



Members of NACo's Large Urban County Caucus pass under the Brooklyn Bridge while on a ferry tour of New York City. The ferry system was expanded to reach underserved areas of the five counties and offer an extra transportation option. Photo by Charlie Ban

## Demographic change, economic opportunities drive Lucc symposium

**By Charlie Ban**  
senior staff writer

A little more than a week after a change-themed election, members of NACo's Large Urban County Caucus met in New York City to try to stake out where the country's path forward offered economic opportunities.

They parsed the roadmap for the next four years provided by the electoral results, but also looked far beyond that, to the

country the United States will grow into — one that the U.S. Census Bureau projects will be majority-minority by 2044.

With that in mind, Angela Glover Blackwell, CEO of PolicyLink, told a luncheon audience that inclusion has become an economic imperative.

"If the people of color who are becoming the majority rapidly, do not become the middle class, there will be no middle

*See Lucc page 2*

## Opioids send Ohio foster care into costly overdrive

**By Charles Taylor**  
senior staff writer

It happened twice in Ohio in September.

You may have seen the photo, circulating virally online: a man and a woman, passed out in the front seat of an SUV, with the woman's 4-year-old grandson in the back. That was in East Liverpool, Ohio, in Columbiana County.

Later that month, another grandmother, in Elyria in Lorain County, was found unconscious

from a drug overdose in a truck running in "drive" — with her 8-month-old grandson in the back seat.

"You're seeing households where not only are mom and dad having drug issues, but grandma and grandpa," said Shane Wilkin, president of the Highland County, Ohio Board of Commissioners.

Earlier this month, Highland County voters rejected a 1.9 mill child services levy that would

*See FOSTER CARE page 7*



# Urban counties will face uphill battle for legislative priorities in next Congress

From Lucc page 1

class,” she said, echoing the same sentiment about other roles in the economy.

“This is no longer something we can do because it is a moral imperative. We have to do it because the fate of the nation is dependent on what happens to the very people who we have been systematically leaving behind. If we don’t get it right for the people who are going to become the majority, we don’t get it right for America.”

For years, urban counties worried they had it wrong, and took more than a generation to feel like they got it right, again. Although a gentrification movement has accompanied the return to urban life for many Americans.

“The great migration away from the inner cities, sucking the life out of the inner cities, started 30 years ago,” said Keith Carson, a supervisor in Alameda County, Calif., which

includes Oakland. “(People) moved to the suburbs and left us in a desolate situation. The banks left, the lending institutions left, the educational institutions were challenged.”

His county has rebounded on the strength of revitalized assets, as have many others, including in the Rust Belt (see story, page 3), but going forward, Alameda County is taking a proactive, inclusive look at what it needs to succeed.

“We have people who need to be heard and you really have to sit down with the people you’re trying to help,” he said. “It can’t be an academic exercise, it can’t be a drive-by. You have to be embedded in those communities on a long-term basis to get trust, get buy in and develop a relationship.”

That pays off when the community has to make a move.

“We have a common voice when we come to our Legislature,” he said. “We don’t come as just counties, we come as

counties, cities and business because the quality of life we want to impact is everyone’s quality of life.”

## Looking Ahead

After an election that was generally delineated between urban and rural counties, LUCC steering committee members heard the legislative outlook. NACo Executive Director Matt Chase stressed a different result in the presidential race wouldn’t have made counties’ fights any easier.

“If Secretary Clinton was becoming president, we’d have a different list, but just as big a lift on intergovernmental fights affairs,” he said. “We’re focused on...the battle between the local, state and federal governments.”

Deputy Legislative Direc-

tor Paul Beddoe said most immediately, the tax-exempt status of municipal bonds was in jeopardy, with tax reform a high priority for a Republican Congress and White House. “We’ve been told in no uncertain terms that muni-bond limitations are definitely on the table,” he said. “They’ve got to try to figure out a way to pay for some of the tax cuts that they promised.”

This warning followed the LUCC steering committee members’ recounting of the billions of dollars in tax increases and bond issues their voters approved for infrastructure and transportation projects.

“All these bond issues you’ve put yourself on the line for on the local level, if new limitations come up that will make

them less attractive instruments to investors, it’s just going to raise the cost of borrowing and reduce the value of those projects,” Beddoe said.

Medicaid is targeted for block granting (see story page 4). Beddoe said a measure to allow inmates to keep Medicaid coverage would not likely happen before the end of the Obama Administration.

Chase warned that a lot of federal legislation could find copycats on the state level, and counties should look to Congress for what their Legislatures may emulate.

LUCC Chairman Jim McDonough of Ramsey County, Minn. encouraged colleagues to look for opportunities in the next Congress and the Trump

See Lucc page 5

# Executive order would align federal efforts with local government priorities

President Obama has signed an executive order establishing the Community Solutions Council in an effort to modernize the way the federal government works with cities, counties and communities across the nation. The council aims to provide a lasting foundation for federal agencies to strengthen partnerships with communities and enhance coordination across the federal government to more effectively deliver assistance.

Local leaders, including county officials, have told Congress of the need for a federal partner that is more effective, responsive and inclusive in addressing the needs and challenges of local communities. While the policies and programs established by the federal government are intended to guide local officials and


coordinate efforts, local leaders are often left on their own to find federal resources and implement costly programs.

In response to local leaders’ call for change, through this order the administration has taken steps toward a different approach by working with local communities to transition from a “one-size-fits-all” approach to a “bottom-up” approach.

The Community Solutions Council includes leadership from agencies, departments and offices across the federal government and the White House that will work to develop and implement policy that puts local priorities first, highlights successful solutions based on best practices and streamlines federal support for communities.

Further, the council will en-

gage with representatives and leaders of local organizations, businesses and communities to expand and improve partnerships that address the most pressing challenges communities face.

Counties are responsible for supporting and maintaining public infrastructure, transportation and economic development assets, providing justice, law enforcement and public safety services, and protecting the public’s health and well being. Because counties are an essential component of the federal-state-local intergovernmental partnership, they support strong communication and collaboration with the federal government to advance local plans and visions that will benefit their residents. 

## SNAP/STATS



### MOST ACRES IN CHRISTMAS TREE PRODUCTION IN TOP CHRISTMAS-TREE PRODUCING STATES

State	County	Acres
Oregon .....	Clackamas.....	15,951
North Carolina.....	Ashe .....	14,188
Michigan.....	Missaukee .....	10,932
Pennsylvania.....	Columbia .....	5,541
Wisconsin .....	Jackson .....	4,846

Source: USDA Census of Agriculture, National Agriculture Statistics, 2012 (most recent available data)

## CountyNews

**President**  
Bryan Desloge

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Matthew Chase

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**Executive Editor**  
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**Senior Staff Writer**  
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Charlie Ban

**Design Director**  
Leon Lawrence III

**ADVERTISING STAFF**

**Job Market/Classifieds representative**

**National Accounts representative**

Beverly Schlotterbeck  
(202) 393-6226  
FAX (202) 393-2630

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**E-mail** cnews@naco.org  
**Online address** www.countynews.org

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# NACo



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# Rust Belt communities have the tools and the talent for second acts

By Charlie Ban  
senior staff writer

For 100 years, Allegheny County, Pa. exported steel.

"Then, for 30 years, we exported young people," joked Rich Fitzgerald, the county's executive, about the population drain starting in the 1980s.

In the last few years, though, the Western Pennsylvania region found out that the assets that made it a powerhouse in one era did not necessarily go out of fashion. They just needed some alterations.

"Andrew Carnegie's mills sent steel all over the country, and he also founded Carnegie Tech," which is now Carnegie Mellon University, Fitzgerald said at a NACo Large Urban County Caucus symposium in New York City. "That may have a bigger impact on that world in the coming decades than the steel ever did."

That's about what Antoine van Agtmael said during a panel discussion on the reemergence of rust belt regions. The senior advisor at the management consulting firm Garten Rothkop diagrammed how these cities and counties were poised for rebounds, diagramming the economic trends that would spur their rebound and showing how closely Pittsburgh's bio-medical and high-tech sectors mirrored those trends.

Van Agtmael moderated a panel on the reemergence of manufacturing centers. Typically, van Agtmael sees, regions face life-threatening situations, like the decimation of an industry. They respond by calling on their educational systems to help apply a multi-disciplinary approach to solving complex challenges, relying on their research, while being open to sharing brainpower, with the support of local officials.

"If you don't have a university in your town or a short distance away, it's a lot more difficult," he warned. Not just because



**Antoine van Agtmael, Rich Fitzgerald, Lee May and Heather Worthington discuss urban revitalization on the backs of existing educational assets.** Photo by Charlie Ban

startups form nearby, but also because of the curiosity that the proximity will inspire in students and faculty.

Rebounding from downturn starts with proper framing of the problems that contributed.

"It's too easy to just blame China," he said, for the loss of manufacturing jobs. "Where were these jobs lost? Were they lost because they moved or because the job functions were automated? The fact that we lost some jobs to China actually strengthened our economic immune system, and now we're starting to do something about it."

After 25 years of fighting to make products as cheaply as possible, the global competition is starting to revolve around smart innovation. That often revolves around the universities and infrastructure that initially grew out of the first manufacturing boom.

"Is this happening in Silicon Valley or Cambridge, Mass.? No, this is happening all over the country," van Agtmael said. "Rust belts are building on forgotten strengths and they're turning themselves into brain belts."

Like Allegheny County, with its 100,000 students and eight universities, DeKalb County, Ga. has a wealth of educational

institutions. Although not part of the traditional Rust Belt, Interim CEO Lee May said the Atlanta region was seeing a similar population and manufacturing shift — particularly in automotive assembly — that demanded a focused response.

"We lacked the plan and vision," he said. "We didn't know what assets we had or how to use them." Georgia Tech conducted a study and inventory of DeKalb County's industrial vacancies that identified targets for May and the county to fill.

Universities can come in for some criticism. "A lot of people don't like universities because the students drink a little bit and the schools don't pay taxes, but they're economic generators," Fitzgerald said.

And that's not just the case for four-year colleges and research universities. Panel speakers stressed that community colleges — and the county governments that oversee some of those schools — need to have good relationships with local industry to streamline course offerings to satisfy demand for the worker training they offer.

"I hear from our local industry leaders that they can't hire CNC (computer numerical control machine) operators fast enough," said Heather Worthington, Ramsey County, Minn.'s

deputy county manager for economic growth and community investment. "I need more and you [community colleges] need to crank them out faster."

At the same time, Fitzgerald said the demand for welding in advance of a Shell chemical plant is such that the Community College of Allegheny County had to add midnight welding classes and has begun teaching classes at work sites.

He said the county integrates industry leaders and college presidents into planning processes.

"When I was interviewing airport directors, I had the University of Pittsburgh chancellor involved in the interview process," he said.

Worthington said adjunct faculty from local employers help bridge the gap with students and accelerate the hiring process.

"We basically embed our industries in the classes," she said.

Because schools built up in response to the initial economic growth, the institutional knowledge related to the earlier industry is a great jumping off point to new innovation. Van Agtmael noted that Summit County, Ohio was the place to go for tires, now the Akron area is a leader in polymer research.

That said, some of these

transformations don't happen fast enough to reassure the people whose jobs are lost either by automation or because manufacturers move.

"There are a lot of people in the Rust Belt who feel left behind by the economy," Worthington said. "That was clear in the election."

Van Agtmael warned against reacting with protectionism, which he said would ultimately condition the workforce to accept mediocrity.

"Protectionism is a form of laziness. Would you tell your children it's okay to be second best, I'll protect you," he said. "That goes for sports, business or academics."

In absence of protectionism in the steel industry, Fitzgerald saw Allegheny County's workforce transform dramatically.

"In the '80s, we had the least-college-educated workforce in the 25-35 age range," he said. "Thirty years later, we lead the nation with more postgrad degrees per capita."

It's easy to see that translate to success as a testing ground for driverless cars and medical research, but it was hard to see happening at the time.

"We had been beaten down so long that when it started to turn around, our own people didn't think it was going to last." **CN**



# Counties' role in health care likely to be impacted in Trump Administration

By **Brian Bowden**  
associate legislative director

One of the promises President-elect Trump made to his supporters was to repeal and replace the Affordable Care Act (ACA), or Obamacare. Congressional Republicans have also made Obamacare a target for repeal and have proposed significant changes to other federal health care programs.

What might this mean for county governments, which play a pivotal role in caring for America's low-income residents, especially serving as the safety net for those who are unable to afford medical care?

Historically, most states have required counties to provide health care for low-income, uninsured or underinsured residents — care that is often not reimbursed. An Urban Institute study estimated that states and localities spent \$20 billion on uncompensated care in 2013.

Meanwhile, counties invest \$83 billion annually in commu-

nity health systems and support 976 hospitals, 714 long-term care facilities, 750 behavioral health authorities and more than 1,900 local public health departments.

The federal entitlement program known as Medicaid is the largest source of health coverage in the country, covering approximately 75 million individuals.

Established in 1965, Medicaid is federal-state-local partnership that provides health insurance coverage to low-income children and their families, seniors and people with disabilities. Unlike Medicare, which is financed and administered by the federal government, Medicaid is jointly financed by the federal government and the states, with local governments' support in many states. Counties contribute to the program in 26 states, and in the latest year in which data is available, local governments contributed approximately \$28 billion to the program.

The ACA expanded Medicaid. States were offered the option to

expand the population served by the Medicaid program to include low-income adults without children.

Thirty-two states and the District of Columbia exercised that option to expand coverage beyond families, children, pregnant women, the elderly and the disabled. Medicaid reduces the amount of uncompensated care that must be provided by county health systems, easing the strain on county budgets.

Yet the Medicaid expansion is likely the most vulnerable provision of the ACA under a Trump Administration and a Republican Congress.

In June, House Speaker Paul Ryan and the House Republican Task Force on Health Care Reform unveiled a white paper describing a vision to restructure America's health care system as a part of Ryan's A Better Way Campaign. If enacted, the proposal would withdraw the states' option to expand the Medicaid program and would require them to accept either a new Medicaid

per-capita cap allotment or a block grant.

Under this plan, beginning in 2019, each state would receive a fixed limit of federal funding for four categories of beneficiaries — the aged, disabled, adults, and children — amounts based on 2016 averages. Funding would be adjusted for inflation, which typically rises slower than health care costs.

States opting out of a per capita cap could receive a block grant, which would have a similar effect. As health care costs inevitably exceed the amount allotted by the federal government, states and counties would be left to bear the burden.

"Counties are very concerned about the risks of changing the structure of Medicaid from an open-ended, federal-state-local partnership to a new cap or block grant model," said Fulton County, Ga., Commissioner Joan Garner, chair of NACo's health policy steering committee.

"When health care costs rise or if there is another economic

downturn, states and — more likely, counties — will be on the hook to cover the gap between the federal allotment and the local need."

In the upcoming weeks, President-elect Trump and the incoming Administration and Congress will need to determine just how they will change the health care system to follow through on their promises to undo the ACA.

In that process, counties must ensure that the federal-state-local partnership is respected and financial burdens are not simply shifted to counties. As the public's attention will be placed on Washington and states, counties must work with their members of Congress to remind them that all health is local. Impending changes in the nation's complex health care system must take into account the role of counties. **CN**

*Paul Beddoe, deputy legislative director, contributed to this report.*



**SAVE THE DATE**

**2017 NACo LEGISLATIVE CONFERENCE**

**FEBRUARY 25 through MARCH 1**

**WASHINGTON, D.C.**

NATIONAL ASSOCIATION of COUNTIES **NACo**

## Five mobile tours show off NYC's redevelopment

From LUCC page 2

### Administration

"Where do we have direct contact with influencers in Washington? We need to know who has those types of relationships with decision makers," he said. "We're still going to continue to do what we do at home. We have Rust Belt cities, West Coast cities, South, Southwest, Northern cities. In some sense, all of those issues are intersecting all of us."

### Out and About

Mobile workshops took attendees all over New York, Kings and Richmond counties, or as most know them, Manhattan, Brooklyn and Staten Island.

The NYC Citywide Ferry, in development now, will provide another option for a projected 4.6 million trips a year once the 23-port system throughout the five boroughs is completed in 2018.

The Red Hook Community Justice Center is in a geographically-isolated part of Brooklyn. A single judge hears cases that would otherwise go to civil, family or criminal courts, and deploys sanctions and services including treatment and community restitution.

Elsewhere in Brooklyn, the Navy Yard has become home to more than 7,000 jobs and a variety of tenants, including entertainment and manufacturing. Another naval base, on Staten Island, has become a mixed-use community.

Back on Manhattan, the High Line, a park built atop nearly a mile of elevated train tracks by a nonprofit organization, has revitalized an area once deemed more appropriate for training young drivers and turned it into a high-traffic residential and commercial area.

The 2017 LUCC innovation symposium will be held in Salt Lake County, Utah, with Broward County, Fla. leading as the likely 2018 location. **CN**

## SOLUTIONS SPOTLIGHT

# American Beverage Association weighs in to combat obesity rates

America's beverage companies have a long history of putting competition aside and stepping forward with meaningful solutions to societal challenges. The latest example of this is the beverage industry's commitment to reducing sugar and calories consumed from beverages in the American diet.

In the fall of 2014, The Coca-Cola Company, Dr Pepper Snapple Group, PepsiCo and the American Beverage Association joined with the Alliance for a Healthier Generation, founded by the Clinton Foundation and the American Heart Association, to launch the Balance Calories Initiative.

The goal of this landmark initiative is to reduce beverage calories consumed per person nationally by 20 percent by 2025 — the single-largest voluntary effort by an industry to help

combat obesity.

To meet this ambitious goal, the companies are rolling up their sleeves and taking broad and measurable actions to drive consumer behavior change nationwide. Importantly, an independent auditor will evaluate and publicly report on the companies' progress toward this calorie reduction goal.

A key component of the Balance Calories Initiative is the Community Initiative, a focused effort in communities with high obesity rates where calorie and sugar reduction from beverages have lagged behind the rest of the nation.

Five communities have already been selected to participate in the targeted effort: neighborhoods in Los Angeles, Little Rock, Ark. and New York City, as well as Alabama's Montgomery and Lowndes counties,

and Coahoma, Panola, Quitman and Tunica counties in the Mississippi Delta. The effort will eventually include eight to 10 communities nationwide.

America's beverage companies are bringing their strengths in marketing, innovation and distribution to bear on this challenge — along with essential insights from the community itself. And working with the alliance, they are engaging with community leaders to better understand the challenges in their neighborhoods and learn from them what ideas and support they might have for achieving the goal.

In these test-and-learn markets that are a part of the Community Initiative, more no- and low-calorie beverages, as well as smaller portion beverages, will be made available to people in the places they shop, eat or grab

something on the go.

Calorie awareness messages will be placed on vending machines, fountain equipment and coolers in retail locations to inform consumers about their beverage choices and the calories they contain, and nudge them to consider all of their options to help them find balance.

It is a reminder to "Balance What You Eat, Drink and Do" before making a beverage choice. The balance message also will be prevalent throughout the community on billboards, in grocery stores and at gas stations.

Achieving this ambitious goal will no doubt be challenging, but America's beverage companies are committed to working together with government leaders, public health groups and community organizations in counties across **CN**

# An identity-driven solution recoups millions in tax revenue

Revenue lost from erroneous legal residence filings significantly impacts counties, often eliminating funds for key programs, such as education and public safety.

But by using new identity analytics technology to gain a broader picture of residence or homestead exemption claims, counties can fight erroneous claims and ensure everyone pays their fair share. Some pioneering tax and revenue agencies have recaptured millions of dollars in lost revenue using the technology.

Two examples include Fort Bend County, Texas and Charleston County, S.C. Both used the Homestead Exemption Fraud Detection Solution from LexisNexis Risk Solutions to detect anomalies, errors and

erroneous filings in claimed exemptions across jurisdictional boundaries. The technology uses proprietary identity analytics to uncover erroneous filings and suspicious activity by cross-checking customer records against more than 20,000 public records and commercial data sources.

It reviews existing exemptions to ensure compliance with state laws to detect key indicators for illegitimate or erroneous claims, including duplicate exemption filings and family members receiving deductions under a deceased property owner's name.

Fort Bend County uncovered more than \$2.3 million in lost revenue by identifying and preventing 1,194 cases of erroneous — and sometimes fraudulent — tax filings. From a population of

approximately 685,000, the LexisNexis Homestead Exemption Fraud Detection Solution identified 11,898 properties as being suspicious. Certified analysts with LexisNexis Risk Solutions worked with Fort Bend Central Appraisal District officials to research the identified homesteads to determine the legitimacy of their exemptions.

Charleston County used the Homestead Exemption Fraud Detection Solution to find more than \$2.1 million in new revenue by identifying and reversing over 600 cases of erroneous approvals. The solution, which combined LexisNexis Risk Solutions public records databases with identity analytics technology and the investigative capabilities of Tax Management Associates, Inc., provided an

additional layer of protection by helping Charleston County identify people whose circumstances changed after they applied, or who altered their documents and thus legally changed their domicile after they were approved.

Many local governments do not have access to the information technology they need for cross-jurisdictional information sharing or the capability to conduct large-scale data analysis with the data that is available. The cost of homestead exemption errors can add up to millions in lost revenue and result in tax increases for law-abiding residents. If local governments can detect illegitimate claims, they can potentially boost revenue by identifying debtors, rather than raising taxes. **CN**



.....ON THE MOVE.....➔

NACo OFFICERS, COUNTY LEADERS

● President **Bryan Desloge** was a keynote speaker at the County Commissioners Association of Pennsylvania’s Fall Conference in Dauphin County on Nov. 21.

NACo STAFF



Hartsig

● **Andrew Hartsig** has joined the research department as a research manager. Hartsig will lead different research projects, especially those focused on county operations, structure and the future of counties. Prior to joining NACo, he was employed by the Loudoun County, Va. Office of Management and Budget and has served as a policy and research analyst at the Arizona Association of Counties, a fiscal analyst at the Arizona Joint Legislative Budget Committee and a budget analyst at the National Science Foundation. He holds a master of public policy from George Washington University.



Pack

● Also new to the research department: **Tadas Pack**

who joined the department full-time as a research assistant. He initially joined NACo as a research intern in the fall of 2015 and was instrumental in the data collection and analysis of audited county financial statements. He will now work on the data analytics for a number of research projects, including County Economies, County Explorer and other trend analyses. In 2016, Tadas obtained a bachelor of science in economics from the University of Maryland.

COMING UP

● **Emilia Istrate**, research director; **Jack Morgan**, program manager; and **Linda Langston**, strategic relations director will be at the Colorado Counties Inc. Winter Conference in El Paso County, Nov. 28–30.

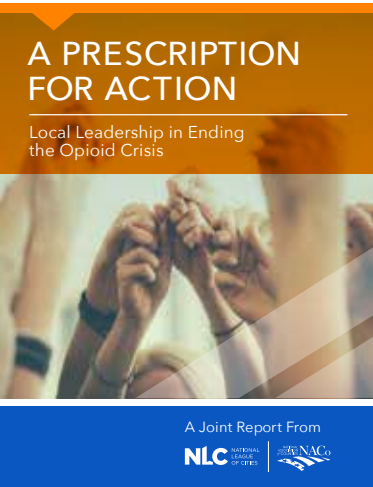
● President **Bryan Desloge** and **Andrew Goldschmidt**, membership-marketing director, will represent NACo at the California State Association of Counties Annual Conference in Riverside County, Nov. 29–Dec. 2.

● **Matt Chase**, executive director, and **Goldschmidt** will be presenting at the County Commissioners Association of Ohio Winter Conference in Franklin County, Dec. 4–6.

● **Alex Koroknay-Palicz**, membership coordinator, and **Sharon Russell**, senior program director NACo FSC, will attend the Association of Minnesota Counties Annual Conference in Hennepin County, Dec. 4–6.

● **Goldschmidt** will represent NACo at the Maryland Association of Counties conference in Dorchester County, Dec. 7–9.

CAPITAL LOOP



A Prescription for Action: Local Leadership in Ending the Opioid Crisis

Released Nov. 16, this joint report from NACo and National League of Cities explores how cities and counties can combat the opioid epidemic.

U.S. Surgeon General releases report on substance abuse

On Nov. 18, U.S. Surgeon General Dr. Vivek H. Murthy released *Facing Addiction in America: The Surgeon General’s Report on Alcohol, Drugs, and Health*, a report that reviews the science of substance use, misuse and disorders.

Trump Administration pushes for a continuing resolution until March 2017

House Republicans will launch work on a continuing resolution to fund the government through March 2017, a strategy requested by President-elect Donald Trump. Pushing funding decisions into March gives the incoming Trump administration a say in the final FY17 spending decisions.

NACo releases analysis of 2016 election

NACo has released a detailed report, *U.S. Election Insight 2016: What’s in Store for the Nation’s Counties* to help mem-

bers digest the results of the election and what it means for county governments.

Real family income increases if overtime regulation change canceled

Canceling changes to overtime regulations, due to go into effect Dec. 1, would increase real family income rather than lower it, according to a report released Nov. 14 from the nonpartisan Congressional Budget Office (CBO). Cancellation would also

lower employers’ payroll and compliance costs, and increase profits, CBO finds.

House committee releases critical report on WOTUS rule

The House of Representatives Committee on Oversight and Government Reform released a report late last month critical of the Obama administration’s “Waters of the U.S.” (WOTUS) rule making. **CN**

To learn more, visit [www.naco.org/capitalloop](http://www.naco.org/capitalloop)

LAKE COUNTY, COLO. LEARN MORE ABOUT THIS FEATURED COUNTY IN 'BEHIND THE SEAL?' Created By: Charles Taylor

WORD SEARCH

N A E J P G H R T T I I B N C H X E O X  
G A U E H J D G N E K R C A G A X R N W  
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- BABY DOE** Rags to riches to rags wife of Horace Tabor
- CARBONATE COUNTY** County’s name for two days
- COLORADO GULCH** Former gold mine, later Superfund Site
- DEXTER CABIN** Colorado and national historic site
- EAGLE** Neighboring county
- GOLD MINING** Colorado Gold Rush
- HEALY HOUSE** On National Register of Historic Places
- HIGHEST CITY** Leadville
- LEADVILLE** County seat; highest incorporated city in U.S., elev. 10,151 ft.
- MATCHLESS MINE** Silver mine that made Horace Tabor’s fortune
- ORIGINAL** One of state’s original 17 counties
- ROCKIES** Mountain range in which located
- SILVER MINING** Boom lasted from 1879–1893
- SUMMIT** Adjacent county
- UNSINKABLE** Titanic survivor Molly Brown raised here

## LEADERSHIP EDGE

by **Bryan Desloge**  
NACo president

Difficult elections aren't new to American democracy. In fact, the Founding Fathers built our democracy on a fierce exchange of ideas. We have all heard, and most of us probably agree, that it is time for everyone to take a deep breath, regroup and focus on what unites instead of what divides us.

It's also probably naïve to think that this will just happen. We as local leaders have an opportunity to demonstrate that those who will lead best in the aftermath of this election will be those who listen best.

And I know that can be challenging after what felt like years of wall-to-wall presidential race coverage from the primaries to the general election. For my part, to become president of the National Association of Counties I ran a campaign focusing on civility and diversity, which we need now more than ever during this

# What Does the 2016 Presidential Election Mean for Local Leaders?



**Desloge**

time of transition.

As a county commissioner, I know our nation's most challenging issues often become tangible at the local level first, whether we are talking about law enforcement, health care or race relations.

When the presidential campaign was in full swing, both major political parties worked hard to make others understand them. And as the campaign wore on, conversations became less about exchanging ideas and more about demanding understanding. Leading up to the election, our political discourse sounded like, "If you'd only listen

to me, you'd understand."

But those of us who hold elected office understand that our job is not making others understand us, but rather quite the opposite: we need to understand the other person. In the interest of civility, we sit down every day at a table and ask what divides us and how can we bridge this gap? Listening takes a lot more courage than talking, and that's what our nation needs now. We need to recommit to listening.

Listening to challenges and seeking compromise is almost never a binary answer. When you've been hip-deep in a constituent issue, has the answer every truly been yes or no? This or that? One or two? If you're like me, almost every answer to a problem involves "Yes, and . . ." or "No, but . . ." The real work is not to solve the problems alone, but to find a way to talk about them and work on them together.

And that's why finding common ground is important. Not to ignore the problem at hand,

but to tackle it head on. In Leon County, Fla., we listen to and engage citizens on issues that matter most to them. In March 2016, we hosted an event called "Created Equal: A Conversation about Race, Founding Ideals, and Our Hometown." I facilitated one of the more than 25 tables at the event, which was held in a popular nightclub and featured some very engaging speakers followed by passionate conversations with citizens about some of the same issues that took center stage during the campaign.

We talked about divides, stereotypes, socioeconomic challenges, and how in today's culture you can surround yourself with the comfortable and familiar more easily than ever before. At that table, I committed to listening and learning from the experience of others, because it's impossible to build collaborative relationships among people with diverse backgrounds and perspectives without understanding their view of the world. We need

civil discourse in order to fulfill our roles and responsibilities as community leaders.

In the digital age we live in, with so many different news sources on social media, in print, on television and quite literally at your fingertips all the time, it's easy to lose perspective. You can dismiss a whole group of people without ever actually talking with them. Now you can listen to only the news that affirms your world view without ever being challenged. But if there's one thing this election has taught us — and it's been a long lesson — it's that we have to understand others and not simply make them understand us.

And that's why I think it's important to challenge ourselves to ask questions and to engage with people on the other side of the election. Because at the end of the day, we are one America that can certainly disagree fiercely but civilly. In fact, I think our Founding Fathers would expect no less. **CN**

## More kids in need of foster homes strains Ohio's child welfare system

From **FOSTER CARE** page 1

have helped support children in foster care. Last year, the county had to transfer \$980,000 from its general fund budget of about \$10 million to child services to keep up with the demand.

The Buckeye State ranks first in the nation in locally-funded child protective services contributions — through levies and county general fund dollars, according to Suzanne Dulaney, executive director of the County Commissioners Association of Ohio (CCAO). "We're dead last in terms of state funding per capita. So that poses a real challenge."

Ohio may be a microcosm — or, unfortunately, the best example — of what child welfare agencies are experiencing in counties plagued by the opioid-addiction crisis. The epidemic is resulting in more cases of child protective services removing children from

their homes and placing them in foster care — at a time when such homes are in short supply.

Statewide, there are some 14,000 children in foster care, but there are only 7,000 licensed foster homes in Ohio, said Angela Sausser, executive director of the Public Children Services Association of Ohio (PCSAO). Children, she said, have become the "invisible victims" of heroin and prescription opioid abuse. PCSAO is an association of Ohio's county public children services agencies.

In 2014, Ohio ranked second in the nation — behind California — in the number of drug overdose deaths; 2,744 Ohioans had fatal overdoses, an 18.3 percent increase from 2013, according to the Centers for Disease Control and Prevention.

Moir Weir sees the problem in Hamilton County, where she is director of Job & Family ser-

vices. "For many years we had about 200 kids available for adoption, now it's up to 300," she said. "We now have 321 more children today than three years ago in custody, and it's really a direct result of heroin."

"These families are so traumatized," she added. "To get clean and sober from heroin can take many, many years. We worry that kids will languish longer and longer in foster care which ultimately will result in needing to be adopted."

The state has experienced a 19 percent increase in children in custody since 2009 — while state funding for child protection declined by 17 percent, Dulaney said.

PCSAO surveyed county human services agencies in 2015 in an effort to assess the extent to which opiates were a contributing factor. "What we found is 50 percent of the parents of those

kids in 2015 were addicted to drugs, and of those parents, 57 percent were opiate-addicted," Sausser said. "We keep saying we're in a serious crisis here in Ohio."

The increasing need for out-of-home placements is also adversely affecting caseworkers statewide.

"Our workforce we have today is extremely traumatized by these cases," Sausser said. "They're the first responder; they're going into these homes, knocking on the doors. They're entering oftentimes before law enforcement enters."

"They're encountering parents who are overdosing," she continued. "I know of a couple of situations where workers have gone into the home and have found toddlers who had just ingested heroin and had to call the squad to come out and revive toddlers."

Employee burnout is a conse-

quence. Sausser said it's becoming harder to recruit social workers to work in child protection. "We're seeing significant turnover among our counties across the state ... So that's another area of our system that's hurting right now."

Dulaney said CCAO will make a "big push" during the 2017 state legislative session for funding in the next biennial budget for child protective services. "We need a stronger partnership with the state in that area."

Sausser added, "Our state has done a lot around the treatment side, trying to expand treatment options for people addicted. They've done a lot around the law enforcement side. They've done tons of work to try to limit prescribing behaviors, but what hasn't happened is focusing on the kids that get impacted by this epidemic and what happens to them." **CN**



# MONEYMATTERS%

## NAFTA Remains a Key Economic Pillar

By Joel Griffith  
deputy research director

This January marks the 23rd anniversary of the North American Free Trade Agreement (NAFTA) between the United States, Mexico and Canada. This signature achievement of President Bill Clinton's first term passed the House (234-200) and the Senate (61-38). Particularly in the House, support did not fall along partisan lines, as 102 Democrats joined 132 Republicans to enact NAFTA. Neither did the opposition, as 43 Republicans joined 156 Democrats in opposing implementation.

The incoming president of the United States has called NAFTA the "worst trade deal in history" and threatens to "terminate" the agreement. With this in mind, let's review what NAFTA actually encompasses and some contextualization of the economic effects.

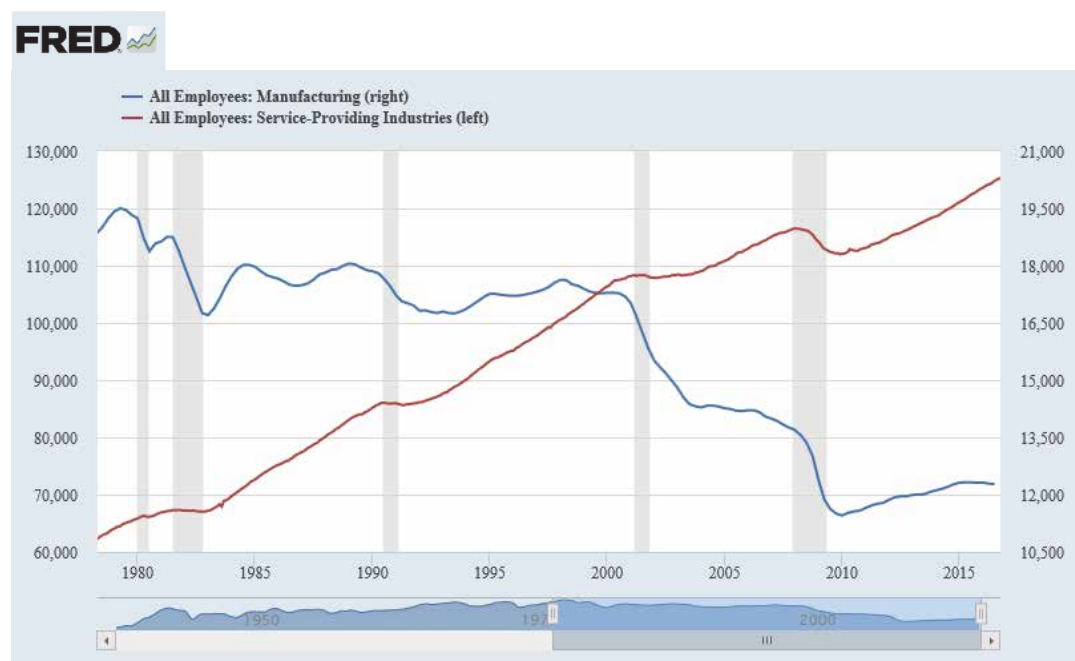
Key components of NAFTA involve intellectual property, investments and services restrictions and trade in goods.

### Intellectual Property

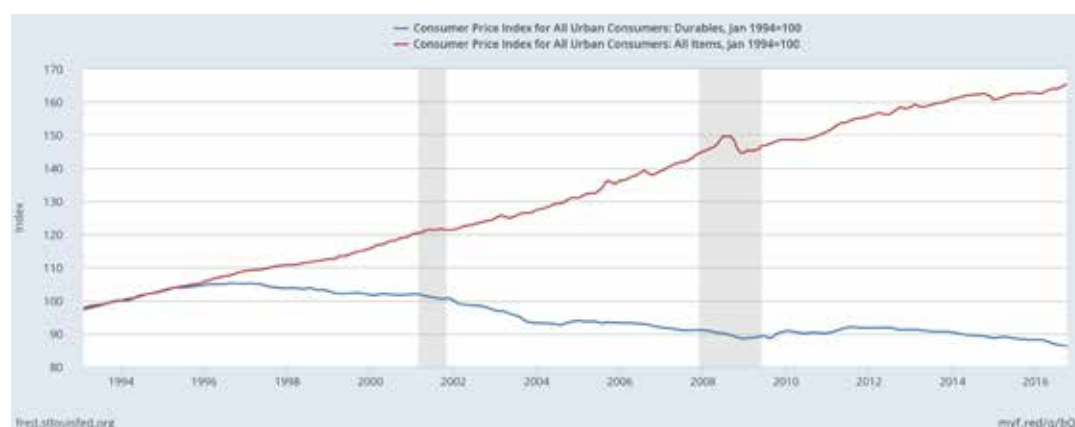
NAFTA protects intellectual property rights in many ways. This class of property encompasses trademarks, patents, recordings and written works. Without these protections, investment in research and development of new technologies and pharmaceuticals, engineering designs, advertising and entertainment productions would be discouraged. The ability of another entity to unfairly benefit from the extensive up-front costs of developing these goods and services for mass production would stifle economic progress.

NAFTA guarantees that each signatory, at the minimum, enforce certain codified international norms regarding the protection of intellectual

### SERVICE VS MANUFACTURING



### INFLATION



property. Furthermore, any protection must apply equally to both domestic and foreign firms. This provision fosters investment, which benefits the entire trading block through enhanced quality of life and productivity.

### Investments and Services

NAFTA enables capital to flow more freely to investment opportunities within the three countries, including both the provision of goods and services. A key part of the agreement ensures that each government "shall accord to investments of investors of another Party treatment no less favorable than that it ac-

cords, in like circumstances, to investments of its own investors..."

NAFTA also precludes any signatory from requiring a certain level of domestic ownership of a foreign company operating within its territory. These guarantees spur investment by alleviating concerns of state seizure or discriminatory treatment in favor of domestic firms. Such fears are not unwarranted even across the Western Hemisphere, as evidenced by the take-over of Kimberly-Clark Corp.'s facilities by the socialist regime in Venezuela.

### Trade in Goods

NAFTA required a progres-

sive elimination of tariffs on imported goods. Tariffs are fees levied on imports with the dual purpose of raising revenue for the state and also making domestically manufactured goods more cost-competitive. In addition, the agreement also eliminated most prohibitions and restrictions on goods importations between the three countries. These measures broadened market access for companies operating within the trading block.

Doubts and concerns regarding the efficacy of NAFTA have grown, especially as manufacturing jobs remain stuck near post-World War II lows. Manufacturing jobs peaked at

more than 19.5 million in 1979. Following a decades-long stagnation, this sector began to plunge in earnest during the recession of 2001, bottoming out at under 11.5 million in 2010 in the wake of the Great Recession. Over the past six years, the sector has rebounded by fewer than 1 million jobs.

The U.S. Chamber of Commerce, however, estimates that 5 million U.S. jobs were created during the first 20 years of NAFTA, thanks to the increase in trade from NAFTA. As an example, agricultural exports to Canada tripled, and those exports to Mexico quadrupled. In addition, service exports to Canada and Mexico leapt from \$27 billion to \$82 billion within this same 20-year period.

The decline in manufacturing jobs since 1979 contrasted with the corresponding rise in service-sector jobs provides a compelling illustration of why manufacturing jobs should not be the only statistic used to determine the success of a policy. Even as manufacturing jobs declined by more than 7 million, service sector employment grew by more than 60 million. A dramatic economic shift to service provision occurred.

### Service vs Manufacturing

Although many place the loss of manufacturing jobs on international trade, such an assignment of blame may be misplaced. Other facts are largely ignored. For instance, increased productivity means more output per each labor unit of input; in other words, more goods can be produced with fewer total employees. Also, more stringent labor and environmental regulations domestically can add to the costs of producing goods at home.

See NAFTA page 12



## BRIGHT IDEAS | LEON COUNTY, Fla.

# Disabled Drivers Have More Gas Station Choices

**PROBLEM:** Disabled drivers were never sure whether self-service gas stations could provide them with fueling assistance.

**SOLUTION:** A county ordinance requiring large gas stations to have at least two accessible fuel pumps and a direct means of hailing an attendant.

**By Charles Taylor**  
senior staff writer

J.R. Harding is a quadriplegic, but he can still drive his Ford E250 van, with the help of assistive technologies. But what he can't do is gas-up his tank by himself.

That's less of a problem since Leon County, Fla. enacted a Refueling Assistance for Disabled Persons ordinance, which took effect in 2014. It exceeds what is required by the Americans with Disabilities Act (assistance upon request, posted instructions on getting fueling help from station employees).

The ordinance requires all gas stations with 10 or more fueling positions — in the county and city of Tallahassee, the county seat — to make two of them accessible with a call button or a local phone number. That constitutes about 40 stations, according to Emma Smith, the county's director of permit and code services, whose office enforces the ordinance. There was some opposition from the gas station industry, Harding said, but not enough to stop the ordinance.

"With the button system, it also came with hours of operation posted, so you could know before hand when there's two or more people on duty," Harding said. Decals or stickers with that information have made their way from the pumps to street signs. "So you can make that decision before you even

pull into the store."

Nationwide, there are 15 million drivers with disabilities who are unable to easily access gas at 159,000 stations, according to the Disability Gas Coalition. There were about 193 retail gas stations in Leon County and the capital city when the ordinance was passed. It was implemented at no cost to the county, according to county officials.

Harding credited the county commissioners' "relationship looking after grassroots citizens." He was asked by the County Board to serve on a committee and "opine on the subject" to work out details of the ordinance.

It applies to existing, remodeled and new gas stations

Nationwide, there are 15 million drivers with disabilities who are unable to easily access gas at 159,000 stations.

Noncompliance penalties, determined by the county's Code Enforcement Board, can be up to \$250 per day, County Attorney Herb Thiele said.

Before the ordinance took effect, two other Florida counties — Hillsborough and Pasco — had similar policies. After Leon County followed suit, the Florida Legislature, in 2014, considered a bill to preempt localities from enacting such ordinances and invalidating existing ones. But the county was successful in getting the lawmakers to grandfather existing ordinances, county officials said.

Before the ordinance, the county received more than 100 complaints about accessibility issues at gas stations. Afterwards, "We've gotten pretty good feedback," Smith said. "A couple of the major advocates have been very thankful and have not even had to call in and make a complaint."

Harding said that accessible gas stations are particularly important in a county that attracts retirees and seniors, and that also has a VA Hospital.

Visitors to the county have also taken note of the amen-

ity, Harding said. Tallahassee is Seminole country, college football-wise, and he has accessible seating at Doak Campbell Stadium, where the "Noles" play.

"In my accessible seating location," he said, "I get a lot of parents who show up, and some of those parents are disabled. And they have seen our gas stations, and they are like, 'That is too cool. How did that happen? Tell me more.'"

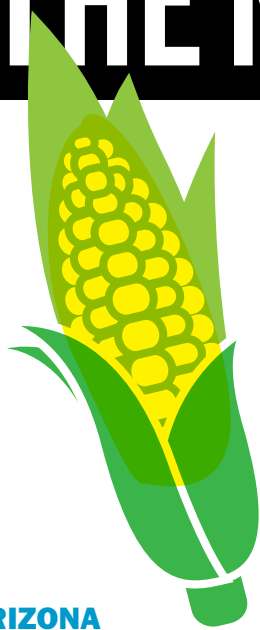
"There's a couple of couples who said it leapt out at them that they didn't not have this accessible feature in their community." **CN**

*Bright Ideas features noteworthy and award-winning county programs.*



**J.R. Harding, pictured here in his adapted Ford van, helped to craft Leon County, Fla.'s Refueling Assistance for Disabled Persons ordinance.** Photo courtesy of J.R. Harding

# NEWS FROM ACROSS THE NATION



## ARIZONA

**PIMA COUNTY** could see an economic impact of 280 million between 2016 and 2025 if Monsanto brings an **automated corn-growing greenhouse** to the county.

For its part, the county would support the agribusiness giant's application to the U.S. Commerce Department for a 10-year, free-trade-zone designation, according to tucson.com.

The designation would substantially lower the property taxes the company pays — to a rate of 5 percent from the current 15 percent. The company plans to break ground by year's end.

## CALIFORNIA

● BP will pay \$14 million to settle California state and county prosecutors' claims that the company negligently operated its **underground fuel tanks** at gas stations. Under the settlement's terms, the company admitted no wrongdoing.

The state attorney general, and prosecutors from **ALAMEDA** and **SAN DIEGO** counties — and eight other counties — will share in the settlement, *The Mercury News* reported.

Prosecutors alleged that BP put water supplies, the environment and human health at risk by failing to properly operate, inspect and maintain gas storage tanks at more than 700 service stations for a decade.

● **SANTA CLARA COUNTY** Board of Supervisors President Dave Cortese and Supervisor Cindy Chavez are promoting a **plan to keep immigrant residents informed** about their rights and provide legal representation to those who may need it.

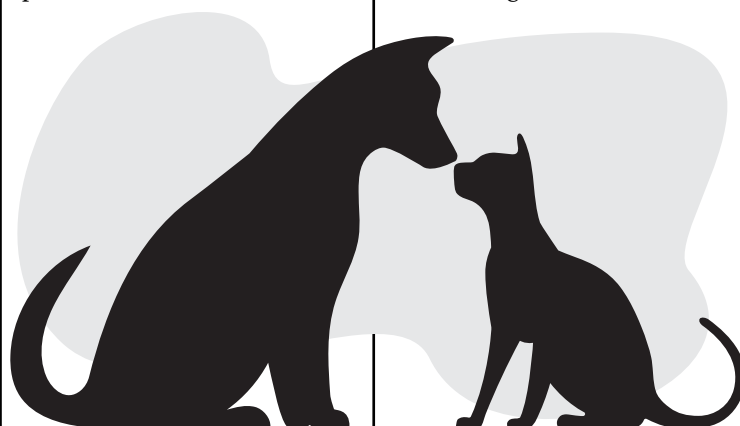
The supervisors will ask the county's Office of Immigrant Relations to work with non-profits and other agencies on a plan to keep immigrants updated on possible changes in federal immigration policies under the incoming Administration in Washington.

Such a plan would expand legal services for undocumented residents who may need representation for hearings or in preparing documents.

## FLORIDA

Cats and dogs will appreciate **BROWARD COUNTY's** new **\$16.5 million animal shelter**, and they won't have to listen to each other's yapping and meowing. "Here, the cats can't hear the dogs barking," said shelter spokeswoman Lisa Mendheim, because they'll be housed in separate wings.

The new 40,000-square-foot shelter is twice the size of its predecessor, with room for 500 cats and dogs. It replaces a facility that had been in use for 61 years, the *Sun Sentinel* reported.



## GEORGIA

● **COBB COUNTY's** loss will be **DEKALB COUNTY's** gain. The Weather Company, the IBM business that owns The Weather Channel, will relocate its headquarters from the former county to the latter in early 2017.

The move will create **400 new jobs in DeKalb**, according to Gov. Nathan Deal's (R) office, in areas such as software and product development, engineering, technology and marketing.

In addition to its forecasting for consumers, the company provides weather data to the aviation, energy, insurance and media industries.

● **UPS** will build a 1.2 million-square-foot distribution center in **FULTON COUNTY**. It will create an estimated **1,250 new jobs**, county officials said, and be operational by the end of 2018.

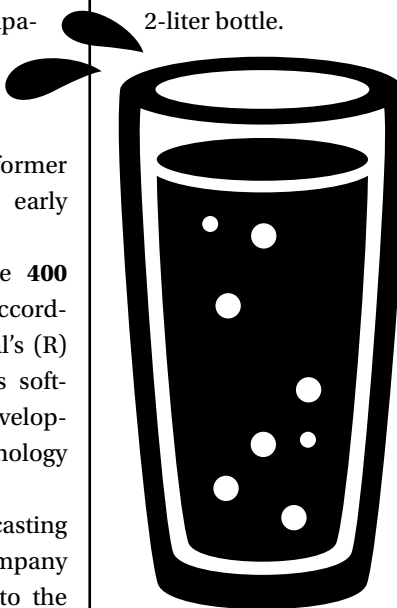
The facility is being built in an economically depressed part of the county on a 341-acre industrial site now owned by the county, businessfacilities.com reported.

## ILLINOIS

**COOK COUNTY** is now the largest locality in the nation with a soda tax, according to the *Chicago Tribune*. Earlier

this month, the County Board approved a penny-per-ounce **tax on bottled and fountain sodas**, and other soft drinks. It's expected to generate \$224 million annually.

The levy applies to sugary and artificially sweetened beverages, including sports drinks, lemonade and iced tea. When it takes effect July 1, it will add 72 cents to the cost of a six-pack of pop, 68 cents for a 2-liter bottle.



## INDIANA

**TIPPICANOE COUNTY** will be a little less festive this Christmas. Repair work on the County Courthouse dome means **no lights** will decorate it this year.

Commissioner Tom Murtaugh told the *Journal & Courier* he couldn't recall the last time the dome wasn't lit for the holidays.

This, however, doesn't mean that Lafayette, the county seat, will be without adornment. Mayor Tony Roswarski said trees trimmed in blue lights will dot the courthouse lawn.

## LOUISIANA

**FRANKLIN PARISH** police jurors will continue to contribute to the cost of **keeping a Veterans Affairs office** in the parish — unlike several other parishes who want the state to pick up the tab.

Franklin covers 25 percent of the local VA office's expenses and provides office space in the County Courthouse. That amounts to about \$620 a month, according to a county

## MARYLAND

Members of the **HOWARD COUNTY** Department of Fire and Rescue Services have announced the creation of the **St. Florian's Brigade**. St. Florian's Brigade is the first local affiliate of iWomen (International Association of Women in Fire and Emergency Services) in the nation and is named after the patron saint of firefighters.

St. Florian's grew from a special interest group in the department known as the Women's Issues Committee that was started in 1992. The brigade is focused on supporting and facilitating the participation of women in fire and emergency services.

"The benefits this committee offers will improve the welfare of our employees, volunteers and our community," said County Executive Allan H. Kittleman.

Although women in the fire and emergency services are the centerpieces of the brigade, membership is open to all members of the department.

(right) A stained-glass window at St. Robert Belarmine Church in Burbank, Calif. — depicting St. Florian, a third-century Roman soldier — combines ancient and contemporary fire-fighting imagery.

official.

"It is an honor for us to provide a small portion of the funds for our VA office," said Sam Boyd, the county secretary-treasurer. "Millions of dollars have been disbursed in Franklin Parish for Franklin Parish residents through our local VA Office," according to the minutes of the parish's public works committee.





healthy living conditions, and the development of housing subdivisions and roads.

The new office consolidates work previously handled by health and human services, fire marshal and public works departments, the *Dallas Morning News* reported.

## VIRGINIA

● People who **owe money for ambulance bills** up to two years past-due in **CAMPBELL COUNTY** will see their wages garnished under a new system approved by the Board of Supervisors. The county estimated nearly \$1 million in unpaid bills.

The statute of limitations on the legal action for health care money is two years, County Attorney David Shreve told the *News and Advance*.

Currently the county uses soft billing, issuing three bills to citizens followed by a letter from the county attorney if bills are not paid. The money collected through wage garnishment will go toward the county's plan to expand its EMS department.

The county program will be evaluated for efficacy after one year.

● The **FLUVANNA COUNTY** Board of Supervisors approved the county's **first solar farm**.

The farm will cover 57 acres and will be the largest one built in this part of central Virginia, providing energy to 2,500 homes. NBC 29 reported construction is expected to begin

in early 2017.

● **STAFFORD COUNTY** supervisors are going to **allow developers to build hotels** and parking lots close to the county's light industrial zone, cutting out a conditional-use permit process in which developers are required to seek approval from the Planning Commission and Board of Supervisors, and pay a base fee of \$10,000, *The Free Lance-Star* reported.

## WYOMING

Routinely high voter turnout in **JOHNSON COUNTY** reached **100 percent** this year, thanks to same-day registration. Technically, turnout exceeded 100 percent of previously registered voters (4,402). On Election Day, 4,485 people cast votes by the time the polls closed.

Deputy County Clerk Jane Carr told Fox News that turnout has been in the low-to-mid 90-percentile over the last six years. **CN**



*News From the Across the Nation is compiled by Charles Taylor and Charlie Ban, senior staff writers. If you have an item for News From, please email [ctaylor@naco.org](mailto:ctaylor@naco.org) or [cban@naco.org](mailto:cban@naco.org).*



## LAKE COUNTY, COLO.

Introduced in:  
The 19th century

**L**ake County was one of the 17 original Colorado counties, and at the time of its establishment in 1861, included much of the western portion of the state.



The prospector, a "Fifty-Niner," on the county seal was one of many to come to Colorado during the Pike's Peak gold rush; placer gold was found in Colorado Gulch in Lake County. Over the next 18 years, territory split off into seven counties. For two days in 1879, Lake County was renamed Carbonate County.

Would you like to see your county's seal featured? Contact Charlie Ban at [cban@naco.org](mailto:cban@naco.org).

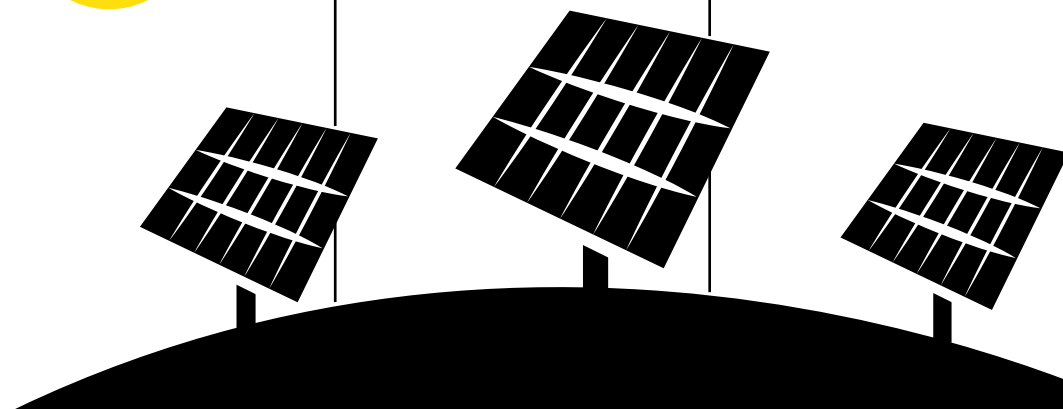
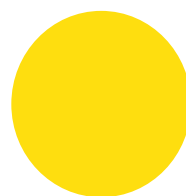
## NEW JERSEY

The **BURLINGTON COUNTY** administrative complex closed to the public one afternoon for an **active-shooter exercise**. Both the county's 125 first responders and the almost 1,000 office employees were involved in the lockdown, the first time many had been involved in a law enforcement exercise.

## TEXAS

**DALLAS COUNTY**'s new Department of Unincorporated Area Services will focus on **enforcing laws in rural areas**. Many issues that will be its bread and butter have either been ignored or addressed inconsistently.

That will include meth labs, dumping, squatting, unsanitary septic tanks and un-



## the HR DOCTOR

With Phil Rosenberg

*Phil Rosenberg*

# The Election and the Daughter

**T**he presidential election is over — yes I know it's hard to believe. And the fallout is likely to continue for quite a while. There have been, and tragically, likely will be hate crimes, protests turning violent, pontificating “talking heads” and continued analysis of what went wrong for Secretary Clinton and what went right for Mr. Trump. Ironically, much of the chatter about how commentators and pollsters got it wrong will come from the very commentators and pollsters who got it wrong in the first place.

Yet those of us in public service know that the fabric that makes our country great is made, in significant part, out of the threads which we weave every day doing our jobs as elected and appointed officials. We carry on when things are going very well, projects are completed, and great new employees are hired. We carry on when disaster, budget cutbacks or violent protests make things very difficult.

The importance of “carrying on” in the name of an amazing nation, despite its flaws and weaknesses, was displayed on the day after the election. There certainly were protests and tears as well as cheers based on the outcome, but many questions were asked even by local government employees about what all this means.

I have never heard an answer more timely and more beautifully put than the one by an incredible public servant, who also happens to be one of my two beautiful daughters.

The HR Daughter Elyse Rosenberg is a management employee in, wouldn't you know it, the government of the City of Portland, Ore. Her office is on the very street where many of the protesters

marched and some who acted out in the days following the election.

As is the case with most managers, executives and elected officials, people look to us for guidance, hope, understanding and affirmation that the work done day after day in local government is meaningful. In fact, it was Napoleon who defined a leader as “... a dealer

in hope.” As many people question beliefs about the morale and outlooks they might find on the day after the election, here is what Elyse said:

“Getting ready to join hundreds of thousands of public servants at work today. And there is work to do. In my little corner I can listen, seek to understand, build relationships, build trust, strive for eq-

uitable outcomes and take the long view. I can use my many blessings to try to help others. I can try to treat others as they want to be treated. I can strive to show kindness. This is the work I can do, and it is my responsibility.”

As we go about our post-election lives, let us not forget to share with others the wisdom of Elyse's words. **CN**

## A case for keeping NAFTA

*From NAFTA page 8*

In addition, a trade imbalance of imports exceeding exports is not necessarily a negative for the economy. Remember, these imports of foreign products are purchased with U.S. dollars. Ultimately, these dollars are either used by our foreign trading partners to purchase U.S. goods or they return to U.S. shores in the form of investments here at home. In fact, high real GDP and employment growth are correlated positively with a growth in the trade deficit.

Consumers may perhaps be the biggest recipients of the benefits of free trade in general and NAFTA in particular.

Consumers may perhaps be the biggest recipients of the benefits of free trade in general and NAFTA in particular. Since implementation of NAFTA, durable goods prices have dropped by nearly 14 percent even as inflation overall has totaled more than 65 percent.

### Inflation

Billions continue to be lifted out of poverty across the globe thanks to the spread of capitalism, private property rights and the rule of law. Access to newly-empowered consumers across the globe along with rapidly expanding labor pools for goods production present both threats and opportunities for the U.S. economy. An understanding by the general public of how loosened restrictions on the flow of capital, goods and services can impact on a micro and macro level will empower policy makers in their effort to create an environment even more conducive of economic growth. **CN**



KEEP  
CALM  
AND  
CARRY  
ON