

MAUI COUNTY INTRODUCES 3D MAPPING

by **Charlie Ban**
senior writer

In Maui County, the views go a long way.

To the Maui County government, those views are crucial to determining how much a property is worth and how much will be generated in property taxes. By using three-dimensional modeling to visualize property data, the county is now able to better ensure that its assessment data is correct. But this technology can be applied to other county departments, too.

“For Hawaii, the view drives value more than anything else,” Finance Director Scott Teruya said. “Having an ocean-front view means property is more valuable. I looked at some units that records said they had a golf

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Trump, Democrats discuss \$2 trillion infrastructure package

by **Zach George**

President Donald Trump met with congressional leaders late last month to discuss the future of a potential comprehensive infrastructure package. The meeting took place at the White House, where Trump met with 12 congressional Democrats, including U.S. House Speaker Nancy Pelosi (D-Calif.) and U.S. Senate Minority Leader Chuck

Schumer (D-N.Y.). During the meeting, attendees discussed the size and scope of a potential legislative vehicle, with Democrats proposing a \$2 trillion package. However, it remains unclear how lawmakers would fund such a substantial legislative program, and the administration has not yet endorsed a specific spending amount.

A comprehensive infrastructure package is seen as a poten-

tial area for bipartisan achievement in the divided 116th Congress. After becoming chair of the House Committee on Transportation and Infrastructure, Chairman Peter DeFazio (D-Ore.) has stated his intention to unveil an infrastructure policy measure as early as summer 2019. Trump released an infrastructure proposal in February 2018 that included \$200 billion in direct federal

funding. Trump is scheduled to meet with Democrats again in late May to host a follow-up discussion on potential legislation.

Counties play a critical role in building and maintaining America's infrastructure — owning 46 percent of all public roads (compared to the 32 percent of public roads owned

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Russian hackers targeted Florida counties

by **Rachel Looker**
staff writer

Special Counsel Robert Mueller's reported findings of Russian interference in the 2016 presidential election were linked to at least two Florida counties.

In November 2016, the Russian Federation's Main Intelligence Directorate (GRU) sent over 120 emails containing

malicious software to email accounts used by Florida county officials who were responsible for administering the election, according to Mueller's report.

Each email had an attachment that if opened, would give the GRU access to the email recipient's computer.

“The FBI was separately re-

sponsible for this investigation,” Mueller's report said. “We understand the FBI believes that this operation enabled the GRU to gain access to the network of at least one Florida county government.”

The Florida county network accessed by the GRU has not been publicly identified.

In an interview with *The New*

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\$2 trillion in infrastructure at stake?


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by cities and townships, 19 percent by states, and 3 percent by the federal government) and 38 percent of the nation's bridge inventory, and are involved with a third of the nation's transit systems and airports that connect residents, communities and businesses. Counties also own and maintain a vast amount of water infrastructure, including drinking water utilities, wastewater treatment plants and

storm water infrastructure.

NACo has said that a user-pay approach should continue to be the cornerstone of federal transportation funding and that federal policy should provide counties the flexibility to use additional financing tools. For more information on county priorities for an infrastructure bill, visit: <https://bit.ly/2IZcJlq>. **CN**

Zach George is a legislative assistant in NACo's Government Affairs department.



SNAP/STATS

HUMAN-POWERED COMMUTE

Biking to work has grown 43 percent from 2010 to 2017 across the country. In a nod to National Bike to Work Week, May 13-19 (Bike to Work Day is Friday, May 17), here's a look at the top areas where people bicycle to work:

COMMUNITY	
PERCENT OF COMMUTERS WHO BIKE	
Portland (Multnomah County), Ore.....	6.3
Washington, D.C.	5.0
Minneapolis (Hennepin County), Minn.	3.9
City and County of San Francisco, Calif.	3.1
New Orleans (Orleans Parish), La.	2.9

Source: American Community Survey, U.S. Census Bureau

Hacking attempts zeroed in on Florida counties

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York Times, Sen. Marco Rubio (R-Fla.) said the senders of the emails containing the malicious attachments were "in a position" to change voter roll data, but it does not seem that they did.

Broward County, located in the Fort Lauderdale area, and Volusia County, located in east-central Florida, were two counties that received emails, according to county officials.

Three different email accounts in Broward County were targeted by two attempts of suspicious emails in 2016, according to Steve Vancore, the spokesperson for the Broward County Supervisor of Elections, Brenda Snipes, and her assistant, Patricia Santiago, both received emails on two separate occasions, he said. The general inbox also received the suspicious emails, he noted.

According to Vancore, both sets of emails were sent from the email address vreelections@gmail.com. He said the county's virus checker first flagged the emails and recognized that the attachment was a virus. The virus checker then removed the emails, preventing them from being delivered to the intended recipients.

"The server took the attachment and quarantined it," he said.

The recipients were notified that an email with a suspicious word document was sent to their email account, Vancore said. Therefore, he said, the recipients never obtained the emails and did not have the opportunity to open the attachments.

Vancore emphasized that on a large system, receiving suspicious emails is common.

"Normally, these things bounce off and nobody pays much attention to them and you're glad the system worked," he said.

Vancore said even if the attachment was opened, it could not have impacted the votes counted because the emails were not sent to the voter tabulation system, which cannot receive emails.

"Now, in theory, what could have happened is they could have gone in and messed up

"I'd like to reiterate and reassure voters or anybody that the supervisors in Florida... are very sincere and on high alert for any suspicious activity."

everybody's voter registration if it got through multiple layers of security," he said.

While the virus checker used in the 2016 presidential election "worked as it was supposed to," Vancore said, the county continuously works to upgrade its systems, improve technologies and improve personnel training. He said the county does not want to specifically disclose what software and protocols they are using.

"That would give a clue to the enemy what we're doing," he said.

Broward County's Supervisor of Elections Peter Antonacci explained that the county's tabulation system is a closed network and not connected to

wany other network or the internet, which would prevent a suspicious email from impacting the outcome of an election.

"Based on what we now know, the emails were not opened by the recipients in our office," Antonacci said in a statement.

In Volusia County, suspicious emails were sent to the Volusia County Supervisor of Elections Lisa Lewis and two other election officials, as well as the generic email address, according to Lewis. She said the emails were received on Nov. 7, 2016, one day before the presidential election. The recipients who received the suspicious emails had their contact information posted on the county's website.

The email was sent from vreelections@gmail.com as were the emails sent to Broward County, and appeared to be from a company named VR Systems, which provides software and hardware technology for elections. Lewis said the email stood out to her because it looked different than the usual emails sent from the company.

The email was signed on one line with "best regards, VR Systems," when the company normally signs emails with the name of someone in their office, Lewis said.

"They had their logo on there so at first glance you would think it was from them, but then when you opened the email itself there was a misspelling in there," Lewis said.

She said the email also had an attachment, which no one in the county opened.

"It makes you more mad than

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anything," she said.

Lewis said each Florida county has its own voter registration database. If one county's database was hacked, it would not affect the entire state. Additionally, the voter registration database has nothing to do with the tabulating or counting of the ballots, she said.

She added that the state of Florida uses paper ballots which can be used as a backup if needed to recreate the election.

In Volusia County, the IT department has firewalls and procedures in place for cybersecurity and suspicious emails. Last year, the county started working with a third-party company that monitors and flags anything suspicious, Lewis said.

"I'd like to reiterate and reassure voters or anybody that the supervisors in Florida... are very sincere and on high alert for any suspicious activity," she said. "They want everyone's vote to be counted and to be open and transparent."

Chief Operating Officer of VR Systems Ben Martin said the company first became aware of the suspicious emails on Nov. 1, 2016. The company notified law enforcement and told customers not to open the emails or click on the attachment.

"We were only aware of a small number of our customers who actually received the fraudulent email and of those, none of them notified us that they clicked on the attachment or were compromised as a result," Martin said.

After this "spearphishing" attempt, the company implemented a comprehensive program to ensure the integrity of elections. According to Martin, the company was the first elections vendor to complete a Risk Vulnerability Assessment by the Department of Homeland Security.

"While we are proud of these efforts, we know that no system is ever completely secure and we work tirelessly every day to protect our systems and our customers," Martin said in a statement. **CN**

3D modeling brings property data into focus



A sample of Maui County's 3D mapping shows a condominium building by the type of view each unit has.

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course view and it was clearly an ocean view, but being able to see the data made it more clear to us."

Maui County is the first in the nation to completely map each multi-level condominium building in the county and others, including several counties in Florida, are following suit. Prior to Ersi Canada's complex 3D modeling job of the Vancouver peninsula in 2013, the industry standard in 3D modeling was to use single shapes to represent buildings. Now, each unit in a building can be individually represented, allowing for a greater level of detail.

"You couldn't do too much, analytically, with those 3D models," said Elton Yuen, Ersi's director of assessment business development. "We now build models based on actual condominium plans, and we build them floor by floor, unit by unit. Not only do we model each unit, we also model the common areas, elevators, staircases, lobbies, parking garages and in

Florida, we add boat slips."

Pinellas County, Fla. Property Appraiser Mike Twitty had Ersi build 3D models of all four-story condo buildings built after 1990 and has been impressed by the result.

"It's part of what the future holds for the assessment industry," he said. "Whenever you can visualize data, it really helps, and there's no better way to do that than to bring your whole world to life. Analyzing views in high-rise structures is always difficult and the way they design modern condominiums now it's not easy to tell whose balcony belongs to who. The units have odd shapes with multiple balconies and view orientations.

"Ultimately the bottom line is to get our assessments to be more fair and equitable and this will help us do that."

Assessment offices can assign colors to different features of a property — assessed value, sales price, square footage, number of bathrooms — and see those qualities represented by a different color.

"It allows the assessor to look for exceptions or errors," Yuen said. "If certain patterns show up that don't seem to make sense, they can catch it right away."

On its face, the investment, which has cost Maui County roughly \$400,000, is a double check on the work it has done over decades, totaling tens of thousands of units.

"You find so many inconsistencies (in records) that that alone helped with data standards," Teruya said. "Not only are we getting wrong data out, we're probably putting wrong data in and now we know."

But the base has been established for other county departments to build off of the framework that had been designed for the assessor's office.

"Once you do this, you've built a platform for everyone to use," Teruya said. "As other people use this data, it will be amazing how we break down our silos. Other departments put their layers on this so now you can see how deep your water lines are to make sure you don't



break them, or a fire department will know on its way to a call where the fire hydrants are, where the shutoff valves are."

Twitty echoed Teruya's optimism for the maps to enhance public safety.

"The firemen on their way to a call will be able to see online how to navigate the inside of a building, where the stairwells are for different parts of the building, and they won't be going in blind."

Twitty doesn't plan to commission 3D modeling for the entire county for assessment purposes, but he plans to pitch the concept to other departments to use for their own needs. **CN**

Submit resolutions by June 12 for Annual Conference

by Zach George

NACo members are invited to submit policy resolutions and platform changes to be considered at the National Association of Counties (NACo) 2019 Annual Conference July 12-15 in Clark County (Las Vegas), Nev.

The NACo resolutions process gives members the chance to participate in national policy decisions affecting county governments. During the Annual Conference, NACo's 10 policy steering committees, Board of Directors and the general membership consider policy resolutions that will guide NACo advocacy until the next annual conference in July 2020.

The American County Platform and the association's policy resolutions are carefully considered statements of the needs and interests of county governments throughout the nation. These federal policy statements serve as a guide for NACo members and staff to advance the as-

sociation's policy agenda before Congress, the White House and federal agencies. Please refer to the comprehensive overview of NACo's policy resolution process here: <https://bit.ly/2vxCMYc>.

How to submit and format resolutions

When submitting resolutions and platform changes, please work with the appropriate steering committee staff liaison to adhere to the following guidelines:

All resolutions and platform changes must be submitted electronically (preferably as a Word document) via email to resolutions@naco.org by June 12. Submissions must identify the title and issue area in the email subject line (e.g. Social Services Block Grant, Human Services and Education).

See a sample resolution online here: <https://bit.ly/2DG3jXG>

Resolutions should be concise and no more than one page in length. The standard format



Cheshire County, N.H. Commissioner Charles Weed discusses policy resolutions at the Board of Directors meeting. Photo by Leon Lawrence III

includes:

- **Issue:** Short sentence stating the purpose of the resolution and how the issue impacts counties
- **Proposed policy:** Concise statement specifying a position or action by NACo and/or other entities
- **Background:** One to two-paragraph statement clearly outlining the county interest in the particular issue
- **Fiscal/urban/rural impact:** Short statement addressing the potential impact(s) for counties

in the specific issue area


- **Sponsor:** Name and contact information of NACo member sponsoring the resolution. It is important to include contact information so that the NACo staff can follow up if there are any questions or additional information required

Important reminder: If you plan to submit a policy resolution, you (or a designated representative) must appear in person at the steering committee meeting at the 2019 Annual Conference to introduce and

explain the resolution.

Platform changes and existing resolutions

Platform changes may also be considered at the Annual Conference. Also, all resolutions previously passed, both at last year's 2018 Annual Conference and at NACo's 2019 Legislative Conference, expire at this conference and must be resubmitted as either a resolution or platform change in order to continue as NACo policy.

Questions? Contact NACo's Deputy Executive Director/Director of Government Affairs Deborah Cox at dc Cox@naco.org or the appropriate steering committee liaison with additional questions or concerns. To see NACo's Government Affairs Department staff contact list, visit: <https://www.naco.org/advocacy/government-affairs-staff>. 

Zach George is a legislative assistant in NACo's Government Affairs department.

JUST ANNOUNCED

WORKSHOPS & SYMPOSIUMS INCLUDE

Schedule subject to change

Disaster Management Symposium

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Telling Your County's Story When the Media Won't

National Toward Zero Deaths Strategy: Road Map to Implementation

Coordinating Health, Human Services and Justice to Reduce Jail Populations: Lessons from the Field

2020 Census: Making It Count

Sesame Street in Communities: Supporting Children and Families

...and more!

National Association of Counties
ANNUAL CONFERENCE & EXPOSITION
CLARK COUNTY LAS VEGAS, NEVADA
July 12-15, 2019

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NATIONAL ASSOCIATION of COUNTIES **NACo**

Exploring 'birthplace' of Las Vegas, at Springs Preserve



Desert Living Center at Springs Preserve. Photo courtesy of Springs Preserve

by **Katie Horn**

When county officials descend on Clark County, Nev., in July for NACo's Annual Conference, they'll see lots of glitz and glamor. It wasn't always so. Las Vegas began on the banks of the Las Vegas Creek, a perennial stream fed by three artesian springs.

For thousands of years, the springs formed an oasis amid a vast desert environment. Flows from the springs sustained Las Vegas' first inhabitants and gave birth to a world-renowned city that quickly emerged in the 20th century. From early ranches and the railroad to the beginning of the resort industry, the Las Vegas Springs supported a thriving community.

The lands surrounding the springs remained relatively undisturbed for many years and later came under the own-

ership of the Las Vegas Valley Water District in the early 1950s. The property's historical value was recognized in 1978 when it was added to the National Register of Historic Places.

However, booming growth in the 1980s and 1990s led to a proposed highway expansion that threatened the site's most sensitive cultural and environmental resources. Faced with the possibility of losing these historic grounds, the Water District began exploring ways to protect the site's unique landscape from future development, preserve its cultural and environmental resources and create a place that provided public access and education.

A community design process involving more than 500 participants between 2000 and 2002 yielded a master plan for

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development of the site. The plans were quickly set into motion and the Springs Preserve became a reality, opening to visitors in 2007.

Today, the 180-acre Springs Preserve's museums, galleries, gardens and trails serve as a living monument to the people and events that have shaped Las Vegas history.

It reconnects the community with its historic birthplace and provides new opportunities for recreation, exploration and learning.

Over the years since its opening, the Springs Preserve

has continued to add new exhibits, attractions and events that advance the organization's mission of building community and connections with the world around us. These include Boomtown 1905 and WaterWorks, which both opened in 2017.

Boomtown 1905 invites visitors to relive Las Vegas history and discover how town life has changed over time.

The exhibit includes four cottages that once housed railroad workers and their families, as well as representative businesses from the turn of the century. The exhibit provides an exciting look at life in early Las Vegas.

At WaterWorks, visitors discover the significant role water from the Springs continues to play in modern times.

Located in an operational

water pumping station, the exhibit explores the dynamic network of pumps, pipes and water treatment processes used to move water from Lake Mead to the furthest reaches of the Las Vegas Valley.

At WaterWorks, visitors can explore how resource professionals collect, analyze and treat local water supplies, manage environmental resources that depend on a healthy ecosystem, and operate water treatment and delivery infrastructure for reliable water service on demand.

Visitors can also see how Southern Nevada has adapted to changing water supply and demand challenges, including major construction and conservation initiatives. **CN**

Katie Horn is a manager in the Management Services department of the Las Vegas Valley Water District.

NACo publishes new research on opioids in Appalachia

by **Jonathan Harris**

The 420 counties in the Appalachian region of the United States have been disproportionately impacted by an evolving epidemic of opioid addiction, but have fewer resources with which to respond to the epidemic, according to new research published by NACo in a report titled *Opioids in Appalachia: The Role of Counties in Reversing a Regional Epidemic*.

The report was published in collaboration with the Appalachian Regional Commission (ARC), a federal-state partnership established by Congress in 1965 to bring the region into socioeconomic parity with the rest of the nation.

At the turn of the millennium, the opioid overdose death rate for Appalachian counties was roughly equal to that of the rest of the country, but by

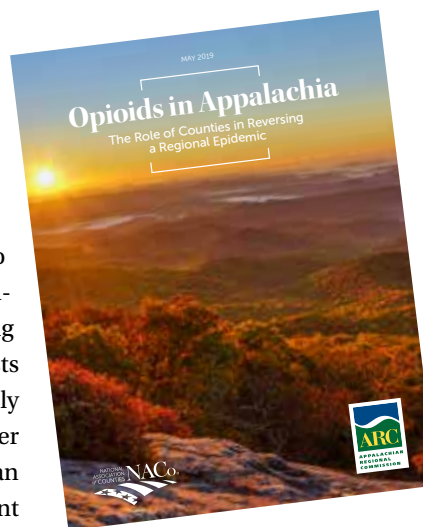
2017, the death rate for opioid overdoses in Appalachian counties was 72 percent higher than that of non-Appalachian counties. This disparity in opioid deaths was driven in part by the abundant availability of prescription painkillers in Appalachia, according to the report.

In 2017, opioid prescription rates were 45 percent higher in Appalachian counties than elsewhere in the nation. The report further finds that even as opioid prescription rates in the region decreased from 2012 to 2017, total opioid-related deaths in Appalachia continued to increase as individuals struggling with addiction turned to more dangerous illicit opioids, such as fentanyl.

Further compounding the impact of the opioid epidemic on Appalachia, according to the report, is the strain it places on county governments and

the relative scarcity of resources available to the region's counties. One study cited in the report found that the cost of opioid misuse rose to more than \$1,000 per capita in 2015 in 15 Ohio counties. Appalachian counties, especially, are struggling with these additional costs because the region generally has fewer resources than other counties. In 2012, Appalachian counties generated 35 percent less revenue per capita (or, \$650 less) than non-Appalachian counties, and spent 38 percent — or approximately \$711 — less per resident than non-Appalachian counties.


In addition to its research findings, the NACo-ARC report offers recommendations for local action on the part of Appalachian county officials that can help to decrease overdose and addiction rates in the region. These recommenda-



tions are discussed in five sections, each of which features key action steps and one or more case studies highlighting an Appalachian county: (1) leadership, (2) prevention, (3) recovery, (4) rehabilitation for justice-involved individuals and (5) economic development. The recommendations and case studies contained in the report are designed to aid Appalachian county leaders in

their efforts to formulate effective, efficient and sustainable responses to the opioid epidemic.

As stated in the report, "As leaders in their communities, county officials in Appalachia and across the country are well-positioned to drive local efforts to overcome the opioid epidemic. They have authority and legitimacy from holding public office, coupled with empathy and trust from daily community involvement and can leverage relationships with businesses, community organizations and other governments to enhance the community response to addiction."

To read the full report and an executive summary, visit www.NACo.org/OpioidsInAppalachia. 

Jonathan Harris is a research analyst in NACo's Counties Futures Lab.

Berks County, Pa. becomes latest Stepping Up 'Innovator'

by **Nastassia Walsh**

Last month, Berks County, Pa., was named the newest Stepping Up Innovator County for its efforts to collect accurate data on people in jails who have mental illnesses.

Berks County joined the national Stepping Up initiative in December 2015, passing a resolution to reduce the number of people with mental illnesses in jails. But even before passing the resolution, county leaders were working to address this issue by completing a cross-systems mapping exercise to identify gaps in its processes and programs and implementing a forensic diversion program and forensic case management.

Data and information-sharing have always been a priority for the county.

"As chair of our County Prison Board and the [County Commissioners Association of Pennsylvania] Comprehensive Behavioral Health Task Force," Commissioner Kevin Barnhardt said, "it is extremely im-

portant to me that we engage in a two-way sharing of information and knowledge that all can learn and implement best practices that are custom to their unique criminal justice needs."

Last May, the national Stepping Up partners launched the Stepping Up Innovator Counties project as a way to highlight counties that are meeting the recommended three-step approach to gathering accurate, accessible data on the prevalence of people in their jails who have serious mental illness (SMI).

The three-step approach includes:

1. Establish a shared definition of SMI for your Stepping Up efforts that is used throughout local criminal justice and behavioral health systems.
2. Use a validated mental health screening tool on every person booked into the jail and refer people who screen positive for symptoms of SMI to a follow-up clinical assessment by a licensed mental health professional, and

3. Record clinical assessment results and regularly report on this population.

"It's time to stop talking about mental health in our county jails and to start making a real difference," said Berks County Commissioner Christian Leinbach. "That's why we joined this NACo effort and I'm so proud that our team, led by Dr. Michalik and Commissioner Barnhardt have done just that. We are making a difference for taxpayers and most importantly in the lives of the people dealing with serious mental health issues. It's great to see that Berks County is a leader in the nation!"

So far, 11 counties of various sizes and locations [see list] have been designated as Stepping Up Innovator Counties and are available to help mentor other counties on how to implement this approach. County leaders are encouraged to reach out to NACo if they are meeting the three-step criteria and are interested in becoming Innovator Counties.

Berks County made a presentation on its process during a May 2 Stepping Up webinar. To view the recording, visit www.NACo.org/webinars.

Stepping Up Innovator Counties

- Calaveras County, Calif.
- Miami-Dade County, Fla.
- Champaign County, Ill.
- Polk County, Iowa
- Douglas County, Kan.
- Johnson County, Kan.
- Hennepin County, Minn.
- Franklin County, Ohio
- Berks County, Pa.
- Lubbock County, Texas
- Pacific County, Wash.


Stepping Up going strong at four years

This month marks four years since the launch of Stepping Up: A National Initiative to Reduce the Number of People with Mental Illnesses in Jails.*

Since it launched in May 2015, nearly 500 counties in 43 states have passed a Stepping Up resolution committing to building local leadership

teams, identifying the number of people with mental illnesses who enter their jail system, ensuring that those people are connected with services and developing a comprehensive plan for systems-level change. More counties are joining every week!

To commemorate four years, Stepping Up is hosting a Month of Action in May, encouraging counties to highlight the progress and challenges happening in their own communities related to this effort. Find out more about how to participate in the Stepping Up Month of Action at www.StepUpTogether.org.

**Stepping Up is the result of a collaboration between the National Association of Counties (NACo), The Council of State Governments (CSG) Justice Center and the American Psychiatric Association Foundation (APA Foundation).* 

Nastassia Walsh is a program manager in NACo's County Solutions and Innovation department.

NACCHO: Climate change poses unique health threats

Editor's note: This article was submitted to County News by the National Association of County and City Health Officials.

The National Association of County and City Health Officials (NACCHO), the voice of the nation's nearly 3,000 local health departments, recently submitted a letter to the House Subcommittee on Environment of the House Committee on Oversight and Reform about the important role that local health departments can play in addressing and mitigating the effects of climate change, as well as the barriers to these efforts.

The letter was sent in conjunction with the subcommittee's hearing, titled "Climate Change, Part II: The Public Health Effects."

"Across the country, local health departments are tasked with addressing the many health risks that stem from climate change," said NACCHO



During California wildfires last year, Sisco Martinez, 19, wears a mask from a Sacramento-area fire station. Photo by Ana B. Ibarra/California Healthline

Chief Executive Officer Lori Tremmel Freeman, MBA.

"As the climate continues to change, communities will be susceptible to a number of health threats, including increased exposure to and geographic reach of vector-borne and infectious diseases like Zika and Lyme disease, exacer-

beration of respiratory conditions and allergies due to worsening air quality and pollution levels, food shortages, and lack of access to safe drinking water," she noted.

"Similarly, the increasing frequency and intensity of adverse weather events, like floods and wildfires or natural

disasters like hurricanes, pose unique public health threats to the communities affected," she said.

Surveys conducted by NACCHO have found that nearly eight out of 10 local health department directors believe their local health department lacks the expertise to assess

the potential impacts of climate change and effectively create adaptation plans to respond to climate change.

While more than half of health department directors acknowledge the health impacts of climate change, less than 20 percent (one-fifth) have the resources and expertise needed to assess the potential impacts, create effective plans, and protect their community from these health impacts.

To read the full letter submitted, visit: <https://bit.ly/2DHTtEW>.

Lori Tremmel Freeman, MBA, is CEO of NACCHO, which represents the nation's nearly 3,000 local health departments. These city, county, metropolitan, district and tribal departments work every day to protect and promote health and well-being for all people in their communities.

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Commissioners' Mentoring Program
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COMMUNITY AND ECONOMIC DEVELOPMENT

DuPage County Shared Services Program
DuPage County, Ill.

COUNTY ADMINISTRATION AND MANAGEMENT

Child Abuse Reporting Electronic System (CARES)
Los Angeles County, Calif.

COUNTY RESILIENCY: INFRASTRUCTURE, ENERGY AND SUSTAINABILITY

Play Conservation Pays and Win!
Broward County, Fla.

CRIMINAL JUSTICE AND PUBLIC SAFETY

Helping HANDS (HANDS- Healthcare: Access, Navigation, Delivery and Support), a Thomas McMicken legacy program for jail transition
Polk County, Fla.

FINANCIAL MANAGEMENT

Fleet Gain Sharing Program
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HEALTH

Senior Loneliness Line
Clackamas County, Ore.

HUMAN SERVICES

Latino Health Initiative Family Reunification Program
Montgomery County, Md.

INFORMATION TECHNOLOGY

Monitoring and Response Tools for Post-Wildfire Debris Flow Management
Riverside County, Calif.

LIBRARIES

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Harford County Sensory Trail
Harford County, Md.

PERSONNEL MANAGEMENT, EMPLOYMENT AND TRAINING

Oakland County Manufacturing Day
Oakland County, Mich.

PLANNING

Puente Hills Landfill Park Master Plan
Los Angeles County, Calif.

RISK AND EMERGENCY MANAGEMENT

Recovery and Resiliency Framework
Sonoma County, Calif.

TRANSPORTATION

Road Recycling and Improvement Program
Jackson County, Mich.

VOLUNTEERS

Erie County, Pennsylvania Veterans' Initiatives
Erie County, Pa.

www.naco.org/achievementawards

NACo election credentials forms to be mailed in May

by Lauren Wilson

NACo's 2019 Annual Conference in Clark County, Nev., is right around the corner, which means member counties are eligible to vote on advancing NACo's national policy agenda and elect a 2nd Vice President for the coming year. This year's election will be held on Monday, July 15 at 9:30 a.m., during the business meeting at the Annual Conference.

Voting credentials are a county's eligibility to vote and verify the number of votes they have for NACo elections. NACo validates this information and other voting details through the credentials form.

In mid-May, every member county's chief elected official (CEO) and clerk will receive a credentials packet in the mail including: Overview memo, credentials form, voting checklist and frequently asked questions.

Credentials information will also be emailed to Annual

Conference registrants and can be accessed online at www.naco.org/governance.

In order to be eligible to vote, each member county must:

- return their credentials form to NACo by Friday, June 28, signed by the CEO
- have paid their dues for 2019 before the voting occurs, and
- have at least one representative registered and paid for the 2019 Annual Conference.

The county CEO must indicate on the credentials form the name of the voting delegate and one alternate who is authorized to pick up a county's voting materials at the conference. State association of counties' presidents will pick up unclaimed ballots on the evening before the election unless a county's CEO indicates the state association president cannot pick up the ballot. A county may also elect not to cast its ballot.

The number of votes per county is determined by the



Bernie Fazzini, Harrison County, W.Va. casts votes.

Photo by Jessica Yurinko

dues it pays, which are based on population:

- Counties with dues of \$450 to \$1,199 receive one vote
- Counties with dues of \$1,200 to \$2,399 receive two votes
- Counties with dues of \$2,400 to \$3,599 receive three votes, and so on
- The maximum number of votes a county can receive is 51

The NACo Credentials Com-


mittee ensures all member counties participating in the election process, either for the election or policy, do so in the most efficient and fair manner. The committee confirms requests for credentials pickup, helps the process run smoothly, resolves credentials disputes and assists during the election itself.

The 2019 Credentials Committee members are:

- Riki Hokama, councilmember, Maui County, Hawaii – Chair
- Don Saylor, supervisor, Yolo County, Calif. – Member
- Debbie Wise, circuit clerk, Randolph County, Ark. – Member

The NACo bylaws also provide for a parliamentarian, reading clerk and tally clerk to aid in the election process. They are:

- Chris Rodgers, commissioner, Douglas County, Neb. – Parliamentarian
- Toni Carter, commissioner, Ramsey County, Minn. – Reading Clerk
- Cindy Bulloch, county assessor, Iron County, Utah – Tally Clerk

If you have any questions, please contact Lauren Wilson, membership associate, at credentials@naco.org or call 888.407.NACo. 

Lauren Wilson is a membership associate in NACo's Public Affairs department.

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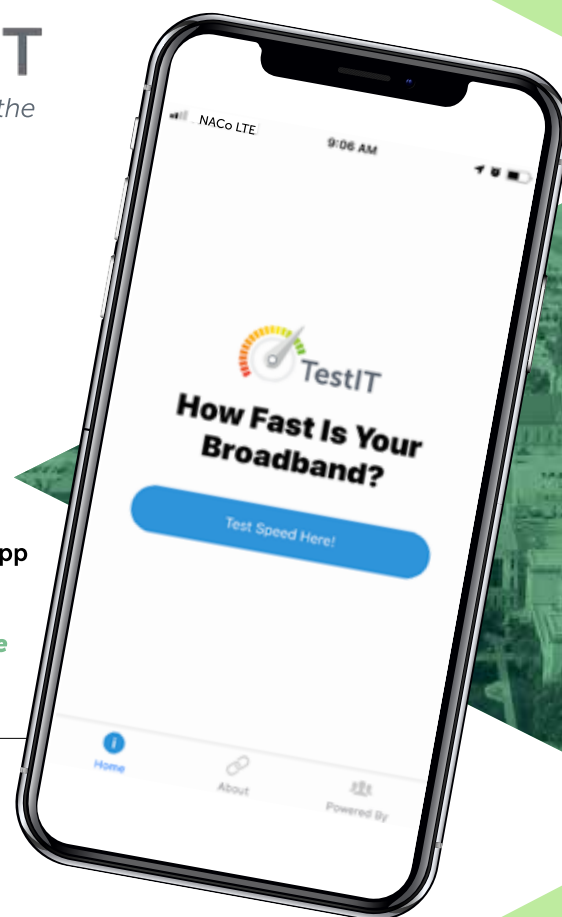


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W.Va. county fights HIV cluster among drug users



by **Charlie Ban**
senior writer

The infrastructure built to meet public health challenges has helped Cabell County, W.Va. address a recent HIV cluster among intravenous drug users.

In recent months, the autoimmune disease has been diagnosed in 46 people in the county, after the state of West Virginia, as a whole, recorded only 78 cases in all of 2017. Infections thus far have been limited to the drug-using population, rather than by sexual contact.

"When it comes to HIV we were always a low-incidence state," said Dr. Michael Kilkenny, physician director at the Cabell-Huntington Health Department. "Our county didn't have a whole lot of involvement with HIV, but we did have a lot of work in with our injection drug using population, coming off of the (Hepatitis A) outbreak that affected us last year, we were really well versed in our population at risk, it's a very similar population."

The county has braced for diseases to strike its intravenous drug-using population since the Centers for Disease Control and Prevention published a list of the 220 most vulnerable counties for outbreaks in 2016. The majority were in

Appalachia, and in general mirrored counties with high incidence of opioid abuse. Cabell County ranked 122nd, 19th out of 28 West Virginia counties.

A study published by the American Public Health Association estimated that 1,857 people in Cabell County used intravenous drugs, which gives the health department an idea how large the cluster could be.



Kilkenny

"We're doing everything we can to educate people who inject drugs that this really is a serious risk, that there are ways to prevent that — that getting tested and treated is important," Kilkenny said.

The added danger of HIV infection follows Cabell County and the City of Huntington's efforts to treat opioid addiction. From 2001-2015, Cabell County led the state in heroin-related deaths.

"We've enhanced substance use treatment in the county over the last couple of years and so when this came, we had everything in place," Kilkenny said. "It just wasn't big enough."

"You can build infrastructure but it's hard to funnel resources into the ability to respond at full capacity (rapidly)," he noted. "You don't keep a major military presence in a place where there are no skirmishes. That's an important thing for counties to recognize. The counties

that don't have any of that infrastructure in place are going to have to build it before they respond and that's going to remarkably delay the response."

For Cabell County, that has meant strong relationships with hospitals, including Marshall University's medical school, federal resources through the CDC and private service providers.

The vigilance around IV-drug-based outbreaks followed 215 HIV infections in Scott County, Ind. from 2011-2015. Cabell County, in comparison, has offered several harm-reduction measures, including needle exchanges.

"That's our opportunity to talk to (intravenous drug users) about the risks and safe practices," Kilkenny said. "If they're ready for treatment for their substance use disorder, we can arrange that too," he said. "If they're not ready, we make sure they have sterile syringes for each injection each time. You have to meet people where they are and you have to make your voice resonate with them."

The health department is finalizing several new strategies focused on information outreach, testing and recruitment of peer educators.

"If people need an incentive to come in and get a test, we're willing to partner with the state,

See HIV page 20

PROFILES IN SERVICE

CHRIS VILLINES

Board Member
Association of Arkansas
Counties executive director
NCCAE president



Villines

Number of years involved in NACo: 11

Years in public service: 20

Occupation: Executive Director

Education: Bachelor of Science in Business — Finance from the University of Arkansas (Go Hogs!)

The hardest thing I've ever done is: Lose my 44-year-old brother unexpectedly last year.

Three people (living or dead) I'd invite to dinner: My wife (Tonya), Robin Williams and Jonathan Winters ... we like to laugh.

You'd be surprised to learn: I used to be terrified of public speaking.

The most adventurous thing I've ever done is: I probably shouldn't put it in writing.

My favorite way to relax is to: Cook anything and everything. I especially love outdoor smoking and grilling.

I'm most proud of: My children — Trevor, 22, and Ali Grace, 16

Every morning I read: The local newspapers.

My favorite meal is: Breakfast: Eggs, bacon and sausage with strong coffee.

My pet peeve is: Bad grammar, especially when combined with bad spelling.

My motto is: Don't let the perfect be the enemy of the good.

The last book I read was: *The President Is Missing* by Bill Clinton and James Patterson

My favorite movie is: *Patton*.

My favorite music: I like all kinds but am particularly fond lately of The Avett Brothers, a bluegrass/blues/rock mix.

My favorite U.S. president: Thomas Jefferson

My state association is a NACo member because: I see an incredible amount of value in peer-to-peer exchange and sharing of ideas. NACo does an outstanding job of fostering this network.

A dream I have is to:
Visit all the Major League Baseball stadiums.



Counties share resources on bolstering early childhood

by Tracy Steffek

Officials from 29 cities and counties recently gathered in Salt Lake County, Utah to swap ideas on how to advance their communities' youngest residents ages prenatal to 3, through the National Collaborative for Infants and Toddlers.

Hosted by the Pritzker Children's Initiative (PCI) and partners Sorenson Impact Center at the University of Utah's David Eccles School of Business, participants networked and learned best practices April 23-24, hearing from Utah state Rep. Rebecca Chavez-Houck and Ruth Watkins, president of the University of Utah.

Discussions highlighted equity, family voice, storytelling and developing a shared sense of immediacy to affect meaningful change for infants, toddlers and their families.

"This week provided an amazing opportunity for us to meet with the other NCIT (National Collaborative for Infants

and Toddlers) communities from across the nation," said Allison Mays, a Washington County, Va. supervisor.

"Being in the same room with others who have such determination to improve the lives for those prenatal to age three was incredibly inspiring," she said.

"We all have the same goal of providing stronger support systems for these infants and children and their families, realizing that helping one is helping us all," she noted. "We're extremely proud of the work we are doing in Washington County, Va. and are grateful for the support from NACo and the Pritzker Foundation."

In 2017, NACo partnered with NCIT, a project funded through PCI, which brings together national partners, early childhood leaders, philanthropy, policymakers and practitioners from inside and outside state and local government to create and strengthen promising policies and programs, so



Participants brainstorm at the National Collaborative for Infants and Toddlers, held April 23-24 in Salt Lake County, Utah.

that more states and communities can support the healthy development of the youngest children. Joined by partners at the National League of Cities, the Center for the Study of Social Policy, the National Institute for Children's Health Quality and Strive Together, NACo provides tailored and intensive technical assistance to eight counties, selected through a competitive application process, to expand and strengthen their early child-

hood systems for children from prenatal to age three.

Over the past year, these selected communities have convened stakeholder groups, assessed their early childhood systems, set ambitious goals connected to a framework of shared outcomes, created detailed action plans and are currently in the process of implementing their diverse local strategies. The All Community Convening gave NCIT communities the opportunity to

showcase their PN-3 efforts and share best practices.

Councilmember Derek Young of Pierce County, Wash., who spoke on a panel about innovating and promising financing strategies and solutions shared that "the convening was a great opportunity to trade ideas and learn from experts in early childhood development. I walked away with several ideas that I know will benefit families in Pierce County. I'm glad NACo is leading on this issue."

Many resources were shared to help counties develop and enhance their early childhood agendas. To access those resources, or for more information on how your county can join this movement to help all young children reach their full potential, visit www.naco.org/ncit or www.thencit.org. **CN**

Tracy Steffek is the program manager for Human Services in NACo's County Solutions & Innovation department.

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NRM-3181AO-NX.13 (03/19)

Finding answers, together, to justice system challenges

by **Jessica Perez**

County leaders gathered recently in Multnomah County, Ore. to learn how the county is improving its justice system and to share successes and challenges they face at home.

In all, 20 county leaders participated April 11-12 in a Justice Peer Exchange supported through the John D. and Catherine T. MacArthur Foundation as part of the Safety and Justice Challenge. The Safety and Justice Challenge supports counties and other local leaders to safely reduce jail populations across the country.

Multnomah County has developed initiatives to address the needs of its justice-involved population, including establishing in 2017 the Local Public Safety Coordinating Council (LPSCC) to better connect and plan local criminal justice policy among affected criminal justice entities.

Chaired by Portland Mayor Ted Wheeler and Multnomah County Chair Deborah Kafoury, the council is made up of justice stakeholders including representatives from the sheriff's office, the courts, the Department of Community Justice, the Department of Human Services and the County Mental Health and Addiction Services. The council holds monthly meetings to discuss and promote engagement on public safety-related operations in the community. The overall goal is to safely reduce reliance on jails and find better alternatives than jail for individuals. The council also focuses on reducing racial and ethnic disparities in the county's justice system.

Participants also learned about the county's diversion efforts for low-level offenders. In 2017, Multnomah County implemented its Law Enforcement Assisted Diversion (LEAD) program to help connect individuals with low-level drug offenses to an intensive case management system, as part of its efforts to reduce racial disparities among individ-



County leaders take notes during a Justice Peer Exchange meeting in Multnomah County, Ore., held April 11-12. Officials from around the country swapped justice system successes and challenges at the meetup. Photo by Vernon Smith

uals charged with possession of controlled substances.

The county has trained 20 officers to identify individuals who could be good candidates for this program. Multnomah County works in collaboration with Central City Concern, a local human services non-profit, to conduct case management for the program participants. Since its induction, the program has seen 179 participants, and as a result the program helped or resolved 81 percent of legal needs for participants. Also, the program connected or actively engaged 93 percent of individuals to mental health care services.

To have a better understanding of the justice-involved population, the county acquired the services of the Research and Planning section of the Department of Community Justice to create a dashboard for the Multnomah County's Sheriff's Office. The sheriff's office looks at different trends, demographics and outcomes of individuals in the community to keep the county informed by results that are data-driven. County justice staff can use the tool to tell a story from the

data, which can help the county determine how to make programs and stakeholders work more effectively toward a common solution.

Justice-involved individuals who have a mental illness have also been a target population for Multnomah County. The county reports that 30 percent of adults screened in custody have a mental health diagnosis. To address this population, Multnomah County adopted Mental Health Diversion as a strategy with a case management approach to ensure a continuum of care. Probation staff divert individuals who show symptoms of mental illness to behavioral health treatment and other services through a social services navigator. The navigator oversees peer connections, transportation assistance and referral to services that help meet the needs of the individual.

"First and foremost, at the Sheriff's Office we want to make sure we are treating people with dignity, compassion and respect ... One, it's the right thing to do and two, we see better outcomes," Sheriff Mike Reese explained.

Exchange participants wrapped up the first day of the meeting by observing Judge Nan Waller preside over a mental health court. The specialty court is designed to reduce criminal activity for individuals experiencing mental health issues. Through this specialized treatment court, individuals are assigned a case manager who monitors and works with that individual to connect them with housing, medication management and health care. Waller highlighted the successes that the individuals experienced that week.

Waller also oversees the county's "aid and assist" docket, for defendants who appear unable to aid in their own defense. The county put in place a process for rapidly evaluating the competency of detained individuals, including working with area psychologists. As a result, 253 defendants have been evaluated and the county saw an estimated \$1.1 million savings in custodial costs.

Multnomah County is also working to create culturally informed solutions to address the racial and ethnic disparities in its community, in-

cluding by opening the Diane Wade House, which provides African American women with safe housing and services that are trauma-informed and gender and culturally responsive.

Erika Preuitt, director of the Department of Community Justice, explained: "We believe in racial equity and so that was one of our key drivers in how we create some type of a solution or response that truly meets the needs of the African American community, more specifically women."

With the help from Bridges to Change, a mentorship program that helps individuals seek substance abuse disorder treatment, the county has been able to create an inclusive environment where women are able to share their experiences with peers and engage in services that put them on the path to success. Every detail designed at the Diane Wade House is thoughtfully curated, from its location and decor to its activities and to the resources it has to offer its residents. **CN**

Jessica Perez is a justice associate in NACo's County Solutions & Innovation department.

WORD
SEARCH

DARE COUNTY, N.C.
Created by: Mary Ann Barton

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

ANDY: The late actor Andy Griffith lived in the county, on Roanoke Island, for many years.

BLACKBEARD: The pirate Edward Teach, better known as Blackbeard, was slain in 1718 in Ocracoke Inlet.

COURTHOUSE: The original Dare County Courthouse, built in 1904, is now an art gallery. A new courthouse was built in 2002.

DARE: The county is named for Virginia Dare, the first child born in the Americas to English parents.

DRAMA: “The Lost Colony,” about the English settlers who disappeared after coming to the county in the 1500s, is retold in an outdoor drama.

DUNES: Jockey’s Ridge State Park is home to the highest sand dunes, with 90-foot peaks, on the East Coast.

EASTERN: The county is North Carolina’s easternmost county.

ENGLISH: On June 22, 1587, more than 100 English colonists touched down in the county, on Hatteras Island. After the group vanished they became known as “The Lost Colony.”

LIGHTHOUSES: The county is home to two popular lighthouses, the Cape Hatteras Lighthouse (the tallest brick lighthouse in the country, at 208 feet high), and the Bodie Island Lighthouse.

MANTEO: The county seat, named for an Indian chief by that name.

RADIO: Reginal Fessenden, a radio broadcasting pioneer, conducted some of his first experiments in the county in 1901 and 1902.

SPARKS: Author Nicholas Sparks’ book “Nights in Rodanthe” was turned into a film starring Richard Gere and Diane Lane and takes place in the county.

TOURISM: Tourism is a large part of the economy, with tourists visiting the county’s Outer Banks beaches each year. The county’s population of 34,000 swells to nearly 300,000 during the summer.

WATER: Only 24 percent or 383 square miles of the county is land. The rest is water.

WRIGHT: Orville and Wilbur Wright tested their “air machines” on Big Kill Devil Hill in the county.

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BEHIND
THE
SEAL

LANDER COUNTY, Nev.

Lander County is located in central Nevada. The county created the current seal during the construction of a new building that houses both the courthouse and administrative offices. The updated seal marks the first time in the county’s history when administrative and courthouse employees work in the same building.

Lander County is one of the top producers of gold in the world. Barite, used for oil drilling, is also produced in the county.



Farming is represented by the green alfalfa, seen on the left side of the seal, which grows throughout the county and is sold to dairy farmers.

The cows represent ranching, which is common in the northern and southern parts of the county with cattle and sheep.

The pick, which splits the seal in half, signifies “old” mining, while the yellow loader hauling a bucket of ore represents “new” mining.

The handle of the pick includes an outline of the county’s shape.

Reese River, represented by the blue river toward the bottom of the seal, runs south to north and is only located in Lander County.

Mountains in the background represent the Austin Mountains.

The bird in the top right corner is a Chukar, a bird in the partridge family popular during hunting season.

If you would like your county’s seal featured in “Behind the Seal,” contact Rachel Looker at rlooker@naco.org.

ON THE MOVE

NACo OFFICERS

- President **Greg Cox**, First Vice President **Mary Ann Borgeson**, Second Vice President **Gary Moore**, Immediate Past President **Roy Charles Brooks**, Executive Director **Matt Chase** and Associate Legislative Director **Daria Daniel** attended the National Organization of Black County Officials, Inc. (NOBCO) Economic Development Conference in Wayne County (Detroit), Mich. May 1-4.

NACo STAFF

- Associate Legislative Director **Eryn Hurley** attended an opioid summit held May 2 by Commissioner Larry Johnson in DeKalb County, Ga.
- Executive Director **Matt Chase** and Deputy Legislative Director **Jack Peterson** presented updates to the Southern Counties Association Meeting held May 5-8 in Charleston County, S.C.
- Matt Chase** also presented to the Washington State Association of Counties’ Board Retreat May 8-10 in Benton County.
- Associate Legislative Directors **Blaire Bryant** and **Daria Daniel** presented a legislative update at the New Jersey Association of Counties Annual Conference, taking place May 8-9 in Atlantic County.
- Chief Innovation Officer **Cheryl Burnett**, Director of Program Strategy **Jay Kairam**, Program Manager **Jack Morgan** and Legislative Assistant **Valerie Brankovic** participated in the Strengthening Economies in the West Coal-Reliant Communities Challenge May 1-3 in Denver County, Colo.
- Program Manager **Kirsty Fontaine**, Associate Program Director **Timothy McCue**, and Associate Legislative Directors **Eryn Hurley** and **Blaire Bryant** participated in the Healthy Counties Forum April 23-24 in San Diego County, Calif.
- Research Analyst **Jonathan Harris** and Program Manager **Nastassia Walsh** spoke at the Association of County Commissioners of Georgia’s Annual Conference April 27 in Chatham County, Ga.
- Nastassia Walsh** also presented at the Nebraska Stepping Up Summit April 17 in Lancaster County.
- Program Director **Spencer Bridgers** spoke about NACo’s revenue recovery program April 18 to the Maryland Tax Affinity Group Committee Meeting in Anne Arundel County and the California State Association of Counties Legislative Conference, held April 23-25 in Sacramento County.

Daniel

Morgan

Brankovic

Fontaine

Harris

Walsh

Bridgers

MONEYMATTERS

A Best Practice from the Government Finance Officers Association How Much Is In Your County's 'Rainy Day' Fund?

by Shayne C. Kavanagh

A local government's general fund financial reserves or "rainy day" fund is a safeguard against risks like recessions that blow a hole in the budget or extreme events that demand a quick and decisive public safety response.

The perennial question local governments have about reserves is: How much is enough? Too little may mean you are underprepared for the risks you face. However, too much means you may be over-taxing the public or failing to make investments in needed infrastructure or services.

The Government Finance Officers Association (GFOA) recommends that local governments maintain reserves equal to two months of operating revenue or, put another way, equal to 16.7 percent of annual revenue.

However, this is just a rule of thumb — each local government needs to decide for itself what the right amount of reserves is.

For example, a smaller local government that relies on sales taxes (which are often vulnerable to economic downturns) and that is at risk for experiencing a number of potential natural disasters would need relatively more reserves than a larger government that is reliant on property taxes (which are usually fairly stable, despite economic downturns) and which is subject to fewer natural disasters.

The way to decide the best amount for your local government is to better understand your risks. For most local governments, the most salient risks will be recessions and natural disasters, like earthquakes, hurricanes, tornadoes, wildfires, floods, extreme snowfall, etc. GFOA has also worked with communities



where man-made disasters were important, such as hazardous material spills or the potential closure of a major employer/tax producer.

After you have identified your risks, you then need to estimate your potential exposure.

Unfortunately, people are not good judges of risk. For example, researchers have found that people are overconfident in their ability to predict the future. This leads us to underestimate the range of possibilities we face.

In fact, research has shown human judgement generates a 50 percent smaller range of possibilities compared to the range a statistical formula produces. GFOA had the chance to test this with a local government we worked with. This community was at risk for wildfires. We asked the local fire department to estimate the magnitude of potential fires and compared this to data on actual fires that had occurred in the region.

The range from the fire department was almost exactly 50 percent smaller than the range suggested by the data we had gathered.

This means that you should use mathematical techniques to analyze the probability of a risk happening and the potential magnitude of the damages if it does happen.

These techniques are not beyond the reach of local governments. For example, GFOA uses nothing more than Microsoft Excel to conduct its analyses. A number of local governments have copied our methods and performed their own home-grown analyses.

After you have estimated your exposure, you need to develop your strategy. Foremost is to develop a formal policy on general fund reserves. An estimate of your exposure will suggest a range of reserves that is reasonable. A formal policy commits your government to maintaining general fund reserves within this suggested range.

Your strategy should be multifaceted and not rely on just reserves. For example, you should also consider the following:

Are their preventative strategies you could invest in to lower your risk? For example, perhaps an improved flood wall would lower the potential damages of a flood.

Can the general fund borrow from other funds in extreme circumstances? Few local governments will ever be able to accumulate sufficient reserves to cover every possible risk. Therefore, in extreme circumstances the general fund may need outside cash to help respond to the emergency.


A strong policy on borrowing between funds could provide the needed liquidity without compromising your county's long-term financial health.

Are you making the best use of insurance? Insurance can provide financial resources to respond to an extreme event. In addition to making the best use of traditional property and

casualty insurance, local governments might also consider new models of insurance like "parametric." Parametric policies provide a payout on the occurrence of a defined event (e.g., an earthquake of a given magnitude) and the cash is fungible and can be directed toward whatever need the government has.

In conclusion, a local government must carefully think about the risks it faces in order to find the size of reserves that is right for them.

This will help your community find balance when it comes to using its limited resources to provide protection against an uncertain future versus providing services today.

For more information please do not hesitate to contact GFOA at 312.977.9700 or at research@gfoa.org. 

Shayne C. Kavanagh is senior manager of Research for the Government Finance Officers Association.

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LEADERSHIP EDGE

Measure What Matters — Only What Matters

by Tim Rahschulte

If you're going to focus on action in an effort to accomplish something, anything, you're going to want to measure it.

How else will you know if you're making progress, getting better, achieving what's possible and staying on track to reach your aiming points and realize your envisioned future state?

You've got to be careful, though, as you go about making sense of your work by using metrics and measures.

Russ Martinelli, Jim Waddell and I wrote the book *Program Management for Improved Business Results*.

In it, we note, "Metrics are powerful; or perhaps more precise, for better or worse, metrics are powerful."

Metrics are part of a larger organizational construct — the performance management system — and if not used properly, they can do as much harm as good. Hence, the 'for better or worse' caveat."

You see, measuring in and of itself isn't hard. To measure, you've got to have data and in today's data age, that's not a problem.

There's more data available to us today than ever before, and its availability is growing. So, accessing data isn't the problem. Interpreting data, on the other hand, can get really tricky, real fast.

The goal with data and the use of metrics is to make sense of what's happening and forecast what's next.

Or as mentioned by some leaders over the years, you've got to "collect the dots and then connect the dots."

You need to understand all of what's going on, make sense of what's going on and figure out how it all affects your business goals and vision. You

want to be able to use data to gain clarity and insights regarding what's currently happening based on actions taking place and what may happen because of the actions and resultant outputs and outcomes. In his article "The ABCs of Analytics," David Meer, a partner at Booz Allen, wrote, "Any analysis of data that stops after asking 'what,' which is already a big undertaking, isn't analytics. You have to ask 'why?' and 'what next?'"

Connecting the dots for intelligence helps to understand what's next for decision making and the actions that follow.

When it comes to true insights and intelligence, most organizations struggle.

They either try to measure too much, measure the wrong things, measure without specific cadence, or measure to create bureaucracy — the list goes on, and none of it creates clarity, let alone intelligence. Instead, it actually creates confusion, frustration, and disen-

agement from action.

Just because data are easy to collect doesn't mean they're useful.

Remember this rule from earlier in this article series: Don't confuse effort with progress or output with outcomes. You've got to measure what matters most.

Performance management isn't about finding the "perfect" metrics to measure and manage. Perfect metrics don't exist.

Find the measures and metrics that explain your business — those you can use to tell a story and make decisions that lead you to your next aiming point and critical outcome. The best metrics are simple, with data that are easily accessible, understandable, and consistently useable.

It's common knowledge that what gets measured gets managed and what gets managed is most likely to improve over time.

Anything we do and any-

thing we think is worth doing is also worth measuring. Partha Srinivasa, the chief information officer at HCC Insurance Holdings Inc., reminds us of this fact: "If you don't measure it, it doesn't exist." But you've got to collect the right data to measure the right things for any improvement to be realized.

Instead of getting access to more data, the most relevant question for most of us is what should we measure. You and everyone on your team should know the answer to that question.


To know what to measure, you have to know what's important. Don't confuse important things with just those things that you value. Things you value may be important, but they may not be.

The things to measure are those relative to critical outcomes and those that prove assurance that you're aligned with your aiming points and vision.

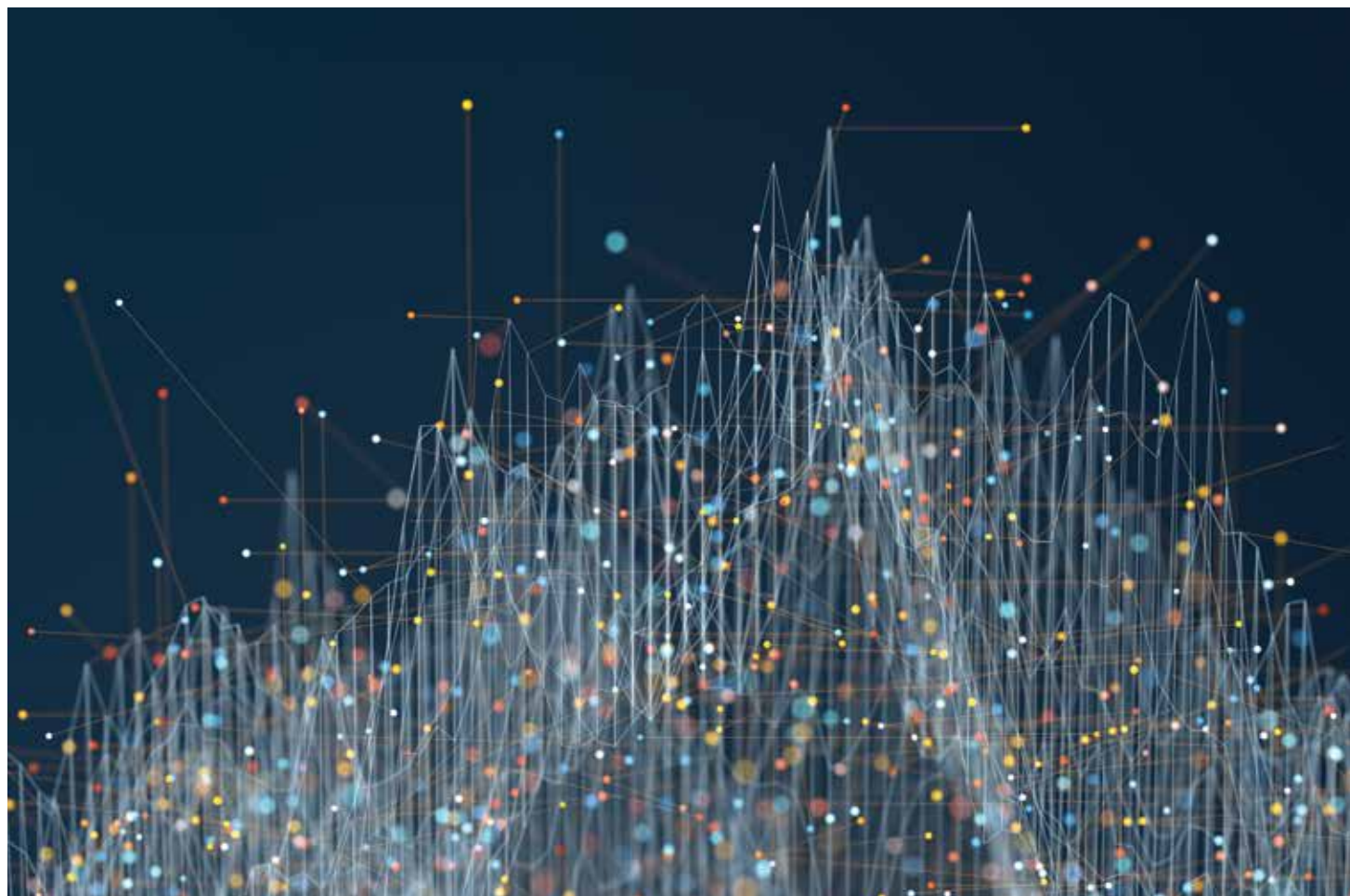
To understand these metrics and measures means that you may need to ask others who are across the enterprise what's most important for them relative to working toward your joint purpose and vision.

Many leaders say, "I measure what you treasure." This is an often-used phrase and one Tom Schuman wrote about in his article "Measure What You Treasure."

It's good advice. It encourages us to look beyond what we value to the interests of those we're reporting to and serving through our actions.

Learn what matters most to them. Learn the business through the perspective of others. Measure what they treasure. Measure what matters most. 

Tim Rahschulte is the CEO of the Professional Development Academy and chief architect of the NACo High Performance Leadership Program (naco.org/skills).



BRIGHT IDEAS ERIE COUNTY, Pa.

County Exec Visits 50 Local Businesses

PROBLEM:

A decline in manufacturing and negative news coverage following the 2016 presidential election affected the image of Erie County, Pa.

SOLUTION:

The county executive visited 50 businesses in 50 weeks to get a better understanding of the county's business community.

by Rachel Looker
staff writer

"People are always grateful when you show up at their door."

That's the ambitious approach County Executive Kathy Dahlkemper took when she embarked on a yearlong project to better understand the local economy in Erie County, Pa.

Throughout the project, known as "50 in 50," Dahlkemper visited 50 local businesses in 50 weeks. She met with business owners, toured facilities, explored the economic development operations of the county and shared information she gathered with the public during the yearlong tour in 2017. Dahlkemper and her team documented the list of the businesses she visited and posted her experiences on a weekly blog.

The idea for the project stemmed from a decline in the county's manufacturing base, specifically when GE Transportation's locomotive-building facility, which was the county's largest employer, laid off 1,500 workers.

Additionally, Erie County received negative news coverage during the 2016 presidential election when the usually Democratic county voted Republican. Kristin Bowers, Erie County public information officer, said the coverage painted the county as "faded like



Erie County Executive Kathy Dahlkemper visits FishUSA in 2017 during the "50 in 50" project.

Photo courtesy of Erie County, Pa.

an industrial wasteland" and "putting its hopes on Donald Trump."

Dahlkemper wanted to address economic challenges in the county through the voice of business leaders as opposed to news stories or numbers on a data sheet.

"I knew personally of many businesses that were actually growing and expanding, but I wanted to get beyond my own personal knowledge... and really get out there and dive deeper into this to see what truly was the state of business in Erie County," Dahlkemper said.

Bowers accompanied Dahlkemper on her visits where she helped with behind-the-scenes work, took photos and posted blogs.

"It was sort of an outreach effort to businesses and a way to bring awareness to the public about what we do here in

Erie County when it comes to businesses," Bowers said.

After the 2016 election, Bowers said the county was reported as a "dying rustbelt town."

"We thought that's really not what Erie County is about," she said. "What we see every day is businesses growing... we started thinking, 'How can we change that narrative? How can we expose the truth about what's really happening here? How can we paint a more accurate picture with the limitations of county government?'"

Dahlkemper and her staff brainstormed the idea of visiting local businesses in different sectors such as the industrial, health care, agriculture, service, technology and tourism fields. Her team wanted to highlight businesses that may be unfamiliar to county residents, she said.

"You drive past a building and go, 'What goes on behind

those walls?' and many people in our community don't know that and I didn't know that," she said.

After the 50 weeks, Dahlkemper said she found the Erie County economy to be strong. Out of the 50 businesses, only a few were really struggling, she said.

"They were looking to add more employees. They all had plans for growth and the vast majority of them did [grow]," she said.

Some of the many businesses that stood out to Dahlkemper were FishUSA, an online fishing equipment retailer that also rents fishing gear; Rudy's Shoe Repair, a shoe repair shop opened by an El Salvador immigrant who learned the craft when he couldn't afford his own orthotic shoes; and Allegheny Wood Works, a business that crafts hardwood doors.

By posting the stories of local businesses online, Bowers said the project instilled community pride throughout the county.

"There are businesses that I pass every day on the street I had no idea that it was a fifth-generation owner," Bowers said. "That shows a deep commitment to Erie."

At each location, Dahlkemper asked business owners for the positives and negatives of doing business in the county and obtained firsthand knowledge of how each business functions. She also helped connect businesses with government resources and tools.

Many businesses listed the location, proximity to railroads and interstates and a low cost of living as benefits to doing business in the county. However, some said the challenging part was a growing skills gap that left employers with a limited pool of trained workers to fill the positions of an aging workforce.

To help fill the skills gap, the county council brought an ordinance to Dahlkemper, which she supported, that proposed a county-sponsored college. There is currently an application at the state for a county-sponsored community college.

"We for decades have known that we are at a disadvantage here economically because we do not have a community college-type education available to our residents," Dahlkemper said.

She added that she would love to do an outreach project again, but understands that it takes a significant time commitment.

"We're looking at maybe doing something a little less ambitious but similar because I've still gone to see businesses over the last year and half," she said. **CN**

the HR DOCTOR

With Phil Rosenberg

Phil Rosenberg

The holiday which just passed is a particularly meaningful time for the HR Doctor. I was the only child of a disabled mom who contracted polio as an infant. In fact, “way back then” — in 1912 — the disease was known as “Infantile Paralysis.” Mom was only able to walk with the aid of a full leg brace and a cane, crutches and later, a wheelchair. Her strength in overcoming the obstacles, physical and attitudinal which she encountered earlier in her life inspired my career in human resources, philanthropy and public service.

In fact, it was her effort to establish a tiny charity in Los Angeles in the 1950s, the Handicapped Placement Center, which got me involved in human resource issues in the first place. It also inspired my support for the Americans With Disabilities Act. It is to my mom, and the great many moms around whose silent strength and active advocacy for a better world that this article, originally written several years ago, is dedicated.

Now that many of us have spent Earth Day and Arbor Day in total awe of the power and

Mother Remembered

beauty of Mother Nature in shaping our existence, it is time to focus on the celebration of a much more personal shaper of each of us — our very own mothers. All of us were-brought into the world by a mother. Reproductive sciences may be able to help with in-vitro-fertilization or in screening for genetic diseases, but somewhere along the line, a mom (not to mention a dad) was very heavily involved in the process!

Mothers are amazing creatures. We owe our lives to them and in most cases, the growth and development of our attitudes and behaviors. Though family structure has changed especially fast in recent decades, most single-parent households are headed by moms. Shamelessly reinterpreting a line from the anthem of the British Empire, *Land of Hope & Glory*, let us consider “How can we extoll thee, we who are born of thee?”

Our mothers, perhaps even more than our dads, introduce us into the world of relationships. They nurture us and support us as we cry tears of joy at a wedding or a graduation. They hug us and comfort us as we cry tears of grief and



sadness when we experience something we regard as terrible. They may be the first person we think of when we need to talk to, Skype to, e-mail to, etc. a trusted someone for advice or help. We may even return home to live with them after we have “left home,” as about 20 percent of children between ages 25 and 34 do in our country. (In 1980, in case you are curious, that number was about 11 percent.) They may also later in their lives, live with us, as about 4 percent do.

We often take them for granted or whine incessantly at them as children when we can’t have our way. We may often push them to the brink of insanity with our stubbornness. Yet they are there for us. They change our diapers, sing our lullabies, wipe our noses and see to our needs for food, learning and security. They put up with our “terrible twos” even when that period of annoying behavior lasts well past a one-year period. We often do not appreciate all that they went through for

us and how much our lives really represent an extension of their own hopes and dreams. That appreciation may not come until after they have passed away.

It is altogether fitting to create a holiday celebrating mothers, notwithstanding the urging of the greeting card companies. They fully deserve our applause and honor every day of the year!

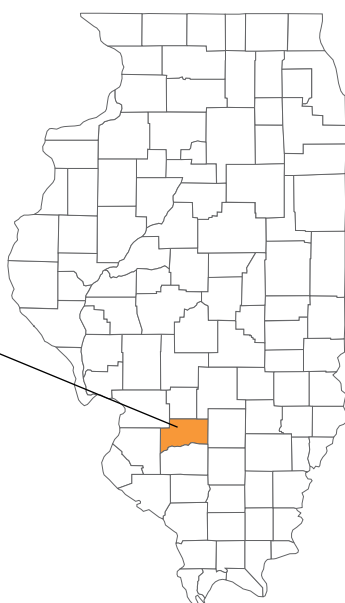
Mom, for all that you have done for me, for all that you have done that I may never realize and in sincere apology for all the opportunities I missed to be more in your life than I was, I thank you and I award you my personal medal for bravery and service far above and beyond the call! I am what I am because of you.

How can I best extoll thee? I can honor you and the people and causes about which you cared. I can ensure that your life, with all its passion and caring, becomes ingrained in the mind of my own beautiful daughters and granddaughter. I can see that you live on through them and through me.

Rest well, Mother, in the knowledge that you are remembered as a woman of valor and as the shaper of the lives of others. **CN**

GET TO KNOW...

Clinton County, Ill.



Welcome, Clinton County, Ill.

Clinton County is located in southwestern Illinois, 25 miles from St. Louis, Mo. Over 37,000 people live in the county, which was established in 1824 and named after DeWitt Clinton, the seventh governor of New York. Carlyle is the county seat. **The county is home to Carlyle Lake, the largest man-made lake in the state of Illinois**, which covers over 26,000 acres and provides many outdoor recreation opportunities to county residents and visitors.

The county leads the state in dairy farming as well as pork, wheat and egg production. Marinas, campgrounds, golf courses, historic sites, theaters, shops and wineries offer visitors and residents a variety of activities throughout Clinton County.



NEWS FROM ACROSS THE NATION



CALIFORNIA

- A stadium home to the Oakland A's in ALAMEDA COUNTY may be fully owned by the baseball team after county supervisors voted to transfer the county's half ownership, the *San Francisco Chronicle* reported. The county and the Oakland A's currently co-own the Oakland-Alameda County Coliseum. Supervisors voted to start a final process of transferring the county's ownership to the Oakland A's for a price of \$85 million. The baseball team plans to move to another site in the city and is considering turning the Coliseum into a "Roman ruin-like multi-sports facility" with parks, housing and a technology campus. Photo credit: Oakland Athletics

CALIFORNIA

- A program in LOS ANGELES COUNTY is using **electronic bracelets to locate missing people** with dementia or autism, KTLA 5 reported. The program, "LA Found," helps police, fire departments, nursing homes and hospitals coordinate efforts when searching for a missing person who is voluntarily wearing a bracelet. Electronic receivers in police cars and helicopters are used to track the locations of the bracelets. At least four missing people in the county have been found because of the technology.

COLORADO

The governor of Colorado has signed a bill that prevents individuals accused of committing low-level crimes from being **held in jail if they can't pay the set bail**, according to *The Colorado Sun*. Those who are currently jailed for low-level offenses and are unable to pay their bail will be released. Douglas County Sheriff Tony Spurlock, who heads up the County Sheriffs of Colorado organization, said he doesn't think the signing of House Bill 1225 will have a major, immediate impact on jail operations throughout the state.

He said he expects any jail holding a person on a petty offense will release them immediately.

"Here's the thing: There's very few — very few — cases that we house people on that are petty offenses," Spurlock said. Only a handful of people, he said, are sent to his jail on municipal charges.

He said he expects any jail holding a person on a petty offense will release them immediately.

FLORIDA

- The Office of Emergency Management and the ORANGE COUNTY government are hosting a **2019 Hurricane Expo** with the theme "Safer and Stronger, Together." The event will include one-on-one talks with emergency responders and safety vendors, safety

tips on how to survive a hurricane and a panel discussion with meteorologists. Attendees may also receive free preparedness items. The expo is free and open to the public.

- School buses in POLK COUNTY will now be equipped with a **radio system that is connected to all emergency services** in the county, *The Ledger* reported. The implementation comes after the death of a handicapped student during a school bus incident last year. School district board members voted to purchase and install 690 radios, which allow bus drivers to press a button and have direct communication with the 911 system. The system is capable of identifying the bus and its

location and ties into the county's existing emergency system.

INDIANA

- DEARBORN COUNTY commissioners approved an ordinance **banning semi-trucks on certain county roads**, Eagle Country 99.3 FM reported. Commissioners approved the restriction for trucks 40 feet or longer on an as needed, temporary basis. The restriction will only apply when the county highway department places a sign on a specific road. Both the commissioners and the highway department will have to agree that a permanent restriction should be in place to permanently ban trucks from a road.

- VIGO COUNTY is using cameras to **catch those illegally dumping trash**, the *Tribune Star* reported. The county obtained 20 cameras that will be hidden along trails near river bottoms, creeks and on county roads. The cameras will take time-stamped photos to catch illegal trash dumpers.

IOWA

Supervisors in DUBUQUE COUNTY voted

to **allow ATVs and UTVs on county roads**, KCRG-TV9 reported. The ordinance passed with some stipulations. County Supervisor Jay Wickham said the direction of the ordinance was to have an allowance or "limited trial" that will expire after a certain amount of time. The ordinance passed with a vote of two to one. One supervisor voted against it because of safety concerns.

MARYLAND

- A councilmember in MONTGOMERY COUNTY wants to require a **report that estimates the fiscal impact of legislation** considered by the council, according to *Bethesda Magazine*. Councilmember Andrew Friedson said the goal is to require proposed bills to quantify the impact or costs the legislation could have on businesses and residents. The fiscal note legislation is being drafted and will be introduced next month.

MICHIGAN

- The public health department in CALHOUN COUNTY is launching a new program called "Choices" in an effort to **reduce teenage pregnancy rates**, the



Battle Creek Enquirer reported. The program allows individuals who do not have a doctor or health insurance to access reproductive health services. The program will offer pregnancy prevention services as well as tools to help those who are struggling to start a family.

- **OTTAWA COUNTY** has been recognized as the **Corporate Champion of Diversity** by the Michigan West Coast Chamber of Commerce. The county followed a “four C’s” strategy which included customer service, creativity, communication and cultural intelligence. Ottawa County implemented diversity and inclusion trainings within the sheriff’s office, the courts, the health departments and other government services.

NEBRASKA

State legislators voted 41-8, in the face of Gov. Peter Ricketts’ veto, to allow **GAGE COUNTY** to impose a half-cent sales tax to pay the **\$28.1 million judgment** against the county.

Ricketts opposed the bill because it would have allowed the tax without approval from the voters, the Associated Press reported. The judgment covers damages to six people who were exonerated in 2008 for a 1985 murder.

MARYLAND

- Students in **BALTIMORE COUNTY** completed a 2.5-acre **reforestation project** by planting trees surrounding their elementary school. The Shady Spring Elementary School Project allowed students to plant and then monitor the trees. For 15 years, Baltimore County has accepted a Tree City USA award from the Arbor Day Foundation in partnership with the U.S. Forest Service and the National Association of Foresters. The county hopes to maintain a 50 percent tree canopy within three drinking water reservoirs by 2025.

NEW MEXICO

Following weeks of closed immigration checkpoints, **OTERO COUNTY** has declared a **state of emergency** and demanded Gov. Michelle Lujan Grisham direct the National Guard to reopen the checkpoints. The declaration notes the need for open checkpoints to stop drugs and illegal activity at the border, the *Alamogordo Daily News* reported, after border patrol agents were moved to assist with asylum claims elsewhere. A governor’s spokesman said the National Guard would not operate federal checkpoints.

NEW YORK

- **DUTCHESS COUNTY** trained first responders how to better **interact with individuals with autism**. The program taught first responders how to identify the characteristics and behavior of a person with an autism spectrum disorder and how to effectively communicate with one, how to respond to an emergency involving a person with an autism spectrum disorder. More than 400 county first responders have already received this training.

- Nobody’s tuxedo at an **ERIE COUNTY** prom will be complete without a pamphlet and cell-phone wallet that warns teens about the **dangers of distracted**

driving. County Clerk Mickey Kearns is partnering with the State Police and AAA to give out those materials to anyone picking up rented suits from a particular clothier.

OHIO

CUYAHOGA COUNTY has launched a “Performance and Measures” website, which displays 150 measurements evaluating how well the county is meeting 15 **broad performance goals** that County Executive Armand Budish has identified. The county’s Office of Innovation & Performance led other departments in collecting baseline data, which will update on a quarterly basis and compare the county’s performance to others throughout the region. Measurements are classified as regional growth, economic opportunity, individual well-being, the mobilization of resources and quality of service provided.

OREGON

Concerned with increasing **truancy** rates, the **JOSEPHINE COUNTY** Commission is considering an ordinance that would allow police officers, juvenile department officers or school enforcement officers to cite students. The ordinance would not impose financial or criminal fines on students, but it would give officials the option to get court orders for a juvenile to



VIRGINIA

- After **73 years** working in a variety of public works capacities, Elvin Cosby retired from **HENRICO COUNTY** April 30. He started at age 18 on April 23, 1946 as a laborer, bringing water to county road crews. Throughout the years, he worked as a truck driver, equipment operator, labor foreman and maintenance supervisor. He also advised the county on its early efforts to promote a racially diverse workforce. In 2018, the county named a county government center road after Cosby and in 2015 established the Elvin R. Cosby Award to recognize long-tenured employees for their outstanding service and contributions.

attend class, the local CBS affiliate reported.

TEXAS

With diversion for low-level offenders with mental health illnesses paying off for **HARRIS COUNTY**, its program is going to expand. Since September 2018, more than 1,000 people have been **diverted to psychiatric care**.

District Attorney Kim Ogg told the *Houston Chronicle* that she anticipated the number of clients could double or triple over a similar time period with the expansion of the program. It previously focused mostly on trespassing offenses and now will include eligibility for an array of non-violent, low-level misdemeanors, such as failure to identify to a police officer.

Authorities said they expect to see an estimated \$18 million in cost savings per year between local police departments, the district attorney’s office, defense attorneys, courts and the jail.

VIRGINIA

- **ARLINGTON COUNTY**’s parks and recreation department encouraged residents to take **photos of plants and animals** through the City Nature Challenge over the course of four days in April. Participants

documented species observations and posted pictures of plants and animals using a free app. In 2018, 68 cities around the world participated. Arlington County participated as part of the Washington D.C. Metro area team, coming in fifth in the number of nature observations posted and with the fourth most participants — 876.

- **FAIRFAX COUNTY**’s new budget includes \$200,000 for a **legal defense fund** for immigrants in the process of being deported. The program will benefit immigrants living in the county including permanent residents, Deferred Action for Childhood Arrivals recipients and immigrants with a Temporary Protected Status, WAMU News reported. The money will not be used to fund those facing criminal cases. The Capital Area Immigrants’ Right Coalition has already implemented the program in Prince George’s County and Baltimore City.

WASHINGTON

- **KING COUNTY** Executive Dow Constantine signed an executive order aimed at **ending deportations** via King County International Airport. A report by the University of Washington

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Center for Human Rights found that 34,400 detainees on 466 flights have been deported on charter flights leaving that airport since 2010. Neither ICE nor its private contract air-carriers are obligated to file passenger manifests or flight schedules with King County. King County cannot board planes to inspect passengers or cargo, nor direct federal air traffic controllers to prevent any plane from landing.

The order ensures future long-term leases with companies that operate hangars and other facilities at King County International Airport comply with local immigration and human rights ordinances, including ordinances that dictate that the county will not cooperate or facilitate immigration enforcement directives unless accom-

panied by a court order.

The Executive Order also updates King County International Airport's "Minimum Standards" to provide reports and audits from businesses involved with transporting immigration detainees.

- Commercial **sales of dogs and cats** younger than eight weeks would be banned under a proposal by **KITSAP COUNTY** commissioners.

The county cited inhumane conditions consisting of overcrowded cages, over-breeding, absence of adequate sanitation and vet treatment for serious health issues and lack of socialization and exercise according to the *Kitsap Sun*. Exceptions would be made for animal welfare groups like the Kitsap Humane Society. Hobby breeders could still sell pets but sell less than 20

in a 12-month-span, and keep medical records for two years.

- Farmers in **SKAGIT COUNTY** will be able to **charge hunters to shoot elk** on their land thanks to the county's deal with the state Fish and Wildlife Department. An optional access fee, set at whatever level the farmer wants, will compensate landowners for their time and trouble. The deal will help ease tensions between the county and state over elk management, assuaging concerns that the states will force landowners to allow strangers on their property to shoot the elk, *The Capital Press* reported.

News From Across the Nation is compiled by Charlie Ban and Rachel Looker. Do you have an item for us to include? Contact us at cban@naco.org and rlooker@naco.org.

Credibility helps draw at-risk patients

From HIV page 9

which offers incentives regularly for testing — we can set up those events," Kilkenny said.

In the midst of the county's HIV cluster, Kilkenny said there are some challenges in reaching the general public, some that may have been deferred because southwestern West Virginia sidestepped the HIV epidemic in the 1980s.

"There are people who think that HIV is a death sentence and that is just not true," he said. "With treatment today, people can live a full life. Overcoming misinformation is important. We still need to reassure people that they can't get it from shaking hands, being around people who have it."

The county's board of health has authorized the distribution of Pre-exposure prophylaxis (PrEP), a daily pill that can reduce the risk of HIV infection in people who are at high risk by

up to 92 percent.

And although illicit drug use could carry criminal penalties, Kilkenny said the drug-using population has worked well with the county's public health apparatus, and the health department's credibility with its patients goes a long way to drawing more at-risk residents; and peer educators help with that.

"There are people who inject drugs who trust us implicitly and always come to see us," he said. "It's really gratifying to serve people who aren't used to being served. But there are people who would never come here, and there's no better way to overcome that than by treating people with respect and when they hear that from somebody that they trust, somebody who is living the life they live and says the health department did right by them, that's a terrific way to get that message out." **CN**



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