnect with the communities that they return to.

San Diego County is addressing the issue with its Courage to Call initiative. It’s an adjunct to the county’s 211 call line, according to York who oversees 211. “It’s partly through 211, but it’s a partnership with multiple agencies, boots on the ground.” Callers get to speak with peer specialists who are veterans about resources available in the community.

Goltart likened such programs that provide entry points into the community to “stone soup.” “We bring the stone; you make the soup,” he said. “We bring the idea, and you do it the way your community needs to have it done.”

*Staff Contact: David Keen, dkeen@naco.org, 202.942.4206*

#### ■ Pros and Cons of Body Cameras for Law Enforcement

##### Who Spoke?

- **Carmen Facciolo**, policy advisor, Bureau of Justice Assistance
- **Jered Shofner**, sheriff, DeWitt County, Ill.

##### What participants learned

A year before a spate of deadly incidents involving law enforcement prompted widespread calls for body-worn cameras use by police, DeWitt County, Ill. already had its sheriff’s office using them.

“When I worked in narcotics, we always wanted to get things on film,” said Sheriff Jered Shofner. “When I became the sheriff and saw that convictions were down, I knew there was a role for video in what we were doing.”

After the August 2014 incident in Ferguson, Mo., Shofner reported his department had a spike in interest from other agencies. And he saw the change in the criminal justice system that body-worn video was effecting.

“Civil and criminal juries really expect to see video,” he said. “I’m not sure what I say as a law enforcement officer means as much, because cases are up to the jury.”

But video can also help avoid juries from coming into the equation.



WORKSHOPS *from page 6*

“If what you have is enough to convince a defendant to take a plea, that’s saving the county money because there’s no need for a trial,” he said.

Shofner’s department spent \$21,000 in 2013 on 30 cameras — nearly half of what he had figured to spend on buying new cars, with another \$2,000 going to upgrade storage capacity.

Shofner and Facciolo warned that storage costs are likely higher than the equipment cost for the cameras.

“I urge you to think, long term, about cost effectiveness in regard to storage,” Facciolo said. “And whether a judge will be able to access the video if it’s in the cloud.”

She said 3,500 law enforcement agencies in the United States were in some stage of adopting or using body-worn cameras, 45 states had pilot projects and 37 states had legislation pending regarding their use.

He promoted the BJA National Body-Worn Camera Toolkit, available at [www.bja.gov/bwc](http://www.bja.gov/bwc).

Shofner also advised counties not to abandon vehicle-mounted cameras as body-worn cameras proliferate because they could catch footage that the small, pager-sized cameras could not.

*Staff contact: Jacob Terrell, [jterrell@naco.org](mailto:jterrell@naco.org), 202.942.4236*

## ■ Stepping Up Summit: Reducing Mental Illness in Jails

### Who spoke?

- **Nneka Jones Tapia**, executive director, Cook County, Ill. Jail
- **Donny Youngblood**, sheriff, Kern County, Calif.

### What participants learned

Mental illness has become a given in jails, but counties are on the road to change that through their engagement in Stepping Up initiative. By finding ways to divert and treat the mentally ill, counties are aiming for lower recidivism rates and lower cost per inmate as a result of not providing expensive general care that is less effective than conditions require.

“We have inmates that end up costing us \$1 million a year,” Sheriff Youngblood said. “If someone in my jail needs to go to the state hospital, they’re going to be waiting for 50-plus days until a bed opens up. In the meantime, there’s only so much we can do for them.”

Youngblood was among the experienced correctional professionals who spoke at the Stepping Up Summit.

Jones Tapia described the transition center within the Cook County Jail that provides cognitive behavioral treatment and follow-up attention for nonviolent offenders. Providing a smooth landing by setting up post-incarceration care can be eased by suspending Medicaid coverage while the inmate is in

jail, rather than disenrolling them, according to Pat Fleming, retired director of Behavioral Health Services for Salt Lake County, Utah.

“Medicaid will be the payer for their services when they get out of jail, and starting them up again will take forever,” he said.

*Staff Contact: Nastassia Walsh, [nwalsh@naco.org](mailto:nwalsh@naco.org), 202.942.4289*

## ■ Understanding How Demographic Changes and New Mobility Patterns are Reshaping Transportation Investments and Land Use

### Who spoke?

- **Doug Dickerson**, state director, AARP, North Carolina
- **Bridget Massengill**, project manager, THRIVE2055
- **Beth Osbourne**, senior policy advisor, Transportation for America
- **Dan Saieed**, director of development, Hamilton County, Tenn.

### What participants learned:

Counties would do well to follow the millennials, because that’s what businesses are doing as they abandon suburban office parks for dense, vibrant, walkable downtowns. The millennials, ages 18–34, comprise 34 percent of the workforce, the largest cohort of any age group, Massengill said.

These trends are expected to continue influence how counties grow and develop over the next

several decades, speakers said.

Massengill cited a recent report, *Why American Companies are Moving Downtown* for examples of the corporate mindset. She quoted a Rolls-Royce executive in Indianapolis who said the company’s old suburban headquarters was “a liability in recruitment.”

“It is a calling card now in our recruitment efforts, that we are in the middle of downtown,” the executive said. “A lot of students coming out of engineering school, they’re not looking for suburbia. They’re looking for the downtown living environment.”

The good news for counties is that this type of development is cheaper and pays dividends, Massengill said. “Traditional downtown development costs 10 times less in terms of the provision of services, especially in terms of the deployment of infrastructure, and it generates 10 times more tax income.”

AARP’s Dickerson said the U.S. population of millennials and baby boomers — 80 million in each category — will influence land use and transportation planning trends.

He noted that one-third of millennials don’t own a car, and 25 percent of them don’t have a driver’s license — opting instead for walking, biking and transit modes of travel. And increasing numbers of people over the age of 75 no longer drive.

“That suggests that we need to relook at our transportation,” he said. “It’s not just a car-friendly

environment, but more friendly to people of all ages.”

*Staff contact: Kathy Nothstine, [knothstine@naco.org](mailto:knothstine@naco.org), 202.661.8807*

## Monday, July 13

## ■ Reducing Fatalities and Serious Injuries on County Roads

### Who Spoke:

- **Brian Roberts**, executive director National Association of County Engineers

### What participants learned:

Roberts celebrated a turning point in the Toward Zero Deaths roadway safety campaign — the January endorsement by U.S. Transportation Secretary Anthony Foxx.

“We embrace the vision of Toward Zero Deaths,” Foxx said at the time. “It provides an overarching and common vision that drives and focuses our efforts to achieve our shared goals to eliminate injuries and fatalities on our roadways.”

Roberts was thrilled when he heard that.

“This was huge,” he said. “When the secretary of transportation said that all of his agencies were on board, so we had local, state and federal buy-in.”

Some national organizations, Roberts said, were leary of endorsing the plan because they viewed “zero” as a statistic, rather than an idealized vision.

“We’ll never get to zero, but we’re working toward it,” he said. “Every county can take steps to get closer. The bottom line is that if you asked elected officials what number of roadway deaths was acceptable, they would all say zero.”

He outlined the measures that counties could take in getting closer to that target. Chief among them were education and enforcement efforts to cut down on distracted driving, intoxicated and impaired driving, seatbelt misuse and excessive speed.

“As our technology increases in our cars, there will be transponders on dangerous curves that will send a message to cars to tell them they’re going too fast,” he said. “The question will be who will be responsible for those transponders.”

He also stressed the need to protect vulnerable users, including pedestrians and bicyclists. He acknowledged that there are tradeoffs between road safety measures, like rumble strips, and growing constituencies such as bicyclists who don’t want them because it makes bicycling more difficult.

*Staff Contact: Brian Roberts, [broberts@naco.org](mailto:broberts@naco.org), 202.393.5041*



Kris Swanson, Cowlitz County, Wash., and Loretta Stover, Chelan County, Wash., catch a point worth noting during the Stepping Up initiative workshop.



2015 ANNUAL  
CONFERENCE  
RESOLUTIONS

# Resolutions sail through approval after compromises win the day

NACo members adopted more than 100 policy resolutions at the Annual Business Meeting. What follows are the new resolutions adopted for the first time at the 2015 Annual Conference.

## COMMUNITY, ECONOMIC AND WORKFORCE DEVELOPMENT

### ■ YouthBuild Program

**Issue:** Congress is in the process of determining funding for the federal Department of Labor (DOL) YouthBuild program, which serves many counties and provides effective pathways to education, workforce training, community service and leadership training for the approximately 2.3 million low-income young adults in the United States between the ages of 16 and 24 who have left high school without a diploma or who are unemployed.

**Adopted Policy:** NACo supports expansion of funding for YouthBuild and supports funding for the DOL YouthBuild program returning to its prior FY 2010 level of \$102.5 million.

## ENVIRONMENT, ENERGY AND LAND USE

### ■ Environmental Protection Agency's Final Waters of the U.S. Rule

**Issue:** The U.S. Environmental Protection Agency's (EPA) final rule regarding waters of the United States.

**Adopted Policy:** NACo supports S. 1140 or other similar legislative vehicles that would withdraw the Environmental Protection Agency's (EPA) and Army Corps of Engineers' (Corps) "waters of the U.S." rule and restart the rulemaking process, and would also require the agencies to work more closely with state and local governments to find consensus in a rewrite of the "waters of the U.S." rule.

### ■ Construction of a Nuclear Waste Repository in the Great Lakes Basin

**Issue:** The Canadian government is currently reviewing (and has until Dec. 2, 2015 to authorize construction of) the Ontario Power Generation's proposal to build a permanent geologic repository to bury and abandon 7 million cubic feet of low- and intermediate-level radioactive nuclear waste less than



NACo's policy steering committee members and staff prepare to offer their reports to the Board. Pictured in the foreground, (left), are Harrison Moody, Agriculture and Rural Affairs Steering Committee chair, and Arthur Scott, committee staff and associate legislative director.

half a mile from the shore of Lake Huron in Kincardine, Ontario, Canada.

**Adopted Policy:** NACo encourages the president and the Secretary of State to oppose Ontario Power Generation's proposal to build a nuclear waste repository in the Great Lakes Basin, which is not a suitable site.

## FINANCE, PENSIONS AND INTERGOVERNMENTAL AFFAIRS

### ■ Water Infrastructure Finance and Innovation Act (WIFIA) and the Ban on Co-financing WIFIA Projects with Tax-Exempt Debt

**Issue:** The nation faces an enormous water infrastructure investment need of nearly \$2 trillion over the next 25 years to restore deteriorating drinking water, storm water, and wastewater infrastructure. Congress established the Water Infrastructure Finance and Innovation Act (WIFIA) loan program in 2014 to provide low-cost loans to a broad range of projects; however, the current statutory ban on the use of tax-exempt debt

to co-finance WIFIA projects substantially undermines WIFIA's potential to advance much-needed investments.

**Adopted Policy:** NACo urges Congress to fully fund WIFIA and repeal the ban on co-financing WIFIA projects with tax-exempt debt, thereby freeing WIFIA to realize its full potential to lower project costs and address our nation's immense water infrastructure investment challenges.

## HEALTH

### ■ Flagged Organ Transplant Programs

**Issue:** Organ transplant programs are being flagged by the Centers for Medicare and Medicaid Services (CMS) for having survival rates that fall below certain statistical numbers. In some cases, programs with 94% one-year survival rates have been flagged. Flagged programs reduce transplant activity, especially for certain populations (elderly and minorities) and avoid the use of marginal organs even though patients' survival rates would be significantly higher than not being transplanted at all.

**Adopted Policy:** NACo urges



Carol Holden, Hillsborough County, N.H., debates the merits of a minimum wage policy at NACo's Board meeting.

Congress and the CMS to put an immediate moratorium on the flagging of organ transplant programs using outcome measures. Lowering the number of programs being flagged would allow these organ transplant programs to accept more marginal organs for transplant and increase transplant rates especially for minorities and the elderly.

### ■ Needle Exchange

**Issue:** The use of federal funds to support syringe access programs.

**Adopted Policy:** NACo urges Congress to repeal the ban on the use of federal funds to support syringe access programs in order to curb the transmission of HIV, viral hepatitis and other blood borne infections related to injection drug use.

### ■ Local Efforts for Mobile Support Teams

**Issue:** Address the need for local health departments' mobile support teams to work closely with law enforcement agencies to promote safety and emotional stability when a behavioral health crisis occurs.

**Adopted Policy:** NACo supports legislative efforts at the federal and state levels to fully fund and promote mobile support teams within a local health department. NACo urges federal and state matching funds to maximize financial support for local jurisdictions in implementing mobile support teams. Law enforcement agencies can coordinate with a mobile support team on responding efficiently to a behavioral health crisis. A mobile support team can provide immediate resources in an emerging crisis to help deescalate a sensitive situation, provide referrals for medical and social services and provide a crisis intervention.



# County land use, franchise authority defended

RESOLUTIONS from page 8

## ■ H.R. 1769/S. 901 to Fund VA Research on the Health Effects of Toxins on the Children and Grandchildren of Veterans

**Issue:** This resolution calls on NACo to support federal legislation (H.R. 1769 and S. 901 are identical bills). “The Toxic Research Exposure Act” would create a toxins research unit within the VA to proceed with medical research on how exposure to Agent Orange, burn pits and depleted uranium (“toxins”) may affect the biological health of children and grandchildren of veterans who served in the military.

**Adopted Policy:** NACo should urge Congress to pass H.R. 1769/S. 901 to take full responsibility for understanding and addressing not just the direct impact of toxins exposure on the health of those who served our nation, but also for the inherited impacts of toxins on the health of these veterans’ children and grandchildren. The bill would create a national center to research, diagnose and treat the descendants of veterans exposed to toxic substances during military service.

## TELECOMMUNICATIONS AND TECHNOLOGY

### ■ The Protection of State and Local Government Rights through Congressional Policy Efforts that Include Collaborative Input from Appropriate NACo Committee Leadership

**Issue:** Disparate initiatives, legislation, and regulatory rule-making by governing bodies such as the FCC and Congressional Committees are threatening local government authority. Additionally, the primary law (Telecommunications Act of 1934) that governs the entire telecommunications and technology sector should be modernized in a concerted effort to update and modernize legislation through congressional oversight. Recent regulations by the FCC as well as adopted congressional legislation at best are premature attempts to only address micro-level issues that do not align with the technological advances of our time. In fact, some of the recent rule-making by the FCC and adopted legislation in Congress have the potential to create an unsustainable path forward in our nation and could have unintended consequences on the future of the telecommunications and technology sector.

**Adopted Policy:** NACo strongly supports a bipartisan and concerted effort among congressional leaders, committees, federal agencies, local governments, national associations, and any other organization deemed necessary to focus on the modernization of our current law(s) and regulation(s) that govern the telecommunications and technology sector. This effort must include unbiased and non-partisan subject matter experts within the information technology and computer sciences field. We strongly believe that the issues surrounding Internet regulation, taxation, fees for services, Net Neutrality, and FCC authority can best be resolved through directing our focus toward updating existing legislation through congressional authority.

### ■ Protection of Local Government Land Use and Franchise Authority

**Issue:** Congressional efforts are underway to modernize and/or update the primary law (Telecommunications Act of 1934) that governs the telecommunications and technology sector. Additionally, recent regulatory activities conducted by the primary federal agency, known as the FCC, continue to increase leading to concerns of how current and future regulations might negatively impact local government authority. Of immediate concern is that of the powers and authority granted to state and local governments regarding land use and cable franchise decisions under current federal law (ref: 47 USC 332; 531; 541). In many states, local governments statutorily serve as franchising authorities.

**Adopted Policy:** NACo urges all federal agencies and governing bodies to collaborate with local governments, state governments, and

similar associations both early and often when considering any modifications to legislation and/or regulation such as the Communications Act Update initiative in the House Energy and Commerce Committee. NACo strongly opposes any removal or modification to current federal laws and/or regulations that would remove at the very least local government authority currently granted. Furthermore, NACo strongly encourages that local governments be given ample time to consider, provide input, and collaborate with respect to any additions or modifications to current federal law and/or regulations regarding telecommunications and information technology related services.

### ■ Support the FCC Chairman Tom Wheeler’s Reforms to the Lifeline Program

**Issue:** A broadband connection to the Internet is increasingly essential to the economic and communication needs of all residents. Unfortunately, low-income residents disproportionately lack access to broadband.

**Adopted Policy:** NACo sup-

ports efforts to bring the FCC’s Lifeline Program into the digital age by expanding Lifeline to cover broadband services.

### ■ Support for Empowering Counties to Be Active in the Deployment and Operations of High Speed Internet

**Issue:** High Speed Internet is an essential element to modern commerce but local governments in many states are prohibited from being an active participant in the deployment of these services.

**Adopted Policy:** NACo supports the removal of barriers to counties supplying infrastructure to the private sector, partnering with the private sector or operating Internet services as a public utility when no commercial service is available.

### ■ Broadband Opportunity Council

**Issue:** Establishment of the Broadband Opportunity Council to reduce barriers to broadband deployment created by federal regulations.

**Adopted Policy:** NACo strongly

supports the creation of the Broadband Opportunity Council (BOC) and their efforts to reduce federal regulatory barriers to the ongoing deployment of broadband capability throughout the nation. Further, we encourage the BOC to facilitate the use of publicly held infrastructure via lease and partnership arrangements with the private sector to increase the deployment of broadband to underserved areas. This is especially important in relation to any additional federally funded build-out required to meet First Net’s Public Safety requirements. Lastly, we urge the BOC to utilize the “align funding policies” section of its charter to solicit input from the broadband industry as to changes necessary to maximize the impact of the Universal Service Fee (USF) dollars on “last mile” High Speed deployment.

### ■ FCC PSAP Task Force

**Issue:** The Federal Communications Commission (FCC) has initiated a task force to study public safety answering point architecture which will examine whether consolidation of PSAPs would promote greater efficiency of operations, safety of life and cost containment.

**Adopted Policy:** NACo supports PSAP consolidation if the consolidation would result in greater public safety and increased efficiencies. Additionally, as the Federal Communications Commission’s task force on optimal public safety answering point architecture moves forward with the goal of examining whether additional consolidation of PSAP infrastructure would promote greater efficiency of operations, safety of life and cost containment, NACo would urge the FCC to consider the following:

- 1. Redundancy and Hardening:** The FCC should require redundancy between PSAPs as well as site hardening of infrastructure. The FCC should consider supporting standards for site hardening.
- 2. Common Standard:** NACo supports the NENA i3 standard for the nationwide development of NG911.
- 3. Cybersecurity:** The FCC should consider the cost of cybersecurity measures for consolidated NG911 networks and work with Congress to identify funding streams that would assist PSAPs with cybersecurity.
- 4. Training:** the task force should identify opportunities for staff training on NG911 systems.



Ron Hickman, Harris County, Texas, participates in the Board debate over a resolution banning life sentences for juveniles.



Shelly Goodman Taub, Oakland County, Mich., discusses a policy resolution during the Human Services and Education Steering Committee meeting.



# Major sessions focus on veterans, tech

## Technology Innovation Summit

On the day Office of Personnel Management Director Katherine Archuleta resigned following two data breaches in which 22.1 million federal employees' personal information was compromised, the Technology Innovation Summit kicked off with a primer on cybersecurity.

Todd Sander, vice president of research and executive director of the Center for Digital Government at e.Republic, put the trend in context, pointing out that 2014 saw a 27 percent increase in data breaches over 2013, with government representing the third largest sector hit by cyber attacks.

"Business was number one and health care was number two," he said. "A lot of counties conduct business and provide health care, so they're part of those statistics, too."

He compared cybersecurity measures to traditional assets counties maintain, including transportation infrastructure,

Peter McDonald, public health sector leader at Experian Information Systems, said medical records were more valuable than financial records.

Steve Hurst, director of security services and technology at AT&T, said most organizations allocated their cybersecurity budgets like this:

- 80 percent for prevention
- 15 percent for detection
- 5 percent for response

"That really should be closer to one-third for each," he said. "Detection really should get more attention."

Several panelists hammered home that people should use a variety of passwords — rather than the average five per person — and they should not be stored online.

Dan Pelino, general manager, IBM Public Sector, was the keynote speaker during the summit's luncheon. He noted that an "historic transformation" is playing out on the world stage, and counties must be ready to take advantage of it.

He said we're now in the fourth generation of the Industrial Revolution, one in which data is becoming a natural resource.

"We're in a new era of cognitive computing," he said, where artificial intelligence will increasingly be applied to solving problems. An example of cognitive computing is IBM's Watson, which competed against humans on the game show *Jeopardy*.

The education sector will be the next to be "disrupted," often



Secretary of Defense Ash Carter greets NACo members after his introduction by NACo President Riki Hokama.



Secretary of Transportation Anthony Foxx leaves the stage after his speech at the Closing General Session.



Brad Daugherty, NASCAR team owner and ESPN broadcaster, gives a shout-out to teamwork at the Opening General Session.

he said. They include National Guard members and reservists, with whom county leaders and employees may work side-by-side, when they're not called to active duty. These are the same men and women who respond to local disasters — storms, earthquakes, tornadoes — by placing sandbags, providing security, and search and rescue operations.

"Frequently, their local issues are your local issues," Carter said. "They visit the same parks and museums as you do. Their kids go to school with your kids. They're our neighbors, our community leaders, and most of all, our friends."

In conclusion, he encouraged county leaders to seek out residents who have served their country. "Harness the invaluable experience, global perspective and extraordinary talent they bring to the table, talent you invested in and helped develop. Because when you grab hold of our people, you'll never forget it and you'll never regret it."

## Brad Dougherty

Former NBA player Brad Dougherty regaled the Opening General Session audience with yarns from his time playing for Dean Smith at the University of North Carolina at Chapel Hill and explaining how the lessons learned on the basketball court have influenced his business career.

Following 10 years playing for the Cleveland Cavaliers, he maintains business interests in commercial real estate, car dealerships, waste management and a NASCAR team.

"To have an impact, you have to be able to challenge and motivate people," he said, noting that finding the right role for them was crucial. "It's easy to put people into a box, but I don't think that's the appropriate way to lead."

He urged county leaders to avoid thinking of their employees as commodities, and to recognize employees' strengths and talents and put them in the best place to use them.

"Leadership is all about the impacts you have on people, how you do it and the measures you take to help people get the very best out of themselves," he said. "You want people to realize that you believe in them more than they believe in themselves; that's what coach did for me."

through public-private partnerships (P3). As an example, he noted that Western Kentucky University has added a brewing and distilling program to its curriculum — in a P3 with Lexington-based Alltech Inc. The company is leasing space at the university's Center for Research and Development to start a craft beer brewing operation. Alltech will develop a lab where students can gain hands-on experience and conduct research in the industry.

Since the 1950s, he said, the world has changed from largely rural to increasingly urban, and by 2050, two-thirds to three-fourths of the world's population will live in cities. This will challenge traditional boundaries, "We're seeing more consolidations; we're seeing centers of excellence emerge," Pelino said.

## Opening General Session

Secretary of Defense Ash Carter

emphasized the role that counties can play in supporting the armed forces in his keynote address.

To that end, he praised NACo's involvement in Vets' Community Connections, a community-based initiative to engage more civilians in veteran reintegration efforts.

He said it's increasingly important for communities to connect with returning veterans, military families and survivors, because fewer people today have a direct connection to the military.

"For my generation and my parents' generation three out of four had a family member who served," he said. "But for our kids generation, it's only one in three," a trend that's likely to continue. He added that such connections "significantly influence" whether a person decides to serve.

"You and your communities are a source of our military's enduring strength," he said, because it's lo-

cal communities that educate and prepare them. And counties benefit from what service members and their families give back to their communities.

According to one recent study, he said, veterans are 20 percent more likely to give to charity; volunteer 30 percent more hours a year, and are three times more likely to join a service or civic organization.

He noted that increasingly the military depends on new technologies, and the "force of the future" needs to have a solid grounding in the STEM (science, technology, engineering and mathematics) disciplines. Local communities, he added, play a key role in educating and preparing those who will serve in this environment.

"We're pushing to be attractive to this generation, to be more geographically diverse," he added, "making on-ramps and off-ramps to give our people more choices..."

Military service members, veterans and their families are an important part of virtually every community in America,

2015 ANNUAL  
CONFERENCE  
SPEAKERS







Ronnie Beale, president of the North Carolina Association of County Commissioners, casts his delegation's vote during the election for NACo second vice president.



Utah folks take a break between sessions (from left): Kerry Gibson and Holin Wilbanks, Weber County; and Brett Millburn, Davis County.



ALL PHOTOS BY  
DAVID HATHCOX  
UNLESS OTHERWISE  
NOTED

Photo by Leon Lawrence III



First-timer Demetrice Keith, Pender County, N.C., gets the scoop on NACo and the conference at the New Members/First Time Attendees Orientation.





Secretary of Defense Ash Carter arrives at the Charlotte Convention Center for his General Session speech.



Briefing binder at the ready, First Vice President Sallie Clark makes her way to another meeting.



Antonio Oftelie, Harvard University's Ash Center, briefs members of the Health and Human Services Steering Committee on the human services value chain framework. Looking on is the committee chair, Ramsey County, Minn. Commissioner Toni Carter. Photo by Leon Lawrence III





Matt Schellenberg, Duval County/Jacksonville, Fla., listens intently during the new NACo member orientation.



The blue-shirted volunteers from Mecklenburg County have it all under control at the busy registration area.



Christine Gunkel, Davison County, S.D., takes the mic for the next question during a workshop on integrity and civility skills.



His backup tablet has a back-up. J. Martin "Marty" Cook, Brunswick County, N.C., makes sure he misses nothing at the Tech Summit.





The conference sported a busy Exhibit Hall.



(from left) Matt Chase, executive director; Jim Snyder, NACo Board member; and Jerry Abramson, White House director of intergovernmental affairs, powwow during a break at the Board of Directors meeting.

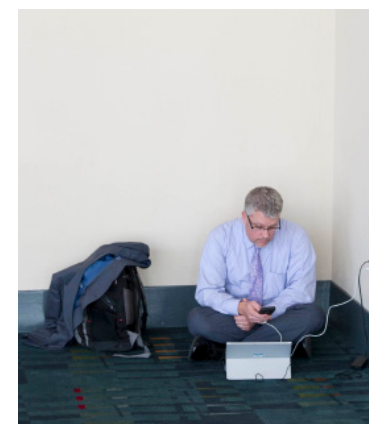


Courtney Cerchiano, GovPilot, answers questions about her products from Jerry Red, Timmy Lejeune and Jimmy Edwards, St. Landry Parish, La.

## 2015 ANNUAL CONFERENCE PHOTO REVIEW



Adam Hunter, director, Immigration and the States, Pew Charitable Trusts, briefs members of the Immigration Reform Task Force during its conference meeting. Also participating on the panel (and pictured here) are Paul McDaniel, assistant professor, Kennesaw State University; and Jennifer Roberts, member, Charlotte Immigrant Integration Task Force.



Barry Condrey, Chesterfield County, Va., plugs in and keeps the data flowing.





George Webb, Palm Beach County, Fla., questions presenters at a workshop on future transportation technologies. Also pictured is Mary Lou Berger, from Palm Beach.



Beryl Amadee, Terrebonne Parish, La., and Connie Rockco, Harrison County, Miss., continue the discussion after the Gulf States Counties and Parishes Caucus meeting ended. Photo by Leon Lawrence III.



Cameras always bring out the smiles. Waiting for the Opening General Session to begin are Drucilla Russ-Jackson, Sumter County, Ala.; and Edwin Reeves, Hunter Markins and Timothy Vallet, Iberville Parish, La.



NACo Second Vice President Bryan Desloge (right) along with NACo President Riki Hokama, greets Secretary of Defense Ash Carter at the reception sponsored by the Wounded Warriors organization.



Arlanda Williams raises a question during the panel discussion at the Gulf States Counties and Parishes Caucus meeting. Also pictured (right) is Jarvis Lewis. Photo by Leon Lawrence III.





Working that phone: NACo Second Vice President Bryan Desloge still has time for a smile.



Sallie Clark, El Paso County, Colo., NACo's first president from Colorado, thanks her supporters as she takes office.



Riki Hokama shows off the outgoing NACo president's traditional scrapbook of his term.



Women Officials in NACo (WON) Leadership Network's new leadership team pauses for a quick portrait. From left: Immediate Past President Jeannette Council, Cumberland County, N.C.; Kay Cashion, Nominating Committee chair, Guilford County N.C.; President Mary Ann Borgeson, Douglas County, Neb.; President-elect Alisha Bell, Wayne County, Mich.; Secretary Toni Pappas, Hillsborough County, N.H.; Treasurer Cattie Epps, Russell County, Ala.; and Historian Stella Davis, Eddy County, N.M. Not pictured: First Vice President Priscilla Taylor, Palm Beach County, Fla.





A smiling Riki Hokama presides over the opening of the Board of Directors meeting as members of the Executive Committee look on.



Karen McRunnel, executive assistant to the NACo CEO, who is retiring after 30 years of service at the association, gets a standing ovation at the Board of Directors reorganization meeting.



Eric Stevenson, senior vice president and chief sales officer, Nationwide, shows off his NASCAR jacket presented to him by NACo's Bill Jais in recognition of the 35-year partnership between the two organizations.



Second VP candidate Roy Charles Brooks, Tarrant County, Texas and his team head for their next campaign event.





Nick Macchione, San Diego County, Calif., speaks up during the Human Services and Education Steering Committee meeting.



Matthew Lindsay, deputy chief of staff, Orleans Parish, La., chats with colleagues in county government while he tours the Exhibit Hall.



The message clearly resonates with John Fletcher, Hurst, Texas, during the Drop the Jargon: Plain Language Workshop.



Danica Sue Patrick, the most successful woman in the history of American open-wheel racing, was a guest of honor at the Conference Celebration event July 13 sponsored by Nationwide at the NASCAR Hall of Fame. Patrick took questions from Eric Stevenson, Nationwide senior VP.

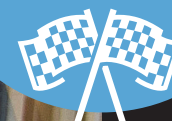


Manny Rios, Santa Cruz County, Ariz., engages with the speaker in a workshop on Mastering Integrity and Civility.





## 2015 ANNUAL CONFERENCE AWARD WINNERS



Monterey County, Calif. was this year's winner of the NACo's Arts and Culture Award, being presented here by Randy Maluchnik (right), NACo Arts and Culture Commission chair, to Supervisor Fernando Armenta and Lynn Diebold, vice president of development of the county's Arts Council.



NACo Past President Betty Lou Ward was honored by NACo's Arts and Culture Commission and Americans for the Arts with a lifetime achievement award for her persistent and outstanding support of counties and the arts. Pictured with her are Jay Dick, Americans for the Arts and Randy Maluchnik, NACo Arts and Culture Commission.

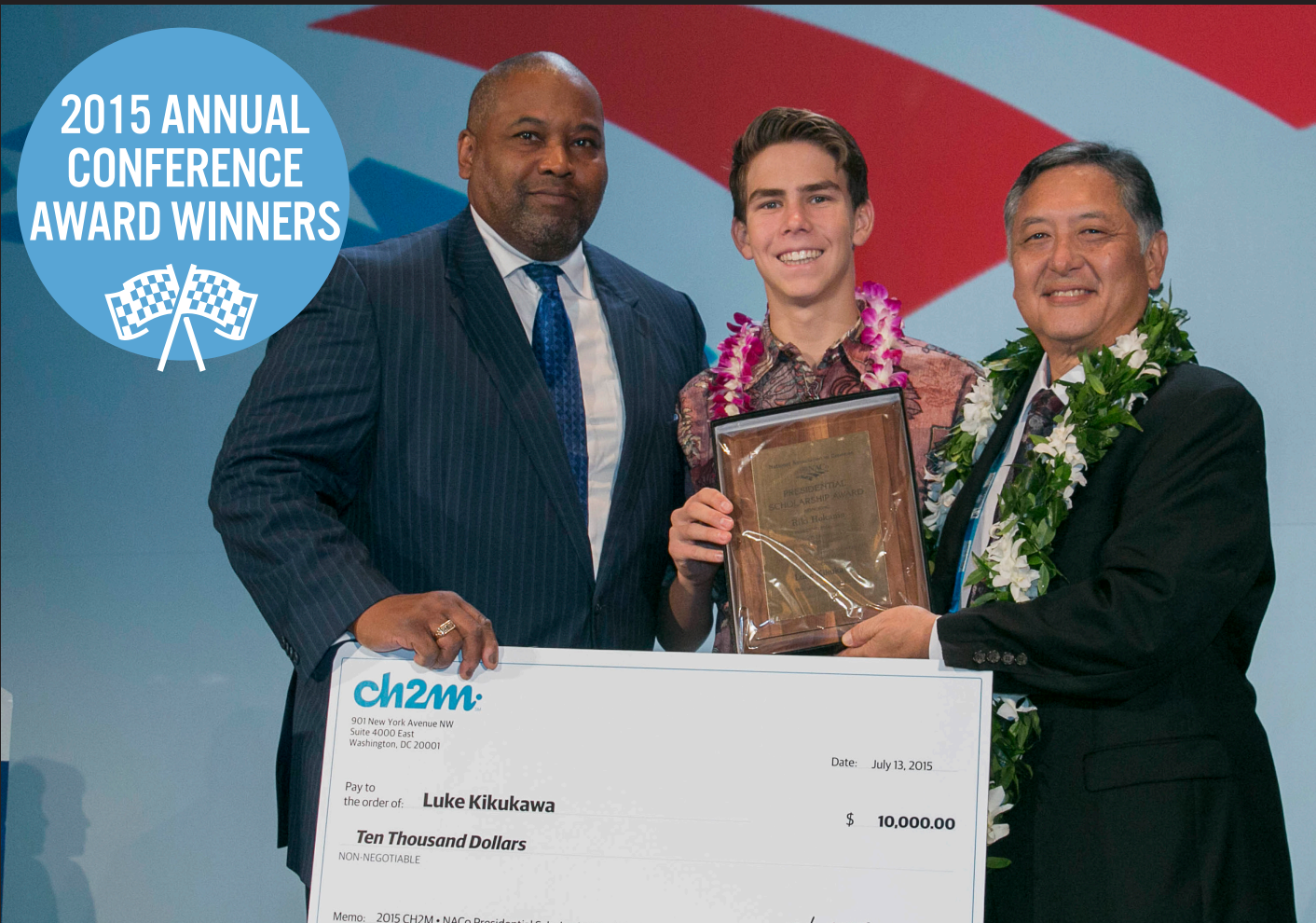


Evelyn Kolbe, Oceana County, Mich., shows off her Membership Recruiter of the Year award. Kolbe recruited four new county members this past year.  
Photo by Leon Lawrence III



On behalf of Riverside County, Calif. Supervisor John Benoit and his wife, Sheryl, accept the 2015 National Award for County Arts Leadership sponsored by NACo and the Americans for the Arts. Shown with them are (from left) Randy Maluchnik, chair, NACo Arts and Culture Commission and Jay Dick, Americans for the Arts.





Luke Kikukawa — pictured here with Howlie Davis (l) and NACo President Riki Hokama — is the 2015 CH2M Presidential Scholarship winner.



The David Davenport Presidential Scholarship was awarded to Marc Austin Pader, shown here with Bill Jasien, NACo Financial Services Corp. (l) and President Hokama.



Taking their spot in the limelight at the Awards Luncheon for their Best of Category Achievement Award in Community and Economic Development is Chesterfield County, Va. Supervisor James “Jim” Holland and Lou Lassiter, assistant to the county administrator.



Dakota County, Minn. Commissioner Nancy Schouweiler accepts the Best in Category Award for Civic Education and Public Information at the Awards Luncheon for the county’s Recycling Zone program.

# BEST IN CATEGORY ACHIEVEMENT AWARDS

- HEALTH**  
Integrated Health Care Enrollment for the Adult Criminal Justice Population  
*Maricopa County, Ariz.*

**PARKS AND RECREATION**  
Wag ‘n Walk Adoption Hikes  
*Maricopa County, Ariz.*

**FINANCIAL MANAGEMENT**  
Redevelopment Bond Refunding Program  
*Los Angeles County, Calif.*

**INFORMATION TECHNOLOGY**  
Performance Improvement Team (PIT)  
*San Diego County, Calif.*

**EMPLOYMENT AND TRAINING FOR COUNTY RESIDENTS**  
Workforce Boulder County DNEG Program  
*Boulder County, Colo.*

**RISK MANAGEMENT**  
Wildfire Partners  
*Boulder County, Colo.*

**EMERGENCY MANAGEMENT AND RESPONSE**  
Community Flood Recovery  
*Boulder County, Colo.*

**ARTS AND HISTORIC PRESERVATION**  
Caleb Cultural Passport  
*Miami-Dade County, Fla.*

**VOLUNTEER**  
9/11 Day of Service and Remembrance  
*Leon County, Fla.*

**COUNTY ADMINISTRATION & MANAGEMENT**  
Sharing Fleet Management Resources among Different Fleets  
*Camden County, Ga.*

**COURT ADMINISTRATION AND MANAGEMENT**  
Magistrate Court Streamlines Arrest Warrant/First Appearance Hearing with New Electronic Warrant Process  
*Camden County, Ga.*

**CHILDREN AND YOUTH**  
Turning Pages Family Literacy Program, Baltimore County, Maryland  
*Baltimore County, Md.*
- HUMAN SERVICES**  
Coordinated Funding  
*Washtenaw County, Mich.*

**CIVIC EDUCATION AND PUBLIC INFORMATION**  
The Recycling Zone  
*Dakota County, Minn.*

**COUNTY RESILIENCY: INFRASTRUCTURE, ENERGY & SUSTAINABILITY**  
County-City Partnership — Collaborating for Water Quality and Customer Service  
*Crow Wing County, Minn.*

**PLANNING**  
Mecklenburg Livable Communities Plan  
*Mecklenburg County, N.C.*

**LIBRARIES**  
Every Teen Ready to Lead: Developing a Teen Leadership Corp  
*Wake County, N.C.*

**CRIMINAL JUSTICE AND PUBLIC SAFETY**  
Skills Groups in the Schools — A New Partnership  
*Clackamas County, Ore.*

**PERSONNEL MANAGEMENT, EMPLOYEE TRAINING & BENEFITS**  
Internship Program: Developing the Workforce of Tomorrow  
*Henrico County, Va.*

**COMMUNITY & ECONOMIC DEVELOPMENT**  
Sports Tourism Support to Business  
*Chesterfield County, Va.*

**TRANSPORTATION**  
Washington State County Transportation Metrics  
*Washington State Association of Counties, Wash.*





# COUNTY INNOVATIONS AND SOLUTIONS

## Miami-Dade County Theater Finds New Audience in Students During Construction

By CHARLIE BAN  
SENIOR STAFF WRITER

A delayed construction project has led to a wealth of cultural opportunities in a low-income Miami-Dade County neighborhood.

The surface parking lot near the Joseph Caleb Center in Miami's Liberty City neighborhood was too small and deteriorating, generally failing to meet the needs of the government and community center located inside. While a new parking garage was in construction, the center's parking capacity was going to be dramatically reduced, leaving the Caleb Auditorium unable to handle the parking needs of patrons.

But rather than close down the central venue for the arts in Liberty City, county school Superintendent Alberto Carvalho suggested refocusing the center's offerings toward students. School buses could deliver

them to the theater and keep the venue viable for artists until the garage was completed and could accommodate parking for a general audience.

That was in 2012. How is the project going in 2015?

"We're still waiting for it to be finished," said Adriana Perez, cultural program administrator for the Miami-Dade County Department of Cultural Affairs. "The construction did not start until far later than it was intended, and that caused a lot of uncertainty because we couldn't go into contracts with international touring artists until people can see them."

The plan with the school district, the Cultural Passport, was crucial. It has allowed students to see performances by Fushu Daiko the Nile Project, the New Hope Symphony and the Florida Grand Opera, among others, over the past three years.

"We couldn't shutter the venue," Perez said. "It's at the core of the neighborhood and we'd be rightly described as pulling one of the community's pillars away. We're holding the door open for the theater."

Two mid-day shows at the theater allow roughly 2,000 children a day to view the performances, and some get a little more. All told, approximately 40,000 students see free performances at the theater each year, from all over Miami-Dade County.

"Our artists have been very generous with their time, and some will meet with students for a master class," she said. Hip-hop dance choreographer, Rennie Harris, among others, has spent time with 20 students giving them an opportunity to do an involved question and answer session. We try to bring in students from schools that don't have as many resources for these things."

She remarked that kids love hearing about the personal lives of artists.

Perez has managed to control costs by mixing in local artists and targeting touring acts that will be in the South Florida area.

The younger audience has meant Perez, who books the acts, has had to adjust the variety of artists who book performances and the span of the shows.

"With operas, we have to dilute them and keep them to about an hour," she said. "We don't want to push the students' attention spans."

But despite some cuts necessary to make the shows age appropriate, the series is opening artistic doors to students that might not otherwise be possible.

"These kids are seeing the highest caliber of work possible, and they probably wouldn't have had this opportunity otherwise," she said. "This is the piece of my job that makes me the happiest to come to work."

The annual budget for the program is approximately \$51,000, which includes summer performances attended by county activity camp participants.

The parking garage at the heart of the Cultural Passport program's creation is due to be finished in

early 2016. At that point, the programming will change somewhat for the wider audience, but Perez is planning the full year of youth-oriented performances.

*County Innovations and Solutions features award-winning programs. Caleb Cultural Passport was named Best in Category for Arts and Historic Preservation in the 2015 NACo Achievement Awards.*



### Profiles in Service

**Mike Ortnier**

NACo Board Member  
Commissioner  
Fall River County, S.D.

**Number of years active in NACo:** 8 years

**Years in public service:** 49 years total with some overlaps. Past 15 years as Fall River County commissioner; 22 years as city attorney; past member of South Dakota House of Representatives; nine years on South Dakota Gaming Commission; two years as director of the Midwest Office of the Council of State Governments; in 1966 administrative assistant to Iowa Governor; one year as assistant to city manager of Sioux City, Iowa and 7.5 years as chief of staff for the South Dakota State Legislature.

**Occupation:** Lawyer since 1978

**Education:** B.A. M.A. and J.D. from Univ. of South Dakota

**The hardest thing I've ever done:** Bury my younger brother, John, at age 57 of cancer. He was a 29-year Navy veteran and Master Chief on the USS Enterprise.

**Three people (living or dead) I'd invite to dinner:** Abraham Lincoln, Barbara Bush and Billy Graham.

**A dream I have is to:** live to be 100.

**You'd be surprised to learn that I:** love to cook.

**The most adventurous thing I've ever done is:** scuba dived in the underground rivers in the Yucatan.

**My favorite way to relax is:** to go fishing or read a good book.

**I'm most proud of:** my wife, my son and my three grandsons.

**Every morning I read:** the *Rapid City Journal* and my emails.

**My favorite meal is:** chicken-fried steak, mashed potatoes and sweet corn.

**My pet peeve is:** people who refuse to stand up for America.

**My motto is:** "Is it the truth and will it be beneficial?"

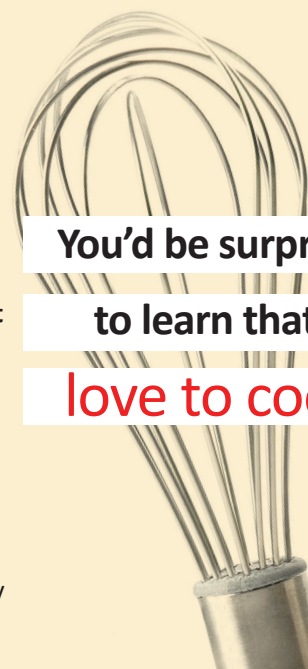
**The last book I read was:** *Killing Patton*

**My favorite movie is:** *Shawshank Redemption*.

**My favorite music is:** 1960s rock and roll.

**My favorite president is:** Harry Truman (even though I am a Republican) — he had guts but was still a humble man of character.

**My county is a NACo member because:** NACo advocates for veterans and PILT, and is a great resource for best practices.



**You'd be surprised**

**to learn that I:**

**love to cook.**

## What's in a Seal?



### Solano County, Calif.

Solano County, on the northeast corner of the San Pablo Bay, has changed hands constantly — from the Patwin Indians, to the Spanish and then Mexico before the California Republic gave way to becoming a U.S. territory.

It was part of Sonoma County for three years until breaking off in 1850, when the territory's first elected Legislature made it one of the 27 original California counties.

The county derives its name indirectly from that of the Franciscan missionary, Father Francisco Solano, whose name was given in baptism to the chief of one of the Indian tribes of the region.

The first official seal of Solano County was adopted by the Board of Supervisors on April 20, 1965. The seal is rich in symbolism that reflects the history and values of Solano County.

The pillars from the Old State Capitol building in Benicia are incorporated into the border of the design. Chief Solano dominates the outline of the county, against a backdrop of a vast agriculture area surrounded by blue skies, mountains and waterways.

The U.S. Armed Forces are part of Solano County — both past and present. The large aircraft reflects the mission of Travis Air Force Base and the ships reflect the former Mare Island Naval Shipyard.

The golden rays indicate the benign climate Solano County residents enjoy, and the recreational boat showcases the outdoor amenities that abound in the county.





# News From the Nation's Counties

## ► CALIFORNIA

Counties with 2 million or more residents would have to **expand their boards of supervisors** from five members to seven under a bill working its way through the state Legislature.

Today, five jurisdictions qualify: **LOS ANGELES, SAN DIEGO, ORANGE, RIVERSIDE and SAN BERNARDINO counties**, *The Sun* reported. That number could grow after the 2020 census, the proposed effective date, since three other counties currently have populations of 1.4 million to 1.7 million.

The measure, Senate Constitutional Amendment 8, was introduced by state Sen. Tony Mendoza. Among other things, it would create an opportunity for more diversity on the boards, he said.

Funding for the larger boards of supervisors would remain at pre-expansion levels. So the cost for the two new supervisorial districts would diminish the budgets of the current five.

In June, the Los Angeles County Board of Supervisors voted 3-0, with two abstentions, to oppose the measure.

• **SANTA CLARA COUNTY** is among several communities that have pledged to support the goal of a dementia-friendly America, an initiative launched at the White House Conference on Aging last month. A dementia-friendly community is defined as one that is “informed, safe and respectful of persons with dementia and their families,” provides supportive options and fosters quality of life.

Other counties participating include the **CITY AND COUNTY OF DENVER, Colo.** and **PRINCE GEORGE'S COUNTY, Md.**

Former U.S. Sen. Bill Frist (R-Tenn), a physician, is national spokesman for the initiative. He said, “Starting in these communities, we’re building a nationwide effort to educate Americans about dementia, equip business owners and first responders to recognize and assist those with memory loss, and empower people with Alzheimer’s and dementia to engage independently and safely in community life for as long as possible.”

## ► GEORGIA

**ATHENS-CLARKE COUNTY** has hired a consultant to help the county develop a **public art master plan**.

The county’s Cultural Affairs Commission said the work, to begin this month, will cost \$70,000, the

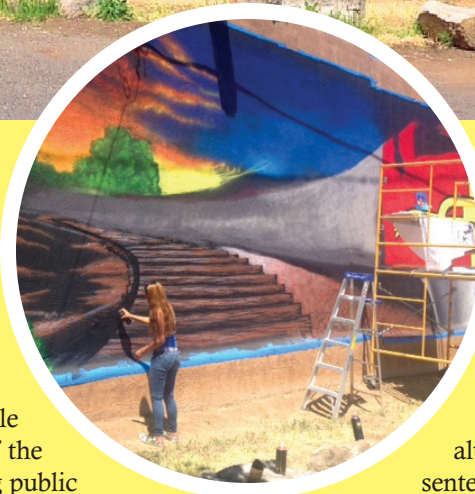


## ► NEW MEXICO

(r) Teens work to finish this mural (above) in the Railyard District of Santa Fe, N.M. It is the **seventh mural project** completed by the **SANTA FE COUNTY** Teen Court Public Art Program since its inception in 2009. The program was developed in response to the graffiti problem in Santa Fe.

“We know that secluded areas with few people and large blank surfaces invite graffiti. The goal of the project is to deter graffiti vandalism by developing public art in areas prone to vandalism,” said Jennifer Romero, program manager, Teen Court of Santa Fe County.

And the program is working. According to Romero, since 2009 all of the Teen Court murals remain intact and have not been defaced.



Teen Court youth work alongside and learn artistic skills from Santa Fe’s local artists. Sebastián “Vela” Velázquez was the lead artist on this project that was created with all aerosol paint.

Teen Court coordinates with local businesses to pay for paint and supplies and covers the cost of the artist. The court is an alternative venue where teens are judged and sentenced to community service by a teen jury.

All cases are heard at District Court. Teen attorneys prosecute and defend the cases. Teen Court does not determine guilt or innocence; it is for sentencing only. Photos courtesy of Santa Fe County, N.M.

*Athens Banner-Herald* reported. The money comes from the \$400,000 allocated to the county’s public art program in the current round of special-purpose local option sales tax projects, which voters approved by referendum in 2010.

## ► IDAHO

**GEM COUNTY** has adopted a **mass-gathering ordinance**. It mandates that anyone planning an event that more than 350 people will attend must meet certain requirements. These include having a fire protection plan, security guards, traffic and dust abatement — and separate “porta-potties” for males and females, KTVB News reported.

Violators of the ordinance could face up to six months in jail or a \$1,000 fine, or both.

## ► MICHIGAN

• **OAKLAND COUNTY**’s Prescription Drug Abuse Partnership will offer SCOPE of Pain training

to medical personnel this fall on how to **avoid over-prescribing painkillers** to their patients, County Executive Brooks Patterson and Sheriff Michael Bouchard said. The acronym, SCOPE, stands for Safe and Competent Opioid Prescribing Education.

Experts from the Boston University School of Medicine will provide the training, which will coincide with a county-wide education campaign on how to monitor, dispose of and secure personal medications.

The training will include state-specific information, including a policy and resource panel with representatives from state and local agencies. The training is supported by an independent educational grant from opioid pharmaceutical companies.

## ► NEVADA

**CLARK COUNTY** knows its target audience.

The County Commission ap-

proved a **\$14 increase to the marriage license fee** in the most popular wedding destination in the country — Las Vegas, the county seat.

Tourists made up 82 percent of the marriage licenses in 2014, and its 80,738 marriage licenses outpaced those issued in other counties with larger populations, including **LOS ANGELES COUNTY, Calif.** and **COOK COUNTY, Ill.**

Those numbers would suggest \$1.1 million in new revenue from the increase, which will go toward marketing efforts aimed at growing the wedding industry.

The decision increases the total cost of a marriage license to \$77.

## ► OHIO

• **MARION COUNTY** and city officials signed a contract to **combine their 911 emergency dispatching services**, a move they say will put more deputies and police officers on the streets.

Under the deal, Sheriff Tim Bailey will close his radio room and his seven dispatchers will join the city’s 10 and they all will eventually move together into a newly renovated space in the Marion County Administration Building.

The 10 city dispatchers will become county employees.

The Marion Police Department currently spends about \$1 million a year to operate its own dispatching center, Chief Bill Collins said. Under this contract, the city will pay Marion County \$520,000 annually, the *Columbus Dispatch* reported.

• The mounting costs of **dealing with a heroin crisis** has prompted **PORTAGE COUNTY** commissioners to raise the sales tax by a quarter-percent.

That revenue will pay for extra jail space, more sheriff deputies,

See NEWS FROM page 23



# Gwinnett lifeguards are No. 1

NEWS FROM from page 22

and drug treatment and education programs. The tax will go to 7.25 percent for five years, at which time voters will have the opportunity to decide whether to continue the program, the *Akron Beacon-Journal* reported.

When fully implemented, it will raise roughly \$5 million a year. The tax will be implemented Oct. 1, with the money available to the county starting in December.

A priority for the funds is increasing jail space for women. The current facility was built for 34 female inmates, but regularly houses 65 or more, some of them having to sleep on the floor or in former office spaces.

The tax will also pay for an extra road patrol to help deputies deal with a growing number of drug-related calls. The county tallied eight heroin overdoses in a single day recently.

## ►PENNSYLVANIA

**NORTHAMPTON COUNTY** Councilman Seth Vaughn introduced an ordinance to create a voter referendum on **changing the Council to a Board of Commissioners** and council members to commissioners.

Other than a change in titles, the ordinance would have no other effect on the legislative branch's role in government. Vaughn said the ordinance is more about eliminating confusion since nearly all of Pennsylvania's 67 counties are governed by boards of commissioners. When interacting with voters and other counties, Vaughn told the *Morning Call* he often finds himself correcting people who think council members represent a city or some other municipality.

## ►TEXAS

**COLLIN COUNTY** has asked the state's attorney general for an opinion on how much authority cities have over **extraterritorial jurisdictions land outside of their boundaries**.

State law offers cities some control, but the extent is in question. The Commissioners Court declined 13 mayors' requests to work



Photo courtesy of Fairfax County, Va.

## ►VIRGINIA

A drain inspector found what turned out to be an **inert anti-tank bazooka round** in a **FAIRFAX COUNTY** residential neighborhood.

The device was found to be an inert training round used in anti-tank rocket launchers, known as bazookas, used in the Korean War.

"It is unknown how it ended up in the storm drain or how long it had been there," the county police news release said.

to allow their cities to issue building permits in the land just across their borders, citing legal concerns, according to the *Dallas Morning News*. Counties have less regulatory power than cities, where building standards are generally stricter.

## ►WASHINGTON

**COWLITZ** and **GRAYS HARBOR** counties have merged their public mental health services programs. Cowlitz is no longer part of a network with **CLARK** and **SKAMANIA** counties.

With tracts of forest and relatively high unemployment, Grays Harbor County has more similarities to Cowlitz County than does Clark County. "We had more opportunities to get alignment with like counties," said Mike O'Neill, the healthy communities lead for the Cowlitz County Health and Human Services Department.

The Cowlitz-Grays Harbor network eventually will include **WAHKIAKAM, LEWIS, PACIFIC, THURSTON** and **MASON** counties.

Eventually, the seven-county network will try to integrate mental health, substance abuse and physical health care for those on Medicaid, similar to what an HMO like Kaiser Permanente does. In theory, providers of such services would be located together, according to *The Daily News*.

(News From the Nation's Counties is compiled by Charles Taylor and Charlie Ban, senior staff writers. Also contributing, Bev Schlotterbeck, executive editor. If you have an item for News From, please email [ctaylor@naco.org](mailto:ctaylor@naco.org) or [cbn@naco.org](mailto:cbn@naco.org).)

# NACo on the Move

## ►In the News

The swearing-in of NACo's new officers generated news coverage in their states.

- *The Denver Post* blog, "The Spot for Politics & Policy," discussed NACo President **Sallie Clark**'s personal upbringing, including her father's service as mayor of Seal Beach, Calif. in the 1970s and spending summers on her grandmother's chicken farm in Colorado.

- The *Tallahassee Democrat* covered NACo First Vice President **Bryan Desloge**'s election, noting that he is positioned to become NACo's president next summer.

- NACo Second Vice President **Roy Charles Brooks**' focus on uniting NACo's diverse membership was highlighted in the *Burleson Star*.

**In an unusual role-reversal**, Sen. Bernie Sanders (I-Vt.) and Rep. Elijah Cummings (D-Md.) have written to NACo and the U.S. Conference of Mayors, asking for their support in urging their members to seek lower prices for the drug, naloxone, used to treat heroin overdoses.

According to *The Baltimore Sun*, Sanders and Cummings hope to expand the number of local agreements to lower the price of the drug — manufactured by California-based Amphastar Pharmaceuticals — that has seen a major price increase this year.

"The opioid abuse epidemic in our country is a public health emergency that must be addressed, and no company should jeopardize the progress being made in tackling this emergency by overcharging for a critically important drug like naloxone," Cummings and Sanders wrote.

## ►NACo Staff

**Matt Chase**, NACo executive director, spoke at the South Carolina Association of Counties Annual Conference in Beaufort County (Hilton Head) Aug. 2 on advocacy at the federal level.

Three new staffers have joined NACo this month. **Adrian Nicholas**, County Solutions and Innovations associate, will coordinate program activities in the health care, public health and justice areas. Before joining NACo, Nicholas interned with the Department of Justice, Office of the Inspector General where he produced the biweekly bulletin for distribution.



Nicholas

**Jack Peterson**, association associate, will provide assistance to the organizations to which NACo provides association management services. Before joining NACo, Peterson worked as a government relations associate for the Urban Swirski & Associates, where he researched policy and news-related developments on tax, finance and trade issues.



Peterson

**Bobby Butler**, administrative assistant, will provide support for the Executive Office. Before joining NACo, Butler worked as a political fundraiser intern for the Building Finance Group. He holds a bachelor's degree in governmental and international politics from George Mason University.



Butler

## ►Coming up

**Andrew Goldschmidt**, membership marketing director, will be exhibiting on behalf of NACo at the Association of Arkansas Counties 47th Annual Conference in Washington County Aug. 5–7 and at the Maryland Association of Counties Annual Conference in Worcester County Aug. 12–15. He will also be exhibiting on behalf of NACo at the Texas Association of Counties Legislative Conference in Travis County Aug. 26–28.

**Caitlin Myers**, membership services associate, will be exhibiting on behalf of NACo at the County Commissioners' Association of West Virginia in Monongahela County Aug. 8–12 and at the North Carolina Association of County Commissioners 108th Annual Conference in Pitt County Aug. 20–23.

**Alex Koroknay-Palicz**, membership coordinator, will be exhibiting on behalf of NACo at the Association of County Commissions of Alabama Annual Convention in Baldwin County, Ala. 18–20.



## ►GEORGIA

For the fourth year in a row, **GWINNETT COUNTY** Parks and Recreation (GCPR) took first place at the annual Georgia Recreation and Park Association **State Lifeguarding Competition** held on Lake Oconee in Greene County on July 20. GCPR lifeguards come from several different park aquatics facilities throughout Gwinnett County. The competition consisted of several events evaluating teamwork, athletic ability and lifeguarding knowledge.

Christine Greenfield and Jason Cutchins, aquatics coordinators, coached the team. "Winning four years in a row has never been done in the history of the state competition. We are extremely proud of the lifeguard team for their victory at state. Our lifeguard team takes great pride in their training and skill execution and they were excited to use it in a competition setting," Greenfield said.

Pictured with their winners' trophy are: (l-r) Daniel Lammons, Jordan Rubin, Philip Jenny, Nyota Edijidimo, Ronnie Taylor and Reagan Balog. Photo courtesy of Gwinnett County, Ga.



## The H.R. Doctor Is In

# Birthday Parties and Bureaucrats

Lucky grandpas and grandmas get to attend 5-year-old's birthday parties! My recent invitation came from beautiful little Evie in North Carolina. She invited me and Grammie to attend her "fairy party." The 11-hour drive seemed to go by faster imagining how extremely cute she would be with her crown and her wings, not to mention the milestone it would be.

Wasn't it only yesterday when I held her in our first meeting at the hospital where she was born?

The fairy party featured a gaggle of adorable and giggling 5-year-olds. It was a rousing success marked with many smiles, photo opportunities and clear outbursts of joy every few seconds.

The party's success, however, was not an accidental coincidence. It required thoughtful preplanning and hard work by the very dedicated

mother, daughter and Doctor Rachel. First there were logistics issues.

Where would the party be? When would it begin and how long would it last? What kind of cake would be served? Perhaps most difficult of all, which children would Evie want to invite?

Once the drama of choosing invitees was completed and a very special cake ordered, it was time to create an agenda.

What would be mom's and Evie's vision of how the party would flow? There would be games and prizes mixed with cake and healthy snacks. There would be gifts to open and time for the children to just be themselves and enjoy each other's company. Each child got to participate in a special event — painting and decorating her own individual "fairy house."

As much fun as a fairy party was,

the HR Doctor realized that the issues of planning, logistics, security and special activities are the same elements that make up a memorable staff meeting, conference or training program.

The best events do not happen by accident and are the product of thoughtful planning ahead of time. Careful execution and attention to detail as well as consideration of contingencies are necessary.

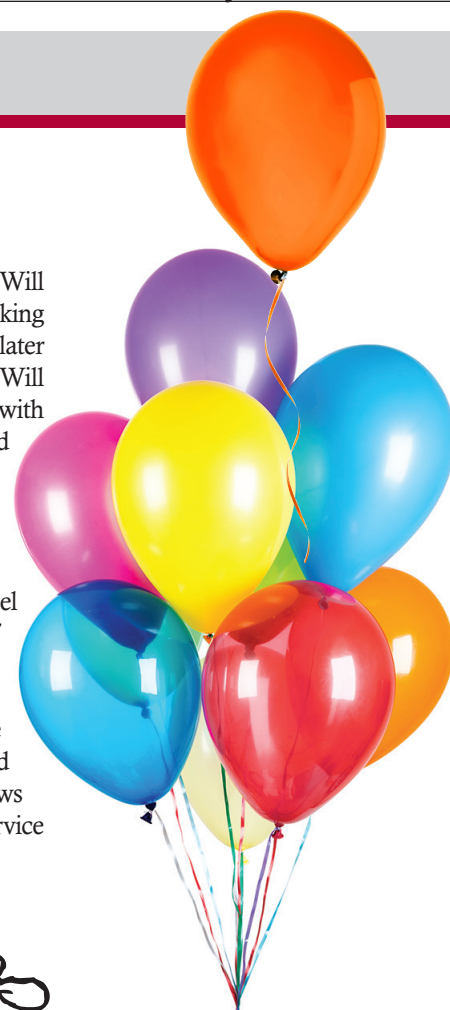
Will the event go off as planned without a hitch? Will the attendees leave with positive memories and excitement to make good things happen in the future?

Will they demonstrate the products of attendance at the event when they return to their offices, whether those products are a lovely little fairy house or a better understanding and knowledge of the latest federal or

state laws or policy changes? Will the attendees have new networking friends, whom they may contact later for help or to share information? Will they think back to the event with pleasant memories of a fun and productive morning?

All of this, of course, is not to say that elected and appointed officials and other bureaucratic friends should model their behavior after a group of five-year-olds having fun. Then again, perhaps if members of Congress would spend a little more time sharing games and cake with each other, who knows what greater productivity and service to America could result.

Phil Rosenberg  
The HR Grandpa

## Speakers wow the NACo crowd with personal stories, advice

**SPEAKERS** from page 10

### Closing General Session

U.S. Transportation Secretary Anthony Foxx, former mayor of Charlotte, promoted the Obama Administration's six-year \$478 billion transportation bill (the Grow America Act) and took questions from the audience at the Closing General Session.

With fewer than three weeks until another short-term extension to MAP 21 expires, Foxx criticized Congress' inactivity and empathized with his former peers in local government.

"How many of you can do a two-month transportation project," he asked. "It's almost impossible to imagine."

He noted the 30 percent funding cut for locally owned highways and bridges, courtesy of MAP 21.

"When we starve our counties of the resources they need to keep America's infrastructure moving, it literally starves our country," he said. "And we shouldn't do it—we need a long-term bill."

He also presented Hokama and Clark with a resolution from the Department of Transportation to work with counties on road safety.

"Data tells us it's never been a safer time to drive," he said, noting a 25 percent drop in fatalities on roads over 10 years, "because of the work of groups like NACo."

He told the audience that Grow America would provide more formula-based funding through



Soledad O'Brien poses with Reginald Murray, Tuscaloosa County, Ala., while signing copies of her book, *The Next Big Story*. O'Brien spoke at the Closing General Session.

metropolitan planning organizations, and include \$1.25 billion in TIGER grants.

He also explained that the Transportation Department was making more open-sourced data available to encourage more innovation from the public.

"The more information we put out there, the more you'll see come back in helpful applications," he said.

### Soledad O'Brien

Soledad O'Brien has seen resiliency up close — from Hurricane Katrina evacuees relocated to Utah to factional strife in Rwanda. A

journalist, author, documentary-maker and producer, she managed to relate her globe-trotting pursuit of news and human stories to issues county leaders face.

America has become more diverse, which could challenge some counties to adapt to the new demographics. Counties that are majority-minority have doubled, she said, and that means "thinking about strategies for resilience that work for everyone."

It means dealing with issues head-on and having — perhaps tough — conversations about diversity "that reflects what is in, or is coming, to your community."

She cited one such example from Salt Lake City, where scores of mostly black New Orleanians were relocated after Hurricane Katrina 10 years ago this year. Utah's capital has a comparatively small black population.

But local leaders acted "intentionally" with local black churches to welcome the evacuees when they arrived, so they were greeted by "people who looked like them."

Salt Lake City embraced people who really didn't even want to be there," she said. "It wasn't an accident; it was completely strategic ... It wasn't expensive. It gave people who had lost everything a new op-

portunity and wove them into the fabric of a community that was a win for the people, a win for the community, a win for America."

America's counties will face similar opportunities and challenges.

"You in this room — and I don't think very many people can say this — hold lots of people's lives and livelihoods in their hands," she said. "How you think about that responsibility will dictate exactly what your community will look like in the future. Your jobs are to strengthen the counties of America, thereby strengthening the entire nation."

After the closing session, O'Brien signed copies of her book, *The Next Big Story: My Journey Through the Land of Possibilities*.

(Charlie Ban and Charles Taylor contributed to this report.)

## CN JOB MARKET

**County Administrator** — Franklin County, Wash.

**Salary:** \$116,000 - \$121,000

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