House releases bipartisan water bill

Bills addressing water infrastructure have been introduced in both the Senate and the House this month. The House released its bill, the Water Resources Development Act of 2018 (H.R. 8), May 18. Similar to the Senate version introduced earlier in the month, the House bill has bipartisan support.

Like the Senate bill, the House measure would authorize new Army Corps projects, including flood risk management in St. Tammany Parish, La. and ecosystem restoration in St. Clair and Monroe counties in Illinois. It would also reauthorize the Water Resources Development Act of 2013.

See WATER page 2

Oozing lava, noxious gases, Pele mark volcano’s eruption in Hawaii

Nineteen days after Mt. Kilauea erupted sending lava oozing into the streets of her district, Hawai‘i County Councilmember Eileen O’Hara is recounting her biggest concern for the day — lava closing in on a nearby geothermal power plant.

“The lava is now within a football field of it,” she said. “If it blows, I told my staff to get out of town. My office is five or six miles away as the bird flies but there’s no wind today, and it’ll settle like a pancake on the environment for miles around.”

Fumes could sicken people and damage crops, she noted.

“That’s the concern for today but every day there’s a new concern,” she said.

An ongoing problem, she said, is residents who have lost their homes and farmers whose livelihoods have been put on hold. Beekeepers, ranchers and papaya growers haven’t been able to access their fields, she said. “They can’t get in and harvest and their crops are at harvest stage.”

In addition to the problems of the residents and farmers is the impact on the county budget. The volcano eruption was discussed May 22 at the council’s budget meeting including how it might impact property taxes as well as the county’s bond rating.

Looking at the affected area, the county will likely see a projected loss of $3 million in property taxes in 2018 and is expecting to see a total budget shortfall of up to $6 million due to expenditures related to the eruption, the county finance director said.

The financial impact to the county so far has been about $1.4 million including $745,000 in overtime pay (to May 15), $560,500 in road repairs, $65,000 in security and meals and $9,900 in other services.

The county expects to recover some of its costs from FEMA and is looking at perhaps cutting the tourism and business development budgets or raising property taxes.

The land hit by the fiery lava from the erupting volcano, where dozens of homes have been destroyed, features farms and neighborhoods and has an interesting history in the region.

“It was a land speculation scam,” O’Hara said, referring to the 1958 deal chronicled in Land and Power in Hawaii, which details Hawaiian land ownership and the state’s first attempts at urban planning.

See VOLCANO page 3

New TANF proposal reshapes welfare program

The House Ways and Means Committee passed legislation on a party-line vote May 24 reauthorizing the Temporary Assistance for Needy Families (TANF) program. The bill, Joining Opportunity with Benefits and Services for Success (JOBS) Act, would reauthorize TANF for five years through FY 2023 and fund child care and job training programs.

The legislation would significantly reshape the TANF program by expanding work requirements, establishing state performance metrics and modifying program transfers.

It was opposed by all Democrats on the committee.

Program funding for TANF is set to expire Sept. 30, although the program has been extended each year since reauthorization lapsed in 2010.

Administered by the Department of Health and Human Services, TANF operates as a partnership between the federal government and states. Ten states share TANF administration with counties: California, Colorado, Minnesota, Montana, New Jersey, New York, North Carolina, North Dakota, Ohio, Virginia and Wisconsin.

By Eryn Hurley
associate legislative director

See TANF page 7
**Muni bonds measure heads to White House**

On May 22, the U.S. House of Representatives passed S. 2155, the Economic Growth, Regulatory Relief and Consumer Protection Act, which is now headed to the president’s desk for his signature.

A provision in the bill — Section 403 — is particularly beneficial to counties because it reclassifies municipal debt as a High-Quality Liquid Asset (HQLA). Under current law, banks are required to meet a Liquidity Coverage Ratio (LCR) to ensure each bank has enough liquid assets in the event of financial stress. By classifying municipal securities as a Level 2B asset, required to account for at least 15 percent of a bank’s total stock, banks will be further incentivized to invest in these bonds. This change would make municipal debt more attractive to investors and banks, keeping the demand for municipal bonds high and interest costs of issuance low for counties and other issuers.

Tax-exempt municipal bonds are used to finance the construction of and repairs to infrastructure important to counties, including roads and bridges, public transportation, seaports and airports, water and wastewater facilities, electric power and natural gas facilities. Classifying investment grade municipal securities as HQLA will help ensure low-cost infrastructure financing remains available as municipal issuers continue building the local infrastructure on which our communities and the national economy rely.

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**House water bill omits several reforms proposed in Senate’s version**

**From WATER page 1**

Levee Safety Initiative and extend the National Dam Safety Program through 2023. Similar to the Senate version, the House bill also includes a provision to study the existing cost-benefit analysis used by the Army Corps and the White House Office of Management and Budget (OMB) to determine which projects are submitted to Congress for WRDA authorization.

However, the House bill does not include many of the Senate’s proposed reforms such as the establishment of an appeals board for water storage projects and requiring Army Corps headquarters and districts to provide Congress with four-year work plans and budgets annually.

The House measure also does not address reauthorization of the Water Infrastructure Finance and Innovation Act (WIFIA), which provides low-interest loans to local governments and utilities to repair existing water and wastewater infrastructure. While both the Environmental Protection Agency (EPA) and the Army Corps have WIFIA programs, only the EPA is actively issuing loans. Finally, the House bill does not include a provision to codify EPA’s Integrated Planning (IP) policy, which would allow local governments to meet Clean Water Act mandates in a holistic and cost-effective way.

Other provisions in the House bill of interest to counties include:

- Allows use of the Harbor Maintenance Trust Fund (HMTF) budget: The House bill provides for the full use of funds from the Harbor Maintenance Trust Fund for harbor maintenance purposes. The HMTF is a tax levied against importers and domestic shipper using ports and harbors in coastal and Great Lakes areas. However, even though the HMTF has a large surplus, only a portion of its total is appropriated by Congress every year for operations and maintenance in the nation’s harbors. The Senate bill does not include this HMTF provision.
- Requires the Army Corps to engage stakeholders in new and revised guidance documents: Under the House language, the Army Corps would be compelled to publicly notice any new or revised implementation guidance for programs covered under WRDA. The provision requires the Army Corps to accept comments and recommendations for a minimum of 60 days.
- Reviews options for moving the Army Corps out of the U.S. Department of Defense (DOD): The House bill directs the National Academy of Sciences (NAS) to consult with the Army Corps and other federal agencies to study the potential consequences of moving the Army Corps’ Civil Works division out from DOD and “to a new or existing agency or sub-agency of the federal government” to carry out authorized WRDA projects and studies.

The House language goes further than the Senate bill, which simply directs the NAS to examine the effectiveness of the current structure and streamlining opportunities. Traditionally passed on a biennial basis, WRDA authorizes water resources studies and projects and sets policies for navigation, flood control, hydropower, recreation, water supply and emergency management for the U.S. Army Corps of Engineers (Army Corps). The legislation addresses counties interests related to ports, inland waterways, levees, dams, wetlands, water-sheds and coastal restoration. However, due to the earmark ban in 2011, WRDA bills have become increasingly difficult to pass. Only three WRDA-related bills — in 2007, 2014 and 2016 — have been enacted into law in the last decade. The current WRDA bill, the Water Infrastructure Improvements for the Nation (WIN) Act, was passed into law in December 2016 and will expire at the end of 2018. Congress must either extend WIN or pass another authorization for projects approved under WIN before it expires.
Hawaii County eyes solutions to lava destruction

From VOLCANO page 1

scribes how two Colorado businessmen bought 12,000 acres of land on the world’s most active volcano and sold it in thousands of lots.

Two years later, 11 subdivisions were underway, including Leilani Estates, sited directly on top of Kilauea Volcano’s East Rift Zone. “They came here to the lava fields of Puna,” O’Hara said. “No roads, no water, nothing. They sold lots.”

“We are now paying for it in many ways because the lack of connectivity between these subdivisions...is compounding the problems we’re having now in terms of circulating people out of harm’s way,” O’Hara said, referring to the Kilauea volcano eruption that started May 3, engulfing 26 homes in Leilani Estates. At last count, 40 homes were destroyed in the area.

“We had a flurry of earthquakes and the USGS had put us on alert that we could see an eruption,” she said. “But we live on the flank of the most active volcano in the world, which has erupted many, many times and people kind of shrug it off.”

Residents were returning home from work May 3 to find out that the volcano was indeed erupting. “Most people had an hour or two to get out, and then they were prevented from going back,” O’Hara said. They weren’t allowed to return during daylight hours “until we had some sort of supervised entry, which was chaotic as all get out.”

Once the volcano erupted, the fume levels from hydro- gen sulfide and sulfur dioxide got dangerously high. “It’ll kill you,” O’Hara said. “Especially if there’s moisture in the air.”

“Ya, O’Hara said. “Especially if you’re indoors. The USGS is also warning people about ballistic projectiles shooting from the volcano. The USGS Hawaiian Volcano Observatory said the last time the lava met the ocean was in August 2013.

In addition to fumes from the volcano, residents were also concerned about the nearby geothermal plant, which was shut down, O’Hara said. Many of the homes are within a mile of the plant, which is home to thousands of gallons of flammable chemicals including pentane. “They always have 50,000 to 60,000 gallons of pentane on hand,” she said. “And knowing that, the community was very concerned when this all started.”

The pentane was eventually stored offsite. The plant worked to “quench” the wells — filling them with water (one with mud) and sealing them, she said.

Meanwhile the county was stepping up to the plate itself opening two shelters with help from the American Red Cross and the Salvation Army, using a community center where cots were set up and a newly built sports park with a large gym. A lot of people are “staying in the parking lot in their trucks,” where they are hanging out with their pets, she said. Both shelters are pet friendly. During one of O’Hara’s visits, about 500 people were at one of the shelters; at least 2,000 were evacuated. The National Guard is activated and is going door to door in evacuated areas, she said. “Everybody’s taking in people,” she said. A water delivery truck driver took in 12 senior citizens who are her customers.

Another concern is whether those with insured homes will be covered or not. O’Hara said she is trying to work with the insurance commissioner to find out if residents’ insurance policies might cover damages caused by fire, which takes place before a house is engulfed by lava, she said.

She has also met with residents at Civil Defense meetings at the high school cafeteria. The first meeting, held the Friday night after the Thursday eruption, was standing room only.

Speaking with a resident whose family goes back generations in the area, O’Hara was given a very unscientific explanation for the volcanic activity — it’s actually a myth being played out between the volcano goddess Madame Pele and the volcano god she replaced years ago.

O’Hara is also keeping in touch with constituents on social media, mainly through her Facebook page, and is fielding phone calls, emails and texts each day from concerned residents.

The biggest worry: “When can we go home?” O’Hara said. Civil Defense, based on reports from USGS and other scientists, would make the call when residents can return. “We’re not out of the woods yet.”

LEARN MORE

ABOUT VOLCANOES

How many active volcanoes are there in Hawaii?
There are three active volcanoes in Hawaii; Mauna Loa and Kilauea on Hawaii Island at Volcanoes National Park. A third, Loihi, is located underwater off the southern coast of Hawaii Island. Kilauea, which has been continuously erupting since 1983, is responsible for the current volcanic activity on the Big Island.

What is the world’s largest volcano?

What is a volcano?
A volcano is an opening on the surface of a planet that allows material warmer than its surroundings to escape from its interior. When this material escapes, it causes an eruption. An eruption can be explosive, sending material high into the sky. Or it can be calmer with only lava flows.

What is a volcanic fissure?
A volcanic fissure is a linear volcanic vent through which lava erupts, usually without any explosive activity.

How many active volcanoes are there in the world?
There are about 1,500 potentially active volcanoes worldwide.
Counts step up during Stepping Up Day of Action

On May 16, dozens of counties from across the country participated in the Stepping Up Day of Action. Stepping Up is a national initiative to reduce the number of people with mental illnesses in jails.

Launched in May 2015 by NACo, The Council of State Governments Justice Center and the American Psychiatric Association Foundation, more than 425 counties across 43 states have signed on to join the initiative.

For the Stepping Up Day of Action, counties were encouraged to get creative with holding their own events and activities to raise awareness of this issue locally. Many passed proclamations in support of the Day of Action and provided updates to their county boards, their local media and their communities about their initiatives’ progress.

Following is a sampling of some of the events that happened May 16 to raise awareness of this critical issue in local communities. See more coverage of local events by searching #StepUp4MentalHealth on social media.

Alachua County, Fla. held a town hall meeting at the local police department featuring a county commissioner, the sheriff, a judge, the local behavioral health authority and municipal police to showcase local collaboration on this issue.

Alamance County, N.C. collaborated with local media to provide them access to local Stepping Up leadership and organized ride-alongs with Crisis Intervention Team (CIT) officers, then held a community event featuring state and local leaders to show the county’s progress over the past two years.

Cherokee County, Ala. hosted a health fair at a local sports arena with programming that included both state and local leaders to highlight the services available in their community for people with mental illnesses.

Clark County, Nev. partnered with local law enforcement to hold a news conference at their detention center to talk about local collaboration and innovations to reduce the number of people with mental illnesses in the jail.

Davie County, N.C. held a community event that was publicized in the local paper to raise awareness of this issue locally and discuss county progress on this issue.

Douglas County, Kan. provided an update on the county’s Stepping Up efforts at its board meeting and passed a proclamation announcing May 16 as Stepping Up Day. County board members also conducted outreach to reach peer counties in Kansas to encourage them to get involved in the initiative.

Dunn County, Wis. organized a phone drive event to benefit individuals participating in services, and the Criminal Justice Coordinating Council’s Stepping Up Workgroup provided a report to the county board that included a new video highlighting the county’s accomplishments with the effort.

Durham County, N.C. held a local celebration that included remarks from national, state and local officials along with a tour of the mental health unit at the Durham County Detention Facility.

Fairfax County, Va. held its quarterly stakeholder meeting to update county leaders and concerned community members on the county’s Diversion First efforts.

The county also developed a video describing Diversion First and the services offered to community members.

Forsyth County, N.C. held an open house to provide resources to the community and accepted donations for individuals being served by its Stepping Up program.

Franklin County, Ohio held a public event highlighting ways to keep people with mental illnesses out of jail, divert them from jail once arrested, provide treatment to them while incarcerated and link them to services upon release to prevent their return to incarceration.

Franklin County, Pa. proclaimed May 8 as the Franklin County Stepping Up Day of Action and held a press conference to share how the county collaboratively works with law enforcement, the court, the jail and human services agencies to reduce the number of people with mental illnesses in the county jail and improve outcomes for some of the county’s most vulnerable residents.

Imperial County, Calif. worked with local media to share a news story about the county’s Stepping Up efforts.

Johnson County, Kan. held a press conference to announce its selection as a Stepping Up Innovator County and discuss progress made in the county since it helped to launch Stepping Up in May 2015.

Keokuk and Washington counties in Iowa conducted a presentation at the local Kiwanis about efforts to reduce the number of people with mental illnesses in the jail.

Lee County, Iowa, held a forum at the county jail to talk about the county’s Stepping Up efforts. The forum included updates from county leaders from the county board, the sheriff, mental health and social services, employment and training services and others.

Lorain County, Ohio, conducted its CIT (Crisis Intervention Team) Officer of the Year awards event in conjunction with the county board meeting, where local Stepping Up coordinators presented on highlights of the county’s efforts over the past year.

Louisville/Jefferson County Metro Government, Ky. held a ceremony at its local mental health center to announce the Metro Council’s Stepping Up proclamation.

Lucas County, Ohio held a press conference to promote the work of their initiative and speak directly about the county’s efforts. Some of their accomplishments include: over 100 Crisis Intervention Trainings (CIT) yearly, Sequential

WANTED – YOUR STEPPING UP STORY

If you held an event, we’d love to hear about it! Email NACo at nwalsh@naco.org with any photos, videos or news coverage of your event.

See STEPPING UP page 5
Counts detail action taken on Stepping Up

From STEPPING UP page 4

Intercept Mapping to organize targeted strategies for justice-involved individuals with behavioral health disorders, and the creation of a behavioral health/criminal justice coordinator.

Lycoming and Clinton counties in Pa. held a joint town hall to present and discuss the bi-county’s Stepping Up efforts and accomplishments along with future priorities and goals. Presenters included representatives from both counties’ law enforcement agencies, behavioral health system, prisons, adult probation offices, judicial systems and board of commissioners. At the event, presenters encouraged residents to volunteer or complete a community service project to benefit individuals with mental illnesses in the bi-county region.

Maricopa County, Ariz. held a public event featuring county supervisors, the sheriff, the presiding judge, behavioral health and social services providers and community advocates to report on the progress happening with their Stepping Up efforts and to encourage continued use of data to inform their policy and practice.

Marion County, Ore. provided an update on its Stepping Up efforts at its county board meeting and passed a proclamation in support of the Day of Action. The county has been addressing this issue from start to finish by training law enforcement and identifying people who are coming into their jails who have mental illnesses to more quickly divert and connect people to treatment services.

Mecklenburg County, N.C. passed a proclamation supporting the Stepping Up Day of Action and held an open house for community members, law enforcement and other leaders to learn about county efforts to reduce the number of people with mental illnesses in the jail.

Minnehaha County, S.D. worked with local media to create a story highlighting the county’s Stepping Up efforts, including training law enforcement officers in Crisis Intervention Teams (CIT) and developing plans for a triage center for people experiencing a mental health crisis.

Montgomery County, Ohio hosted tables in the lobbies of several of their county courts and administration buildings to share information on Stepping Up, mental health awareness, CIT and information on local treatment providers. One of their providers also funded a week-long billboard ad promoting the county’s efforts along a major freeway running through the county.

Pacific County, Wash. officials partnered with a local mental health advocacy group to host a mental wellness walk to raise awareness of this issue in their community.

Petit County, Mo. officials held a mental health summit that brought together community members, law enforcement officers, education professionals and health care workers to discuss mental health and the need to break down silos to better serve individuals with mental illnesses.

Pulaski County, Ark. created a video highlighting the opening of its crisis stabilization unit, which will serve as a diversion center for law enforcement to drop off people experiencing mental health crisis rather than taking them to jail.

Santa Clara County, Calif. held a full day of activities at its Reentry Resource Center that included an interactive video simulation demonstration for CIT training, a brown bag discussion led by people with mental illnesses and a demonstration of stress reduction techniques by a local provider. The county’s public defender also ran an op-ed in the local paper discussing the importance of these efforts.

Shelby County, Ohio held a ground-breaking ceremony for the Sheriff’s Treatment and Recovery (STAR) House, a transitional treatment facility for individuals who have addictions and have completed their sentences at the Shelby County Jail.

Tulsa County, Okla. held a press conference to celebrate three years of Tulsa County’s Stepping Up efforts and high-light success. Led by the sheriff, the program included a graduate of their diversion court program, Women in Recovery, and other community leaders.

Wayne County, Mich. held a discussion at their regular Public Safety Committee meeting on their Stepping Up efforts and shared innovations with the public through a press release to the media.

Yolo County, Calif. provided an update on the county’s Stepping Up efforts and next steps at its county board meeting.

Additional work requirements and decreased eligibility for benefits, creating a small margin of error for Republican leaders hoping to shepherd the bill through their chamber.

Further complicating matters, support for the bill within the Republican caucus fractured due to concerns over subsidy limits for crop insurance premiums.

Additionally, the House Freedom Caucus tied its support of the farm bill to a separate immigration-related measure, which the Caucus hoped to see brought to the House floor by Republican leadership.

Attempts to find middle-ground on this impasse ultimately failed, as 30 Republicans joined all the chamber’s Democrats in voting against the bill.

House leadership has already re-started negotiations with the Freedom Caucus to find a path forward.

Bipartisan work continues in the U.S. Senate on the upper chamber’s version of a farm bill. Both the House and Senate would then vote on the final agreement before sending it to the president’s desk.

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Following a week of intense negotiations, the House of Representatives failed to pass H.R. 2, the Agriculture and Nutrition Act of 2018, on May 18 on a 190 to 213 vote.

The legislation would re-authorize the various federal farm, conservation, nutrition and rural development programs set to expire in September.

NACo STAFF

● Anna Amselle is NACo’s new financial director. Before coming to the association, Amselle worked as chief financial officer at the National Recreation and Park Association. Prior to that she was CFO at Northern Virginia Family Services and vice president, finance & administration at the Construction Management Association of America.

● Abbas Husseni recently joined NACo as a senior system engineer after working with the IT staff as a temporary employee. Prior to joining NACo, Husseni worked for the IT Worldwide Services and the National Democratic Institute.

● Bena Khosravi has joined the IT Division as a system/network engineer. Before joining NACo, Khosravi worked as senior systems administrator at the Raben Group and as an IT system administrator at Cricket Media and network support specialist at the American Institute of Physics.

● Miranda Morvay has joined the County Solutions and Innovations Department (CSI) as an administrative manager. Morvay previously worked with Group Management Services as an account manager and as associate director for Canfield Presbyterian Church in Ohio and administrative coordinator for Mahoning County, Ohio Agricultural Society.

● Nyana Quashie is the new health associate in CSI. Before joining NACo, Quashie worked with the National Association of Counties and City Health Officials (NACCHO) as senior program assistant. Prior to that, she worked with the University Career Center as program assistant.

● Jack Morgan, program manager, spoke on solar energy development in coal-reliant communities and the SolSmart program at the 2018 Southwest Virginia Economic Forum in Wise County, Va., May 17.
NACo election credentials forms mailed May 23

Credentials and voting information for NACo’s 2018 election were mailed on May 23 to the chief elected official (CEO) and clerk of each member county. Registered attendees for the annual conference also received a link to credentials information via e-mail.

In order to vote, a county must have paid its 2018 dues and have at least one paid registration to the annual conference. The CEO must indicate on the credentials form, the names of the voting delegate and alternate authorized to pick up a county’s voting materials. There can only be one alternate designated on the form.

State association of counties presidents will pick up unclaimed ballots on the evening before the election unless a county’s CEO indicates on the credentials form that the state association president cannot pick up the ballot. A county may also choose not to cast its ballot.

Each member county must return a form, signed by the chief elected official, in order to vote. In addition to being mailed, the credentials form is also available via a link on the NACo website at http://www.naco.org/governance. The deadline to return the form is Friday, June 29.

This year’s election will be held on Monday, July 16 at 9:30 a.m. during the Business Meeting at the NACo Annual Conference in Nashville/Davidson County, Tenn. Counties will vote on resolutions that set NACo legislation and association policy for the coming year and delegates will elect NACo officers for the coming year. The position of second vice president is typically contested.

The county must be a NACo member “in good standing” in order to vote, meaning that a county’s dues for 2018 must be paid before the voting occurs. Also, the county must have at least one paid registration for the annual conference and have proper credentials.

The credentials form attests to a county’s eligibility to vote. The form contains information on the number of votes a county is eligible to cast, as well as the identity of the delegate who is authorized to cast the county’s vote.

The number of votes per county is determined by the amount of dues it pays. Votes 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 Credentials Committee ensures that all member counties participating in the election process, either for NACo officers or policy, are able to do so in the most efficient and fair manner. The committee confirms requests for credentials picked up, helps guarantee that the process runs smoothly, resolves credentials disputes, and assists during the election itself.

The 2018 Credentials Committee members are:
- Biki Hokama, councilmember, Maui County, Hawaii – Chair
- Don Saylor, supervisor, Yolo County, Calif. – Member
- Debbie Wise, circuit clerk, Randolph County, Ark. – Member
- Toni Carter, commissioner, Ramsey County, Minn. – Reading Clerk
- Arryl Kaneshiro, councilmember, Kauai County, Hawaii – Tally Clerk
- Ken Dahlstedt, commissioner, Skagit County, Wash. – Parliamentarian

If you have any questions, please contact Alex Koroknay-Pulcz, membership coordinator at akpulcz@naco.org or 888-407-NACO (6228) x291.

Interior and Environment funding bill would reduce EPA regulations

The House Committee on Appropriations released its FY 2019 Interior and Environment Appropriations bill, May 14, which funds, among other programs and federal agencies, the Department of the Interior (DOI), Forest Service, Environmental Protection Agency (EPA) and the Army Corps of Engineers (Army Corps). Overall, the bill would provide roughly $35.25 billion in appropriations, equal to FY 2018 enacted levels.

The package also includes various policy measures aimed at reducing regulations from EPA and other agencies.

Of particular importance to counties, provisions addressing the following programs and agencies are included in the bill:

- PILT: DOI’s Payments in Lieu of Taxes (PILT) Program, which reimburses counties for forgone property tax revenue due to the presence of tax-exempt federal lands within their jurisdictions, would be funded at $500 million for FY 2019. $35 million above the president’s FY 2019 budget request, but $30 million below FY 2018 enacted funding levels. This reduction occurs because prior-year SRS payments will be deducted under the PILT formula now that SRS has been reauthorized. The reduced funding level will bring funding for FY 2019 in line with previous fiscal years.

- EPA: EPA would be funded at $7.96 billion in the appropriations package, representing a decrease of $100 million below FY 2018, including a reduction of $228 million to EPA’s regulatory programs.

- NPS: The National Park Service (NPS) would receive $1.4 billion in the appropriations package, an increase of $55 million over FY 2018. This funding includes $60 million for sage grouse conservation efforts, and a $6.2 million increase in funding to promote energy and mineral development on BLM lands. Language is also included that would prevent the listing of the greater sage-grouse under the Endangered Species Act.

- LWCF: Additionally, the bill would provide $360 million for Land and Water Conservation Fund (LWCF) programs. State and local recreation and battlefield preservation programs would be prioritized under the bill, with 62 percent of this funding directed to NPS State Assistance, Forest Legacy, American Battlefield Protection and Highlands Conservation Act programs.
County helps teach farming 101

By Mary Ann Barton
senior staff writer

Heading west about an hour or so outside of Washington, D.C., you’ll find green rolling hills, horses grazing in pastures and low walls made of weathered stone in Fauquier County. You’ll also find city slickers new to the area who are embracing a new more laid-back lifestyle.

For those who are hoping to trade rush-hour grocery shopping for growing their own produce, Fauquier County points them to a program that is helping cultivate new farmers and preserve the county’s rural heritage.

The county has teamed up with Fauquier Education Farm, a nonprofit, to offer several programs that lead to getting closer to Mother Earth. The county donated the land (and leases it to the nonprofit for $1 per year), purchases farm equipment, offers grants, promotes the programs and pays for 5 percent of its annual budget. The county’s Agriculture Department director, Ray Pickering, sits on the nonprofit’s board.

“They do educational seminars involving agriculture and last year I think they produced over 60,000 pounds of food which was given to our local food banks,” said Fauquier County Supervisor Rick Gerhardt, whose district includes the farm. “That’s really a return on investment that the county gets in addition to teaching future farmers about agriculture. We’re also taking care of our needy in the county.”

Jim Hankins, executive director of Fauquier Education Farm, heads up the operation.

“Our primary audience are folks who have moved to the county who do not come from a farm background and are eager to learn more about growing their own food,” he said.

The 197-acre farm is used in several programs to help newcomers want to hone their skills. They can do so by checking out the farm’s educational programs and volunteer opportunities. The educational programs include two multi-week classroom “Beginning Farmer” courses.

The new farmer “incubator” program leases quarter-acre plots from 10.5 acres set aside for them. The rest of the land is used to grow and donate vegetables and fruits to area food banks. In 2017, the farm and its volunteers donated 60,867 pounds of produce to several organizations that help the needy. The farmers-to-be try their hands at farming while paying no fee the first year and then $100 per year after that. The opportunity is easier than having to purchase land in the area, which ranges from $5,000 to $15,000 per acre.

The farm also offers 10 drop-in workshops that are directly related to its demonstration plots. The workshop series is free and open to all. The farm also hosts numerous school tours and working visits for schools, clubs and scout groups, which often volunteer by picking produce.

The farm offers volunteer opportunities to anyone who wants to stop by to gather produce for food banks and notifies the public via social media and email newsletters about the farm’s volunteer hours.

“Our volunteer opportunities are extremely popular,” Hankins said. “People volunteer to gain direct hands-on learning for themselves and their families, and a great many people like to volunteer for good healthy outdoor activity with their neighbors while also supporting our donations to area food banks.”

Find out more about the farm at its website: fauquiereducationfarm.org

Proposed legislation ramps up work requirements for TANF recipients

Specifically, the proposed legislation would take the following steps:

- Replace TANF’s work participation rates with a universal work requirement for all work-eligible adults. The legislation would require all work-eligible individuals to engage in work or work preparation activities for at least 30 hours per week for a single parent with children under 6 years old, or 35 hours per week combined for a two-parent family. Single parents with children under 6 years old would be required to work an average of 20 hours a week per month. Agencies would work with TANF’s work-eligible recipients to establish an individual opportunity plan outlining employment expectations and supports, among other provisions. In addition, states would have sole discretion to define work activities as long as they are consistent with current TANF provisions.

The proposal to expand work requirements to all work-eligible adults represents a departure from TANF’s current provisions, which require states to meet two work participation benchmarks: a rule that 50 percent of TANF families with work-eligible adults are engaged for a minimum number of hours per month in work activities in exchange for TANF benefits; and a provision requiring 90 percent of TANF families with two work-eligible adults engage in qualifying work activities.

- Add new employment and earnings measurements to track states’ performance in transitioning TANF recipients into employment opportunities. Starting in FY 2020, states would be required to negotiate with HHS to develop performance metrics for TANF programs such as the percent ages of work-eligible individuals enrolled in secondary schools or work-eligible individuals in unsubsidized employment after ending their TANF benefits.

States would be required to publish information on their program performance levels.

- Modify TANF program transfers. The new bill would no longer allow states to transfer TANF funds to the Social Services Block Grant (SSBG) and would prohibit states from using TANF dollars directly toward child care or child welfare.

Looking ahead, if the bill goes to the House floor with-out Democratic support, it may still pass the House on a party-line vote. However, once in the Senate, the legislation may need to be altered to gain the 60 votes needed to pass the Senate and go to the president’s desk.

Valerie Brankovic, legislative assistant, contributed to this report.
Broadband access, latest infrastructure technology issue

By Charlie Ban
senior staff writer

Broadband internet access is often seized upon as something that will mean the difference between economic independence or economic irrelevance, especially in rural areas. Attention paid to the lack of rural broadband, however, often comes at the expense of significant portions of urban areas that don’t have reliable access in their homes, either.

That was one observation presented during the panel discussion, Technology for Public Good, held May 15 and organized by the Brookings Institution during Infrastructure Week.

“Digital red-lining is real,” Angela Siefer said during the discussion. Siefer is executive director of the National Digital Inclusion Alliance.

“The needs of communities are not getting the same attention in the offices of our elected officials as the internet service providers. They’re really important, but, they acknowledge they go in and state their case for what they need. The rest of us don’t go in and state the case for what we need in terms of internet access.”

The services provided by the internet vary dramatically, often limited only by the imagination. For the city of Chicago, one of those tools is an identification card that serve as a transit pass, library card and other key to city services. And, lest it get too complicated, it can also serve as photo ID. Chicago residency is crucial for eligibility, but U.S. citizenship is not.

“It’s a way to make data an asset that is accessible, make it available to city employees and the public,” said Tom Schenk, Jr., the city’s chief data officer. “It’s completely protected. There’s no database showing that I have this card, but it’s a way to use technology to connect people to services while maintaining their privacy.”

Amid the proposals for new technologies, Shoshana Lew said it was crucial to keep technology’s role in perspective. She is the chief operating officer for the Rhode Island Department of Transportation.

“Technology itself is not an end, but a means to certain goals,” she said. “Thinking about how we deliberately employ new kinds of technology for moving people places that fills gaps and making communities better is not something that’s going to just happen.”

Schenk said long-term planning will be made possible by the wealth of data available to public agencies for anyone who is able to analyze it. That will ultimately help the city, and other local governments, target their services more precisely, though Lew added, that collecting data for the sake of collecting data was not always productive.

“As we’ve regulated new industries such as ridesharing and dockless bikes, we’re trying to collect more data about those services as they’re being offered, so we can coordinate those services across the entire spectrum,” Schenk said.

He warned, however, that deployment of certain programs could send the wrong message.

“If we only go to communities of color or underserved communities with sensor-based technology, things that contain cameras, that could appear that we are picking on those communities, trying to surveil those communities when in fact that’s not the case,” he said.

Communicating information in advance in those communities can go a long way to dispelling that perception. Lew pointed out that technology doesn’t change the nature of how humans will interact with their infrastructure, just the form that interaction will take and the long-term planning needed to prepare to make the most of it.

“There are still going to be humans interfacing with public transportation as the mode changes, but the kinds of jobs that people need to be prepared for in 10, 20, 30 years could change,” she said.

“Getting ahead of how we train people to be part of the transportation workforce in the future is something that we’re thinking of very actively now.”

Likewise, Siefer said that efforts to expand broadband should look to the future for their targets. “We need both speed for the future, not today, and we need it to be affordable.”

Recent advances in public technology have been undeniable, but whether they are available to everyone is murkier, the panel said. The heights of what technology allows means less to the general population, the more it remains out of reach. The medium, tools and targets for technology must all be deployed strategically for maximum effect.

Panel says infrastructure assets should be equal for all

By Mary Ann Barton
senior staff writer

Infrastructure needs to be inclusive, affordable and safe.

That was the message from panelists gathered for a discussion on “Building Inclusive Infrastructure,” held at NACo, May 15. The discussion was part of Infrastructure Week 2018, which kicked off May 14.

Most people find out about infrastructure from disasters that make headlines — such as last year’s I-85 bridge collapse in Atlanta or the Fatality on a Southwest Airlines flight after a window broke — but it’s everyday infrastructure that also needs to be addressed, said Adie Tomer, fellow, Metropolitan Policy Program at The Brookings Institution, who opened the discussion.

“How do you think about infrastructure every morning when you wake up?” Tomer asked. “You want to make sure there’s clean running water in the bathroom, you want to make sure when you flip the light switch that there’s power on, that the gadgets you have plugged in are fully juiced up because when they’re not it causes real problems all day, right? You also want to make sure you have gas and electricity in the kitchen so you can prepare breakfast. And you definitely want to make sure the broadband into our homes and wi-fi into our routers is running very smoothly. Here’s the real capper… we also want to make sure there’s transportation infrastructure to get us where we need to go.”

These are reasonable expectations, he noted. But there’s a gap in the United States, he said, when you think about entire rural towns where children

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Ramsey County, Minn. Commissioner Jim McDonough discusses his county’s experience with siting new infrastructure as fellow panelists Ellory Monks and Brooks Rainwater look on. Photo by Hugh Clarke

NACo President Roy Charles Brooks opens discussion on infrastructure and the public good. Photo by Hugh Clarke

No database showing that I have this card, but it’s a way to use technology to connect people to services while maintaining their privacy. The services provided by the internet vary dramatically, often limited only by the imagination. For the city of Chicago, one of those tools is an identification card that serve as a transit pass, library card and other key to city services. And, lest it get too complicated, it can also serve as photo ID. Chicago residency is crucial for eligibility, but U.S. citizenship is not.
Public-private partnerships can help shore up infrastructure

By Charlie Ban
senior staff writer

Often touted as a way government can get new projects off the ground, public-private partnerships, or P3s as they are known on the street, may be even more crucial in maintaining existing infrastructure and services residents expect.

Engaging the private sector to perform work in lieu of government employees is nothing new, but the scope and time frame involved, along with the frequency with which P3s are proposed draw attention to how they are used.

To John Porcari, president of advisory services for WSP, a private sector and former deputy U.S. transportation secretary, the important role P3s can play isn’t the shiny new project. The heavy lifting, he said during an Infrastructure Week discussion coordinated by the Brookings Institution, comes later.

“We all have worked with elected officials where it’s relatively easy to get the funding to cut a ribbon on something new,” he said. “The important part of the infrastructure discussion is the day-to-day, it’s maintaining what we have, that 30 or 40 years of maintenance.”

Current economic and labor trends have driven the rise of public-private partnerships. Although county governments are accustomed to having robust, well-rounded workforces who can do a lot of what they need on their own, a combination of budget cuts, staff attrition and the increase in specialties have limited, in many cases, how much county staff themselves can do.

Elliott Boullion, president and CEO of Resource Environmental Solutions, said that empires the “bench” of reserve employees.

Likewise, on the private side, businesses have seen an increased need to outsource certain jobs, often because needs don’t warrant a full-time staff member. That makes contracting via public-private partnerships a viable option for maintaining county services.

“Companies are trying to focus on their core competencies and what their mission really is,” Boullion said, noting that those decisions often mean forgoing other skills among permanent staff. “Water departments are very good at taking care of pipes but they’re really struggling with these new green infrastructure techniques,” which opens the door to private sector contracting filling the need.

That’s relevant to local governments seeing a population boom. Washington, D.C. is seeing a population high, but hasn’t quite caught up with its services to match.

“As we start to grow … we don’t have the infrastructure that we need to handle what we have but to sustain that growth in an equitable way,” said Jonah Gluckman, deputy director and counsel for the D.C. Office of Public-Private Partnerships, one of the first of its kind among local governments.

“It’s not just about sustaining the growth, attracting more young, intelligent residents, but it’s also helping the residents who have been here for the past 50, 60 years, the long-term residents who want to be able to stay in their homes, have a good quality of life.

“One of the ways we need to do that is through better infrastructure, maintaining what we have or building out, whether it’s transit, schools, roads, libraries, recreation centers, streetlights. All of these are things we need to look at and do a better job.”

Porcari said profit motive and accountability are the keys to why the private sector makes the difference in P3s.

“The primary benefit to the state is that you have a private partner that throughout the multi-decade contract is highly incentivized to be on time, to meet other performance metrics and to maintain the facility and is required to turn it over to the state in the end,” he said.

By the same token, demonstrating proven accountability with public assets is a way for officials to ask for the public’s trust to engage in a private-public partnership. Porcari compared it to successful campaigns for tax referenda or state aid.

“All over the country we have transit systems that are going to their state legislatures asking for more money and what we’ve found in every case can’t do homework because they don’t have a broadband connection, communities in Michigan that don’t have clean water or when people have to drive two hours to get to work.

Filling the gaps takes funding and community engagement — two pieces of the puzzle that need to be addressed when considering infrastructure projects, said Ramsey County, Minn. Commissioner Jim McDonough, who was joined on the panel by Ellory Monks, co-founder, the Atlas Marketplace, and Brooks Rainwater, senior executive and director, Center for City Solutions, National League of Cities.

McDonough kicked off the discussion by talking about a project in the 1950s that saw a highway built through an African American neighborhood where there was no community engagement and where people lost their homes to make way for the highway.

“There was no thought about equity or inclusion or how that investment impacted the community,” he said.

Fast forward to the early 2000s, when “we’re starting conversations about building a light rail line,” he said, that was built. It was going through the same community, he said and “those were open wounds that hadn’t even begun to heal over from the highway. The distrust and fear was real.”

“We had a lot of work to do in that community,” he said. That work included adding additional light rail stops that cost $20 million with funding that came through with help from the federal government. The federal government is often a partner not just in projects such as the light rail system in Minnesota but in areas hit by disasters. Hurricanes Katrina and Sandy shined a light on infrastructure problems, Monks said. “There have been a series of disasters in recent history that really changed how we think about infrastructure and how we think about these issues.”

“Hurricane Sandy really was a turning point,” she said. In the wake of the hurricane there were “tremendous widespread calls to build back better,” which triggered more conversation about what that means.

Rainwater said these kinds of conversations about infrastructure can create “cleavages” in communities. In areas that have seen inequality when building infrastructure, local leaders need to bring communities together, he said.

One of the ways to bring a community together, Monks said, is to identify and empower “project champions, the folks at the local level” who are needed to engage with the public and gain support with elected leaders. That piece of the puzzle is subtle but important when looking to fund a project, she said.

Elected leaders shouldn’t overlook getting a measure on the ballot to help fund infrastructure projects, Rainwater noted, adding that more than 70 percent of ballot initiatives funding infrastructure projects have passed at the local level since 2000.

As far as private investment in infrastructure, which is being encouraged by the Trump administration, “I think there are opportunities there but the danger we have to pay attention to is can set the stage for greater inequities in investment because that money is only going to go where there’s a return on investment,” McDonough said. “That’s my biggest concern.”

Private investment comes, he said, when private companies build around public infrastructure.

Private funding can be successful, Monks said, noting that after Hurricane Sandy, a public-private partnership worked on a storm-water management project in Hoboken, N.J. that matched a revenue-generating component with a non-revenue generating component. The project included three layers: an underground storm-water management system, a revenue-generating parking garage and above-ground green recreational space.

Getting authentic citizen engagement in such a project is important and going beyond holding a meeting “where the same 12 people show up,” is crucial, McDonough said.

New ways to get residents involved? Surveys, technology, community partnerships and social media are several ways to do that, Monks said.

McDonough said that an innovative way his county got the community engaged was using interns to knock on doors and hold pop-up meetings handing out popsicles from a van. “We got more than 2,800 comments,” he said. Getting an infrastructure project off the ground means discussing options with citizens, he said.

“I need to understand what’s important to the community, but I need to educate them too.”

Panel advises discussing new infrastructure options with community

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CALIFORNIA  SANTA CLARA COUNTY has banned gun shows at its fairgrounds, The Mercury News reported. The Board of Supervisors unanimously approved an ordinance that bans the possession and sale of firearms on county property. “Gun violence and gun-related injuries and deaths are critical public health concerns,” said Supervisor Ken Yeager, who proposed the measure. ALAMEDA, LOS ANGELES and SAN MATEO counties have adopted similar ordinances.

COLORADO  The LARIMER COUNTY Planning Commission recently recommended that county commissioners reject a water project, the Thornton Pipeline. The project would have shut-tled water from Poudre River through northern Colorado. The commission members voted 4-2 after a packed five-hour hearing, saying the application for the 75-mile pipeline lacked details. Coloradoan.com reported. More than 200 people came to the meeting, most of them in opposition of the pipeline.

FLORIDA  • MIAMI-DADE COUNTY will be home to the nation's largest mall after the American Dream Miami retail theme park won final zoning approval from the county. The $4 billion mega-mall will be built on undeveloped land off of the Florida Turnpike, according to a report by the Miami Herald. In a 9-1 vote, county commissioners approved changing the county growth and zoning designations to allow the developer to create an even larger version of its signature property, Mall of America, in Minnesota. Developers still have more county hurdles including permits for environ-mental mitigation, sewage ca-pacity and water use.

• SEMINOLE COUNTY will soon begin accepting bitcoin as payment for county services like taxes and driver’s licenses, Tax Collector Joel Greenberg announced recently. The coun-ty will work with a cryptocurrency e-commerce payments company. Greenberg said using a cryptocurrency payment system will help the county settle payments faster and cheaper than is possible with traditional credit card proces-sors “We live in a world where technology has made access to services on demand ... and we should expect the same from our government,” he said. “The aim of my tenure in office is to make our customer experience faster, smarter and more effi-cient...”

IDaho  BLAINE COUNTY has sus-pended the county’s mixed-pa-per recycling program due to new regulations in China, the largest buyer and processor of recycled materials, according to the Mountain Express. China tightened its acceptable contamination levels for mixed paper from 5 percent to 0.5 percent due to a glut in the market. “My top priority is research, and finding any place that will take the paper, even if it’s at a cost,” County Commissioner Angenie McCleary told the newspaper. Read more about the issue in County News here: https://bit.ly/2rIOtZK.

NEBRASKA  Rural counties in Nebraska could follow GARDEN COUN-ty’s lead in converting to e-voting by mail. The county of just over 2,000 people piloted the pro-gram in one precinct during the 2016 general election. Now-Sec- retary of State John Gale will use Garden County’s primary elec-tion as a test for similar counties. Eliminating precinct voting also means eliminating the need to find poll workers to operate the polling locations, which “has become an increasing challenge for smaller counties,” Gale told the Star-Herald. “Many county clerks have expressed interest in having by-mail elections.”

NEVADA  The future of LYON COUN-ty’s four brothels will be put to the voters in November. The Board of Commissioners voted to draft language to place an advisory question on the ballot that will give voters the option to rescind the county’s brothel ordinance. The brothels, legal in the county since 1971, generate about $400,000 per year in reve-nue for the county in regulatory permits, according to the Reno Gazet-tle Journal. The anti-sex trafficking group

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No Little Girl submitted a petition asking for the referendum.

**NEW YORK**

ERIE COUNTY Clerk Michael Kearns will refuse to allow undocumented immigrants the opportunity to apply for a driver’s license if such a plan passes the Legislature.

“We will not process any of these licenses in Erie County,” Kearns said. “As straightforward and direct as that, we will not do that.”

The proposal would allow undocumented immigrants to get a driver’s license using their foreign passport, WIVB News reported.

Kearns also plans to write to the president of the New York State Clerk’s Association, asking for a resolution to be passed opposing the idea.

**OHIO**

The MONTGOMERY COUNTY Recorder’s Office has created a free notification system for residents to use to prevent fake filling of home or property records.

The Deed Transfer Division of the Montgomery County Auditor’s Office says more than 12 people were suspected of deed fraud since 2017.

Six suspects were involved in taking possession of filing fraudulent deeds and other false documents in nearby HAMILTON COUNTY.

**SOUTH CAROLINA**

Scuttled boats in BRUNSWICK COUNTY could add to the county’s coffers, thanks to a 2017 ordinance. County deputies are removing and auctioning off abandoned boats, following the adoption of the ordinance last year.

The deputies attempt to reach owners, but failing to do so, the country will hold auctions for the boats. The first two went unclaimed at auction, the Star News reported, so they were taken to the landfill to be destroyed.

**PENNSYLVANIA**

If you have $1, WASHINGTON COUNTY has a bridge to sell you. The catch is that you have to haul it. And it needs some work.

The iron bridge, 103 feet long, with a three-ton weight limit, was built in 1889. The county has been making minor repairs to keep it open for single-lane traffic, but a full repair would cost more than $700,000.

“If someone else were able to use it on a roadway with light loads or a pedestrian setting, they could save it;” Lisa Cessna, the county’s planning director, told the Tribune-Review.

It’s one of two county-owned bridges eligible for a list of historic structures, so the county made a deal with the state to be able to sell the bridge by making the other bridge pedestrian-only.

**SOUTH DAKOTA**

- The MEADE COUNTY Commission recently voted to continue current agriculture land values despite a continued drought.

The U.S. Drought Monitor recently listed nearly two-thirds of Meade County in the moderate drought category. The remaining third is listed as abnormally dry.

The Black Hills Pioneer reports some commissioners say the adjustment could set a bad precedent or shift the tax burden to taxpayers that aren’t affected.

- In 1965, MINNEHAHA COUNTY sheriff’s deputy Gene Abdallah arrested two drunken teens, and while transporting them to jail, one of them stole his badge. Fifty-three years later, Duke Tufty, now a minister in Kansas City, returned the badge to Abdallah, who went on to have a long career in law enforcement and 12 years in the state Legislature.

“When I woke up sober the next morning, I was pretty ashamed of what I had done,” Tufty told the Argus Leader. Tufty left the badge in a box of keepsakes and would see it every few years before deciding to return it and spend an hour talking with Abdallah.

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

GET TO KNOW...

WELCOME, ELKHART COUNTY, IND.

Elkhart County, Ind.

There are multiple theories about how Elkhart County was named, but the most likely one is about Shawnee Chief Elkhart, cousin of the famous Chief Tecumseh. Elkhart was the father of princess Mishawaka, which is also the name of a neighboring city. The county was founded in 1830 and has come to be known as the “Trailer Capital of the World.” One out of every two RVs on the road today is manufactured in Elkhart County. Visitors can stop in at the RV/MH Hall of Fame and Museum to explore RV history on their travels through Indiana.

**Correction:** The May 14 issue’s “Get to Know” about Rawlins County, Kan. featured a famous U.S. Forest Service icon, who was incorrectly named — to wit, there is no “the” in Smokey Bear.

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**REGISTER BY MAY 31 AND SAVE!**

**KEYNOTE SPEAKERS**

Marian Wright Edelman  
Founder and President, Children’s Defense Fund

Eddie George  
NFL Legend, Entrepreneur and Renaissance Man

**CONFERENCE HIGHLIGHTS**

- CIO and Technology: Leaders’ Networking Forum
- Essential Practices in Technology Leadership
- Criminal Justice and Behavioral Health
- Emerging Strategies in Addressing Poverty
- Land-Use Planning for Large-Scale Solar Development

Full schedule available online at www.NACo.org/Annual

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**P3s ‘challenge the way government does things’**

="If you’re smart at all, you under-promise and over-deliver,” Porcari said. While being able to run on a record of success is helpful in drumming up public confidence, letting an infrastructure project out of the purview of the county’s workforce entails some risk.

“Pricing risk in public-private partnerships is the single biggest reason they’re not more successful,” he noted. “They certainly have the right to do that.

“You have to bring in all the various players,” Porcari said, because elected officials can pull the funding at the eleventh hour. You need to look at each role: The taxpayers, the business community, the elected officials and understand their election cycle. Unless you get all of those overlays right, you’re probably not going to be successful.

Although public-private partnerships integrate elements of the private sector into local government projects, they are far from a “disruptor” that would seek to replace government, because they remain dependent on staff members to craft agreements to maximize a county’s benefit and the political will of elected officials to support them. It remains a symbiotic relationship.

“These P3s we do are extremely complicated and challenge the traditional orthodoxy of the way government does things,” Gluckman said. “It’s really difficult if you don’t have smart, hardworking people in the government.”