

NATIONAL ASSOCIATION OF COUNTIES WASHINGTON, D.C.

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DEADLINE FOR NACo's 2014 ACHIEVEMENT AWARDS HAS BEEN EXTENDED TO APRIL 14!

County Health Rankings come with new tools

County Health Rankings & Roadmaps

A Robert Wood Johnson Foundation program By CHARLES TAYLOR SENIOR STAFF WRITER



Rankings & Roadmaps (CHR&R) on March 26. And with them, there action on their rankings.

Bridget Catlin, director, CHR&R, University of Wiscon-

sin Population Health Institute. said some of the new features are designed to make the information easier to interpret, while other tools and guidance will help communities act on the data.

NACo held a webinar March 20 to preview changes and improvements in this year's program, and the The Robert Wood Robert Wood Johnson Foundation Johnson Foundation (RWJF) will conduct a webinar on will release its fifth an- April 1 titled County Health Ranknual County Health ings & Roadmaps 101 and New Website Tour.

"NACo is a valued partner in will be a few new tools for 2014 that building a culture of health by counties can use to explain and take creating meaningful, sustainable change in counties throughout



See HEALTH page 8

President Obama signs flood insurance bill

BY YEIIN JANG ASSOCIATE LEGISLATIVE DIRECTOR

The U.S. Senate passed the Homeowner Flood Insurance Affordability Act of 2014 (H.R. the bill March 21.

CountyNews

Features

3370) March 13 by a vote of 72–22. The same bill passed the U.S. House of Representatives on March 4, 2014 by a vote of 306–91. President Obama signed

The measure is in response to the Biggert-Waters Flood Insurance Reform Act of 2012 (BW-12), signed into law in July of 2012, which aimed to make FEMA's National Flood Insurance Program (NFIP) more financially stable by reflecting true flood risks in communities. However, BW-12, drastically increased premium rates for existing businesses and homeowners in a number of the nation's counties — both coastal and inland — as subsidized premium rates began phasing out.

H.R. 3370 repeals Section 207 of BW-12, allowing the grandfathering of policies to continue. Additionally, the bill would limit the average annual rate increase to 15 percent for any single risk classification (i.e. grouping of policies); place a per-property

See FLOOD BILL page 6

NACo invited to give input on the road ahead for transportation

NACo Executive Director Matt Chase answers a guestion posed to him by members of the House Transportation and Infrastructure Committee. Looking on are (I-r) Bud Wright, executive director, American Association of State

Highway and Transportation Officials; Michael Melaniphy, president and CEO, American Public Transportation Association; and DeLania Hardy, executive director, Association of Metropolitan Planning Organizations.

BY CHARLIE BAN STAFF WRITER

NACo Executive Director Matt Chase, along with executives from three public planning and transportation-oriented organizations, offered input into the next surface transportation reauthorization bill to members of the House Transportation and Infrastructure Committee March 13 in Washington, D.C. They were there at the invitation of the committee.

local level, is a net gain overall of spending and investment," Chase said, stressing the need for federal funding and the reauthorization of MAP-21. He noted that counties invest more than \$106 billion in public works and public facilities, including transportation infrastructure."It's great that locals are passing referendums and raising a lot of our money, but that's a lose-lose in the long term if we're not expanding our overall may occur.

infrastructure investment.

"Most counties cannot fund their transportation infrastructure by themselves," he added. "When we talk about deficient bridges, deficient your borrow on the future to do roads, a lot of it is because we don't have access to the resources [to repair them] ourselves."

Chase noted that 43 states have limits on how much money counties can raise via taxes, and the two-thirds public approval needed to raise local taxes.

"We really do need to rely on "What we really need, on the the federal-state-local partnership," he said.

The nearly two-year-old MAP-21, which provides federal funding for roads, bridges and public transportation, expires Sept. 30, just as the federal Highway Trust Fund coffers are expected to be almost empty. Without a way to replenish the Highway Trust Fund, states and counties won't be reimbursed for some work already completed, contractors may go unpaid, or both

Chase said funding shortfalls would leave counties with two options for transportation projects. "You either don't do them, or

See MAP-21 page 7



Check out County News's photo coverage of the Legislative Conference > Pages 14–21

Miami-Dade County involves religious and cultural groups in disaster preparedness > Page 2

Federal prison rape law applies to county jails, too > Page 4

Girl Scout cookies double as medical supplies in New York county's mock disaster exercise > Page 5

Miami-Dade spreads gospel of emergency preparedness

Note: As part of NACo President Linda Langston's "Ready and Resilient Counties – Prepare. Respond, Thrive" initiative, NACo is examining models for creating community partnerships. This article highlights successes and challenges in engaging diverse religious and cultural groups whose primary mission is not disaster, but who are integral members of the whole community.



Emergency Manager Curt Sommerhoff

launched a new effort to partner with a broad cross-section of faithbased and community groups in disaster preparedness. The Center for Faith-based and Neighborhood Partnerships at the Department of Homeland Security (DHS Center) was a catalyst for this effort, as part of their Building Resilience with Diverse Communities (BRDC) project. County News covered the launch in its April 11, 2011 edi-County and the DHS Center reflect upon on effort.

management, the DHS Center partnered with Miami-Dade Emergency Management in BRDC. Branded as Miami-Dade Communities Organized Myers said, would have the role of to Respond in Emergencies (M-D C.O.R.E.), organizers designed the project to identify and integrate faith-based and community assets to prepare for disasters. It is a model intentional steps. This process canfor how to strengthen community notbejustanafterthoughtoradd-on resilience that could be replicated to an already full plate, but must be in other locales.

The four phases of the project included:

1. a desk review of the available research, including examples of ways to increase the engagement and coordination of faith-based and community groups in disasters.

2. a social network analysis, known as "social network mapping."

3. an organizational assessment phase, including an inventory of the assets that key groups In March 2011, possess-infrastructure and human Miami-DadeCounty resources-that could be used in responding to a disaster and

> 4. an engagement phase to determine how to reach out, connect with and sustain involvement of diverse populations, including those that may be marginalized, for the purpose of maximizing emergency preparedness, response and recovery.

DHS Center Director David Myers says. "the center has learned over these years that in order for a 'culture of preparedness' to be part of daily life across the whole community, we tion. Two years later, Miami-Dade must support the implementation of an intensive effort of 'boots on the ground' partnering, training, To advance a "Whole Com- technical assistance and capacity munity" approach to emergency building that recognizes and engages key force multipliers as full partners with emergency management."

> These key force multipliers, engaging previously un-engaged diverse partners, in a defined geographic area not larger than the county, through a series of defined, focused and include the key force

Resources from Miami-Dade

Two resource documents are available for other jurisdictions that may be interested in replicating such an effort:

• Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.) Manual - Volume I, Background and Development

• Miami-Dade Communities Organized to Respond in Emergencies (M-DC.O.R.E.) Manual-Volume II, Standard Operating Procedures

• Contact: Sherry Capers, whole community planner, at sherry. capers@miamidade.gov

multipliers who can help reach the old and identifying new challenges community leaders that are needed as part of the team.

Sommerhoff states: "To be effective at building resilience in your community you must have an emergency management framework that is wide reaching and capitalizes on leveraging resources. Capacity building is the key, and it should be incorporated in all disaster phases."

Although the original effort started in 2011, the process has evolved, based on lessons learned and successes gained. In Miami-Dade, whole community planners lead a process to:

• build trusted relationships between government, traditional partners across all sectors and the leaders of diverse, unengaged communities (This engagement process sometimes involves acknowledging

and opportunities between government, leaders and constituents of diverse groups)

 work together to assess capabilities of these diverse groups and develop a network that can partner along the disaster response, recovery and mitigation continuum

• promote online and group training around key concepts and processes to ensure that the language, processes and messengers used have the ability to resonate with the targeted communities

• provide onsite technical assistance and capacity-building support with groups that have significant potential to engage assets and people (e.g. religious associations, denominations and alliances) but who may not have the organizational infrastructure to do so

formal affiliation with some key partner along the emergency management continuum (local agency, American Red Cross chapter or other group) and

• co-craft with community part-

• recognize these diverse groups,

ners and involve them in scenarios,

table tops and full scale exercises

teams and individuals through

• build the capabilities of the network into plans, policies and standard operating procedures.

Since 2011, Miami-Dade has solidly engaged 27 new network leaders who have committed their resources to be used as feeding stations, shelters, points of distribution and spiritual guidance centers. This year, 46 new organizations have committed to explore the ways that they, too, can serve the community. These partnerships leverage more of the collective resources and further enhance the county's overall level of resilience

"At a time when we have all had to tighten our belts because of fiscal restraints, the whole community approach has been an effective solution to the problem and not an unfunded mandate," Sommerhoff says. "In Miami-Dade County,

See MIAMI-DHS page 3

NACo to cohost Made in Rural America regional forums

At the signing ceremony for unveiled a new rural exporting initiative. Made in Rural America. This program is aimed at helping American farmers and producers boost exports by connecting rural leaders and businesses to export information and assistance through a comprehensive nine-month strategy.

As a key stakeholder, NACo will be coordinating on this export initiative with the White House Rural Council, U.S. Department of Commerce, the Small Business Administration, the Export-Import Bank, the Office of the U.S. Trade Representative, the Delta Regional Authority and the Appalachian Regional Commission.

NAColeadership, led by Immediate Past President Chris Rodgers, recently met with representatives from the U.S. Department of Agriculture, U.S. Department of Commerce and the White House Rural Council. This meeting helped identify current resources able to address the scope and breadth of the exporting initiative.

NACo has been asked to help the farm bill. President Obama host five Made in Rural America regional forums in coordination with the federal partners as well as the Delta Regional Authority and the Appalachian Regional Commission. These training-educational forums will bring together business leaders, local elected officials, and trade and industry professionals and help NACo educate local leaders on how to connect businesses with federal resources and provide information to bolsterlocal exporting opportunities.

Quick Takes **Counties with most**

frequent lightning strikes (1995-2009)

Gwinnett County, Ga. 87 Broward County, Fla. 84 Hilsborough County, Fla. . . 67 Mobile County, Ala..... 59 Tarrant County, Texas 51

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In Case You Missed It

News to Use From Past County News

Register for the 2014 NACo National Cyber Symposium

Join NACo in Douglas County (Omaha), Neb. April 9-11 for one-and-a-half days of education and networking around the topics of cyber security. This year's symposium will follow a two-track model with targeted programming for both county officials and IT and cyber security staff. NACo is offering complementary registration for all Cyber for Counties Task Force members.

To register, visit www.naco.org/education/Education/Pages/2014-Cyber-Symposium.aspx.

Register for the Resilient Counties forum

Registration is now open for the next NACo Resilient Counties Forum: Growing Stronger Places, part of NACo President Linda Langston's presidential initiative. Resilient communities recover faster and better, and fostering resilience makes for a stronger community and a thriving county. This forum will be held on May 1-2 in San Francisco, Calif.

To register or for more information, visit www.naco.org/resiliency.

Faith communities play a role in responding to disasters

MIAMI-DHS from page 2

our inclusion of non-traditional stakeholders has revealed a dynamic untapped resource. Whole community engagement is the emergency management we should have been ued work in this field. focused on all along."

One example is Share Your Heart Chaplains' Ministry: Chaplain Rolando Gonzalez has used the power of force multipliers to extend the reach of C.O.R.E. to 50 new organizations. Chaplain "Rolly," executive director, has focused on community empowerment and supported a diverse inter-faith network for 13 years. Rolly's contribution to CO.R.E. has been through the establishment of an emergency mass communication and feeding coalition. His efforts resulted in the training of 110 churches in shelter operations and crisis counseling.

Another example is the Table of Brotherhood (The Table). After Hurricane Wilma left many of Hattie Willis' elderly neighbors displaced, she was quick to respond with warm meals. The Table, a project of Communities United, Inc., comprises more than 30 houses of worship and community organizations in one of the most socio-economically vulnerable areas of the county. Through an intensive coordination effort, The Table provides training and information among the partners regarding resources, supports, evacuation zones and special efforts to help seniors prepare for, survive and recover from disaster.

In the past year, more than 150 preparedness kits for seniors were developed and distributed to vulnerable seniors and seven businesses have been connected to the emergency management system as potential vendors.

The DHS center's BRDC effort has touched seven jurisdictions since 2009, with varying degrees of success. It is now being rolled out in Los Angeles County.

But the effort seems to work in smaller, rural locales as well. According to Dave Maack, coordinator, Racine County, Wis. Office of Emergency Management: "The DHS Center's efforts in Wisconsin in 2010 were a catalyst for our work with the faith-based community in Racine. Prior to the center's involvement, we had discussed reaching out to the faith community, and with County Executive James Ladwig's support, after their meetings with us, we made it a priority. Now four years later, we are in a better position to help faith-based organizations prepare in advance for emergencies, and they are in a better position to help the community in the after-

math of a disaster. It is a mutually and respect."

Maack received the 2013 White House Champion of Change for Preparedness award for his contin-

"Building resilience with diverse that work, we have seen these are Counties Forum in San Francisco with each other and illustrating along." how to be prepared," said Myers. "By engaging with communities,

Miami-Dade County's experilaboration and identifying models at NACo's upcoming Resilient regional stakeholders.

beneficial partnership built on trust communities is about connecting trusted methods for bringing others on May 1–2. This forum will focus on competitive economic growth, More detail on the BRDC and long-term planning, coordinated response and recovery efforts, and providing social networks for col- ences will be featured in a panel partnerships with community and

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Federal 'Prison Rape' act affects county jails, too



Photo by Jack Hernandez

Mary Lou Leary, a U.S. Department of Justice official, explains requirements under the Prison Rape Elimination Act at a NACo workshop March 4.

BY CHARLES TAYLOR SENIOR STAFF WRITER



Canyon County, Idaho's juvenile detention center has become the first county

correctional institution in the nation to be designated as "compliant" under the federal Prison Rape Elimination Act (PREA).

The law, passed by Congress in 2003, applies to all correctional facilities, including prisons, jails and juvenile detention, as well as military, Indian and Immigration and Customs Enforcement facilities, according to the federal Bureau of Justice Statistics

Steve Jett, director of the Southwest Idaho Juvenile Detention Center (JDC) in Canyon County, will share his experience in becoming PREA-compliant during a webinar next month hosted by the PREA Resource Center and the Vera Institute of Justice (see sidebar). The law was also the focus of a recent workshop at Washington, D.C. that included DOJ and local corrections officials.

"It's a public safety, public health and human rights issue all wrapped up in one," said Mary Lou Leary, deputy assistant U.S. attorney general, Office of Justice Programs,

adding that compliance might serve as a deterrent to litigation, "because we all know that facilities that have a high level of reported abuse are especially vulnerable to lawsuits."

SpeedRead » » »

- >> PREA mandates zero tolerance of sexual abuse in confinement
- >> Jails must be audited for compliance every three vears
- » Many corrections facilities already have some PREAcompliant policies in place

PREA requires that jails have a "zero tolerance" policy towards sexual abuse in confinement facilities and meet defined standards. Each jail must be audited by a U.S. Department of Justice (DOJ)certified auditor once every three vears.

Jett said Idaho has been work-NACo's Legislative Conference in ing on PREA for several years; he was also involved in the federal rulemaking process. "PREA requires a lot of assessment of your policies, procedures and practices," he said, "and so it did take time to craft policies."

However, planning for compliis designed to improve the safety said, because the JDC was already *countynews.org.*

doing many of the things that PREA requires. "We put in place back in 2007 sex-abuse-prevention language in our state standards," he said. "We don't do any crossgender searches, so when PREA banned cross-gender searches it really didn't affect us at all.

"All we had to do is more documentation of that. Things that actually cost money really are negligible," Jett added. "We didn't have to put in any giant camera system we didn't already have."

To prepare for the audit, he incorporated PREA training into his existing schedule of four in-service training days annually.

Most penalties for PREA noncompliance affect the state level; it is each state's governor who must certify that all facilities under their jurisdiction meet PREA standards, Learv said. If a state is out of compliance, it stands to have 5 percent of any DOJ funding it receives withheld — such as Byrne-JAG grants — that can be used for jails or prisons. But rather than losing the funds, the state can pledge to DOJ to spend that 5 percent to come into compliance.

Local jails also stand to lose if of both inmates and staff, she said, they're not compliant, according to Robert Green, warden of the Montgomery County, Md. Correctional Center. Non-compliant jails would not be able to receive payments for re-entry programs or for housing transitioning state or federal inmates.

> "People begin to say, wait a second, now you're beginning to impact our revenue," he said at the workshop.

> There is a wealth of information available to county corrections officials, said Esteban Gonzalez, president of the American Jail Association, including from National PREA Resource Center (www. prearesourcecenter.org) and the AJA website (www.aja.org).

> Gonzalez said many jurisdictions are working collaboratively or taking a wait-and-see approach to learn from neighboring counties' experiences. "A lot of state associations are banding together and saying, 'The county next door is going to get audited ... we'll work together and figure it out.""

> Green said it's best to start learning about PREA now if you haven't already, because it's not going away. "It passed unanimously. How many things today at the federal level pass unanimously?"

*For links to more information about who spoke at the workshop. PREA ance was relatively easy for him, he PREA, see this story online at www.

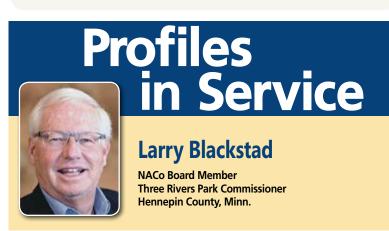
Canyon County, Idaho corrections official to share **PREA audit experience**

Steve Jett, director of Canyon County, Idaho's Southwest Idaho Juvenile Detention Center, will be one of the presenters during a webinar April 17 (3-4 p.m. EDT) titled PREA in Action: The PREA Audit Experience — Lessons Learned from the Southwest Idaho Juvenile Detention Center.

Jett will discuss how he prepared his facility for the audit, hired an auditor, what happened during the audit and the corrective actions needed to gain compliance. He'll also share recommendations for other practitioners embarking on a PREA audit. Michela Bowman, co-director, PREA Resource Center, will describe the audit cycle, instrument and key phases of a PREA audit.

The event is being hosted by the PREA Resource Center and Vera Institute of Justice and is recommended for representatives from state departments of corrections, jails, juvenile agencies, community corrections agencies and lockups. PREA coordinators and PREA compliance managers are also encouraged to participate.

To register, go to https://www.surveymonkey.com/s/Y68PK98.



Number of years active in NACo: more than 30 years

Years in public service: worked for Hennepin County, Minn. 1975-2005, appointed by the Hennepin County Board to the Three Rivers Park District Board 2003 to current (three terms), the Hennepin Workforce Investment Board 2007–2011, chair 2009–2011.

Occupation: planner, program manger

Alzheimer's

Education: B.S. and M.A. - Minnesota State University-Mankato The hardest thing I've ever done: caring for parents suffering from

Three people (living or dead) I'd invite to dinner: Steve Jobs, Mark Twain and Teddy Roosevelt

A dream I have is to: be in the Rolex Sailboat race.

You'd be surprised to learn that: I once rode in a rodeo.

The most adventurous thing I've ever done is: sailboat racing. My favorite way to relax is: sail.

I'm most proud of: being elected chair of the Park Board six times by my peers.

Every morning I read: The Minneapolis Tribune and The New York Times.

My favorite meal is: any meal with good friends.

My pet peeve is: people who do not put away the phone.

My motto is: "Listen and respect others."

My favorite movie is: Kingdom of Heaven.

My favorite music is: Jimmy Buffet.

My favorite President is: Teddy Roosevelt.

Counties, states look for road salt alternatives

BY CHRISTOPHER JOHNSON EDITORIAL ASSISTANT

It reads a little like a vegetarian menu. As fiscal and environmental concerns drive counties and states to reduce their dependence on salt through processing, beet juice brine during the winter months, transportation officials are investigating and

implementing new, and sometimes unusual, strategies for combating winter weather.

And the 'Beet' Goes On

An agricultural byproduct created has been used by many highway departments.

Girls Scout cookies debut as medical supplies



N.Y. highway department workers get ready to deliver cases of Girl Scout cookies in mock exercise.

Girl Scout cookies have been around for nearly 100 years. But probably in those 100 years there hasn't been as novel a use for them as the one cooked up by Oswego County, N.Y.'s Public Health Department.

Using thousands of boxes of Girl Scout cookies as stand-ins for the likes of antibiotics, vaccines or respirator masks, the health department, assisted by the Oswego County Highway Department, demonstrated how they would distribute medical supplies in a Strategic National Stockpile distribution exercise March 12.

Trucks delivered approximately 29,000 boxes of Girl Scout cookies to the Oswego County Highway Department's garage. Health department staff unloaded, sorted and processed them for shipment. Oswego scout leaders picked up their cookie shipments, while county highway staff trucked the remaining cookies to outlying sites where local scout leaders picked up their orders.

And all this activity occurred in the middle of a blizzard. That just made it more authentic and interesting, said Janet Clerkin, Oswego County public information coordinator. "[the blizzard] certainly added some drama to the exercise," she said.

This was the second time around for the Girl Scout cookies as standins-the brainchild of Sonia Robinson, a public health educator who is very active in scouting, Clerkin said.

These types of exercises give local health departments the opportunity to handle a large quantity of materials, explained Jiancheng Huang, Oswego public health director.

"The drill tests the county's ability to receive large shipments of supplies, inventory and sort them, store them and ship them to local agencies. For our purposes, the simulated drill will give us a chance to test our emergency plans and distribute assets - in this case Girl Scout cookies — in a controlled environment."

Federal authorities require state and local governments to be able to demonstrate their ability to request, receive, and dispense medications and other materials from the Strategic National Stockpile in the event of a large public health emergency.

The SNS is the national repository of critical medical equipment and supplies in the event of a national emergency.

For more information, contact Sonia Robinson, srobinson@oswegocounty. com. 315.349.3573.

The New York State Thruway Authority began a pilot program three years ago using sugar beet juice. The carbohydrates in the juice prevent ice from bonding to the road.

When combined with the traditional de-icing agent of salt, the beet juice freezes at a lower temperature than just a pure salt brine, so it can be used in below-zero temperatures. It also provides additional adhesive powers for the brine, which allows the roadway to retain more even after rainfall. It uses a mixture of 80 percent brine and 20 percent beet juice that also prevents the salt from scattering, reducing salt usage by 30 percent.

Other states using this type of brine include Indiana, Maryland, Ohio and Tennessee.

Who Moved My Cheese?

Wisconsin is known as the cheese state and home of the Green Bay Packers cheese heads. But Polk County has taken it a step further, introducing a cheese brine used with road salt to fight the icy roads.

The brine, left over from cheese making factories, is effective because it works at a lower temperature than normal salt. The cheese brine can be used in temperatures as low as minus 21 degrees, which is much lower than solid rock salt which is ineffective at minus 15 degrees Fahrenheit.

"The cheese brine works well for us," said Emil "Moe" Norby, technical support manager, Polk County Highway Department. "We use less

SpeedRead » » »

- » Nationally, around \$2.3 billion is spent annually to battle snow and ice
- >>> Brine helps cut down on salt usage and is more environmentally safe than road salt alone
- Tennessee was first in the U.S. to use potato brine solution on roadways

salt which in turn saves the county thousands of dollars annually."

Potatoes Chip Ice

When thinking of alternatives to treat roadways, most municipalities wouldn't think of using potatoes. But Jerry Hatcher, maintenance division director, Tennessee DOT, says the idea for using potato juice originated in Hungary. Hungarians observed that ponds near a vodka distillery did acts similarly to rock salt and lownot freeze during the harsh winters, and it was suspected to be from the byproducts of the distilling process.

Fast forward a few years and you have "Magic Salt," a potatobased byproduct of rum and vodka distillation that is sold as a deicing agent. Tennessee first used Magic were encouraged to look for alternative solutions to treat black ice.

After testing 200 gallons on icy mountain roads, the next winter brought 4,200 gallons then 38,000

for the current winter. Magic Salt is used in 24 out of 94 counties with plans to expand.

"It's less corrosive [than traditional salt brine], has adhesive properties and is environmentally friendly," Hatcher said.

In a Pickle

Bergen County, N.J. as well as Fairfax County, Va. transportation departments have used a pickle brine mixture of salt and water the past few winters that costs considerably less than salt alone.

"It's really tough to find alternatives to sodium chloride (rock salt) when you want to keep the roads from freezing," said Jeff Caldwell, chief of communications. VDOT. "What can be done is to use brine alternatives that mix with salt to cut costs or just be more selective with where and when the rock salt is used."

When pickle brine is applied, it ers the freezing point of liquid on the road to 6 degrees below zero Fahrenheit.

According to the U.S. Department of Transportation, nearly \$2.3 billion is spent fighting snow and ice on U.S. roadways every year. Melting runoff from the chemicals Salt in 2010, after DOT managers and road salt used can seep into streams, lakes and rivers, which affects wildlife and vegetation. Runoff can also be found in drinking water wells in some northeastern and midwestern states.



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Toolkits help keep retirement plans in compliance



plans have been in the news lately, and not always in the most flat-

tering light. To help keep your plans out of the media's glare, two major sign standard-setting and professional help you keep pace with the latest requirements.

The National Association of Government Defined Contribution Administrators (NAGDCA) is an association for professionals involved in the oversight and operation of the defined contribution retirement plans of government employers.

To help administrators of defined benefit plans practice successful stewardship, NAGDCA has prepared the Best Practices Guide to Administering Your Governmental Defined Contribution Plan. This publication includes a series of guides designed as resources for state and local government administrators of defined contribution plans and provides some of the best thinking from the plans that comprise side, the Governmental Account-NAGDCA's membership.

The guide addresses five criti-

Government pen- governance, plans design, commusion and retirement nications and participants' education, and plan sponsor education. The guide covers pertinent topics such as:

• plan administration and de-

• how to structure a governing groups have released toolkits that board and establish policies and procedures

> • plan and investment design options such as auto features and brokerage windows

> participants and how to measure success

> • what sponsors need to know to stay informed and keep ahead of the curve through ongoing professional development.

> This easy to read guide with helpful "Best Practice Alerts" offers practical case studies and real world examples.

It is available free to NACo members. For more information. visit www.NAGDCA.org.

Meanwhile on the accounting ing Standards Board (GASB), recently released a new online cal components: administration, toolkit designed to help preparers,

auditors, and users of state and the pension standards. local government financial reports understand and apply the revised pension accounting and financial reporting standards.

Prepared by the GASB staff, the toolkit highlights key implementation issues and provides guidance on how preparers and auditors of state and local governments can effectively comply with the requirements.

It includes:

The Guide to Implementation • what to communicate to of GASBStatement 68 on Accounting and Financial Reporting for Pensions, an authoritative resource guide

> • a video where David A. Vaudt, chairman. Governmental Accounting Standards Board, discusses the FLOOD BILL from page 1 top implementation issues arising from the pension standards

• a video and eight podcasts featuring GASB Project Manager Michelle Czerkawski discussing the implementation guide and the changes to accounting and financial reporting for pensions

• a video featuring GASB Technical Director David Bean and Research Manager Dean Mead discussing stakeholder outreach for

six fact sheets answering frequentlyasked questions regarding the pension standards, and

areas public officials should consider as they plan, prepare, and collaborate when implementing the new standards.

toolkit GASB released in November Toolkit for Governments.

2013 for pension plans looking to • a background document and implement GASB Statement No. 67, Financial Reporting for Pension Plans.

*See this story online to access The Na-• an article identifying several tional Association of Government Defined Contribution Administrators Best Practices Guide to Administering Your Governmental Defined Contribution Plan and the Governmental Account-The new toolkit complements the ing Standards Board Implementation

Flood bill limits premium increases, adds surcharge

cap of 18 percent. H.R. 3370 also recommends, but does not require, that FEMA limit the number of policies with premiums that exceed 1 percent of the total coverage of the policy (e.g. \$2,000 on a policy coverage of \$200,000). For policies that exceed the 1 percent threshold, FEMA is to report such exceptions to relevant congressional committees.

The bill also institutes a new surcharge of \$25 for primary residences and \$250 for secondary residences and businesses, which are to be deposited in the NFIP reserve fund.

NACo supported H.R. 3370 and worked with House and Senate leadership on its passage.

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NACo plans tight focus on pipeline safety for counties

BY JEN HORTON PROGRAM MANAGER



According to the U.S. Department of Transportation's Pipeline and Hazard-

ous Materials Safety Administration (PHMSA), more than 164,000 miles of hazardous liquid pipelines and more than 295,000 miles of natural gas transmission pipelines move energy supplies throughout the U.S. every day. Supplying commercial, industrial and residential needs, this network of pipelines is an essential element of the nation's energy infrastructure.

County governments have a stake in the safety and reliability of the nation's pipeline infrastructure for several reasons. First, county governments maintain a number of public facilities — including water

and sewer systems, roads and transit -that come in contact with existing pipeline infrastructure. Secondly, counties are often the first to respond when an emergency occurs due to a pipeline rupture. Thirdly, counties make local land use and economic development decisions that can interact with and impact pipeline operability and safety.

As a result, county leaders can help to ensure pipeline safety in their community by encouraging sound land use and development practices that foster open communication and coordination among pipeline operators, developers and property owners

All pipeline safety is regulated by PHMSA. In 2010, PHMSA formed the Pipelines and Informed Planning Alliance (PIPA), a group of more than 130 stakeholder groups and individuals made up of property

SpeedRead » » »

- » U.S. has more than 164,000 miles of hazardous-liquid pipelines and 295,000 miles of natural gas transmission pipelines
- >> U.S. DOT's Pipeline and Hazardous Materials Safety Administration (PHMSA) is responsible for pipeline safety standards
- » Local land use planning plays a significant role in complementing pipeline safety

developers-owners, local government officials, pipeline operators, real estate commissions and relevant national organizations, including NACo, to develop recommended practices on land use and development near transmission pipelines.

not have the regulatory or enforcement authority to propose pipeline transmission safety standards, PIPA developed recommendations for how local governments can apply their land use and development authority to reduce pipeline safety risks to overall public health.

Throughout the rest of 2014, NACo plans to develop and publish practice for how local governments fact sheets, webinars and other related resources based on PIPA's recommended practices for pipeline safety for local governments. Here is a list of some of NACo's current and upcom- ning Alliance (PIPA): Summary ing resources for county officials and Report for Elected and Appointed staff related to pipeline safety:

• Upcoming NACo Webinar -Assessing Pipeline Infrastructure and Safety: A Primer for County Governments on Thursday, March 27, 2-3:15 p.m. EDT.

This webinar will define the challenges and opportunities related to pipeline safety in local comcounty leaders can play in ensuring pipeline safety. The webinar will of counties that have incorporated *ficials, see this article online at www.* pipeline safety measures into their *countynews.org.*

Although local governments do zoning ordinances and outreach strategies. Additionally, the webinar will provide resources and tools that are helpful for communities interested in learning more about approaches to pipeline safety.

> • Creating Consultation Zones for Pipeline Safety: This fact sheet provides an introduction to consultation zones as a recommended can apply their land use and development authority to reduce pipeline safety risks to overall public health.

> • Pipelines and Informed Plan-County Officials-This report summarizes recommended practices that local governments, transmission pipeline operators, property developers-owners and real estate commissions can take to enhance pipeline safety.

*To download the Creating Consultamunities, while detailing the roles tion Zones for Pipeline Safety fact sheet or the Pipelines and Informed Planning Alliance (PIPA): Summary Report also highlight two local examples for Elected and Appointed County Of-

No MAP-21 reauthorization would mean freeze on infrastructure projects

MAP-21 from page 1

something today," Chase said. "At the same time that we have the trust fund shortfall, we are also battling with the White House, and Ways and Means, and Finance committees) on taxes on municipal bonds. For locals, that's a huge problem, that's how we fund our schools, hospitals, roads, bridges and airports."

Those funding dilemmas are exacerbated in places where a population drop has been accompanied by an increase in resource extraction, agriculture or manufacturing.

"There's a declining population and tax base but increased tonnage on the roads," he said. "It's wreaking havoc on the roads."

DeLania Hardy, executive director of the Association of Metropolitan Planning Organizations, said metropolitan areas would have similar project-funding choices, forced by their operating procedures.

"We have requirements, as metropolitan planning organizations, to demonstrate fiscal constraint: we can't demonstrate fiscal constraint and go forward with these projects, so we will have to start yanking them," she said, adding that money otherwise planned for new construction will eventually have to be diverted into maintenance.

Rep. Rick Crawford (R-Ark.) said that spending increases and environmental concerns associated with infrastructure projects could prompt scrutiny and the messaging associated with the increase would bepivotal. Heasked the organizations such as a county's calculating the Norton (D-D.C.) attended.

SpeedRead » » »

- >> NACo's three key policy priorities, given to the House Transportation and Infrastructure Committee:
 - Ensuring counties are at the table for decision making for state-wide and metropolitan area
 - transportation planning Building on the reforms
 - from MAP-21 aimed at expediting project delivery Continuing the set-aside for off-system bridges thereafter

what they could do to make it easier to communicate the spending increase's importance to the public.

"The way we were successful in Arkansas in implementing that sales tax was that the relevant stakeholders really flew cover on that and said 'it's important, this is not a growth of government, this is an improvement in our state, this is an improvement in infrastructure," he said.

Chase had a direct answer to that. "The public will increase their trust in our ability to spend money if [transportation projects] happen in their lifetime." He added that residents can be more familiar with the specific lists of projects their counties are going to be investing in. "It's pretty well defined what they're going to spend the money on."

Chase added that demonstrating the cost of decaying infrastructure, additional cost to a school district because buses must be rerouted away from structurally-deficient bridges, can help highlight the need for more public investment.

Shuster said that he had noticed increased attention in the news media about infrastructure, which could give elected officials on all levels their opening to make their cases for funding.

"That interest [from the media] is a positive thing," he said.

NACo hopes to secure a six-year reauthorization, a goal shared by the American Public Transportation Association and the American Association of State Highway and Transportation Officials (ASHTO) who also participated.

"Frankly there's a great deal of rolling the dice in that something might happen in some cases; what you do see is that the kinds of significant investments in major transportation projects that normally would be taking place in a multi-year bill aren't as likely to be carried forward," said ASHTO Executive Director Bud Wright. "It's hard for states to think about the really big investments and changes. At the current levels of investment, many states are struggling to keep up with routine needs.'

In addition to Shuster and Crawford, committee members Tom Petri (R-Wis.), Lois Frankel (D-Fla.), Bob Gibbs (R-Ohio), Richard Hanna (R-N.Y.), Janice Hahn (D-Calif), Nick Rahall (D-W.V), Eddie Bernice Johnson (D-Texas), Peter Defazio (D-Ore.) and Del. Eleanor Holmes

WORD SEARCH

MLB Teams Training in Maricopa and Pima Counties, Ariz.

D B O U Y M F Q K S Z S L F B G S U K S W T V E F W A G X R J X Y N O C X O K K J Y A C B R V R G E U Q F R I M H D K C WHITESOXIGYFYTSDERNA K V M C L Z R A A N Y P E D C U K C H B C Y E E O H Z N A E L S R E G D O D D S S G A C S A Q T R H R H I A E E Q E N F N R K U C I Q S T I I S N J K N K G O ΑP IETQDLAWRDODPNYYOM N E H C W R O X E Z G I M I K A G B U A S K P X M E T S F T M C T A K C D Q D I N G A P N K R M T O V T V N E W E R Y D X Q H W P L L B V P D V S S H E M L E C C M K X J A Z U D W N Q O V J C C M S F N V D I F H K W W H M O I L U Q G Z S R O Y A L S Q M D W J R R F B T L U V C FGKUENIFMJYAJSWZOEII P X P E H P U D E P X W A E C T E N X Z R U X S M P K U T N R H U C C Q V X A X HBHGESLTYZEIGDQDHAOA **ANGELS** (Los Angeles) **DODGERS** (Los Angeles) **REDS** (Cincinnati) ATHLETICS (Oakland) **ROCKIES** (Colorado) **GIANTS** (San Francisco) **BREWERS** (Milwaukee) **INDIANS** (Cleveland) ROYALS (Kansas City) CUBS (Chicago) **MARINERS** (Seattle) WHITE SOX (Chicago) DIAMONDBACKS PADRES (San Diego) (Arizona) **RANGERS** (Texas)

Created by Christopher Johnson

STATE => TO => STATE

\star MINNESOTA \star SOUTH CAROLINA \star

Minnesota



month for the Association of Minnesota Counties (AMC) at the capital in St. Paul.

It's been a busy

This is the second year of the state's biennium, which is usually a short legislative session that can begin as early as January. But this year it started late and will be four weeks shorter than usual. So the pace has been "frantic," according to AMC Executive Director Julie Ring.

Usually, this would be a "policy year," last year's having been devoted to the state's budget. But with a projected \$1.2 billion budget surplus, there are sure to be county priorities that vie for some of that money.

A big need of the Gopher State's 87 counties is transportation funding. The state has a projected \$2.5 billion in unmet transportation needs over the next 20 years.

"Our sense is there's not a lot of appetite here at the state level to expand the gas tax, just like there isn't at the federal level," Ring said, "but we feel like it's important that we keep talking to our legislature from "process mandates." Ring about the issue."

In other fiscal matters, she said counties got a "fair amount" of tax relief through a state tax bill last year, but some technical details remain to be hashed out. A sales tax break given to counties and cities was interpreted to not apply to joint powers arrangements.

"We've gone back, and we think we'll have an opportunity to have that sales tax exemption extended," she said. This would also hit the budget surplus, because extending tax exemptions will mean less revenue flowing to the state.

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Counties are also seeking relief said counties want more flexibility in how they comply with state programs and policies: "Rather than writing laws that tell us you must do this and here's every step you must do, rather to say vou will administer this program and these are the outcomes we expect— and leave us some room to figure out how best to achieve those outcomes. It's been a big focus for us."

Away from the legislature, Ring said demographic shifts such as the retirements of baby boomers are a concern. Counties as employers face "a lot of knowledge loss." Too, as populations age,

■ YOUTUBE.COM/NACOVIDEO

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their demand on county services can increase.

On the plus side, she's encouraged about the future of outcomes-based service delivery. The issue has enjoyed "a ton" of support in the Legislature, but so far, not enough to push it across the finish line.

South Carolina



For five years, the South Carolina Association of Counties (SCAC) has been battling waste management companies in the state Legislature as it endeavors to strip control of the waste flow from county governments. This year has been no exception, according to Michael Cone, SCAC executive director.

"We have been fortunate enough to be able to stall these efforts in the South Carolina General Assembly for five years, but the national waste management interests are not giving up this fight easily," he said.

The latest assault on a county's ability to develop landfill sites and direct county waste to the county landfill is S.C. House Bill 3290. Cone explained that in South Carolina, counties are mandated to develop solid waste management plans to address the needs and requirements of disposing of solid waste.

"This legislation represents a concerted effort by national waste management companies to target public landfill capacity for takeover so they can increase their profits by filling our citizens' landfills with valuable out-of-state waste," he said.

National waste management companies have failed to convince the courts to overturn local waste management ordinances, he said, and so have turned to state legislatures where they think their chances are better.

"These waste companies have dedicated millions of dollars to sustain their fights in the justice and legislative systems and show no signs of reducing the extensive financial resources they are willing to commit to this fight."

Cone has little sympathy for their efforts.

"S.C. House Bill 3290 is an affront to South Carolina's constitutionally based Home Rule authority granted to county governments and represents the rankest of special interest legislation," he said.

But even as South Carolina's control in their General Assembly, they are smack in the middle of a General Assembly-generated crisis that has left their budgets dangerously flat.

in 2008, the General Assembly slashed funding of the Local Government Fund, which by law is supposed to return 4.5 percent of the state's general fund from the previous fiscal year to South Carolina's counties. It has has the General Assembly will continue failed to fully fund the LGF since to kowtow to the whims of waste then. "This year," Cone said, "that means that \$75 million will not be sent back to the property taxpayers to provide even the most basic of South Carolina."

are state-mandated tax caps.

"Counties in South Carolina counties battle a threat to local operate under a hard millage cap imposed by the General Assembly in 2006. For several years, counties have implemented drastic measures to deal with a decline in revenues at the local level and the decrease in At the beginning of the recession the LGF," he said. "South Carolina counties, now cut to the bone, are likely to start making even more dramatic reductions in the public safety side of their budgets."

Going forward, Cone said SCAC "remains concerned that industry special interests and additionally fail to allow counties of services to our constituents Also squeezing county budgets by strangling local government revenue streams."

County Health Rankings for 2014 will debut March 26

HEALTH from page 1

the nation," said Abbey Cofsky, senior RWJF program officer. "NACo members are using the collaboration and inspire local action to improve health."

Catlin said one of the biggest improvements this year is the addition of housing and transit data benchmark; people got confused to its physical environment health factors. "The importance of both housing and transportation to health is increasingly being recognized," she said, "and we hope by highlighting it in the rankings it'll become even more recognized quality data has previously been, and continues to be, a part of this section of the rankings.

She said housing data can reflect the percentage of households with severe problems such as overcrowding. lack of complete kitchens and bathrooms, and housing costs. "The price of housing munity development organizations. can impose undue cost burdens on more than 50 percent of their income just on their housing." This medications.

'Where we live, where we sleep is as important to our health as where we're out and about working and playing, too," Catlin said.

Another tool available with past rankings has undergone a name change. What used to be called national benchmarks has been dubbed Top 10 Percent Perform-County Health Rankings to foster ers. It's designed to give counties a sense of how they compare to the "A students" nationally but is not an national average, she said.

"We used to call it a national by that Some reporters have pulled that number and called it the national average. It's not the average: this is sort of the best of the best," she explained.

This year the CHR&R website will also feature a Take Action how important it is." Air and water Cycle. "for those interested in moving from data to action." A wheelwithin-a-wheel depiction, the outer ring will show steps counties can take to become healthier. The inner circle shows partners and stakeholders communities can work with to accomplish their goals, including, new this year, nonprofits and com-

On March 26 at 12:30 p.m. ... households where they spend EDT, researchers and leadership from RWJF and the University of Wisconsin Population Health can result in fewer resources to Institute will conduct a free webcast purchase healthy foods or needed on the release of the 2014 rankings that will highlight new data and national trends.

> *See this article online at www.countynews.org to find out how to register.



New flood maps being released

ment in the controversial mix with

changes to the National Flood In-

surance Program brought about by

Many county officials actively op-

posed to the changes to the National

Flood Insurance Program point to

inaccurate floodplain mapping as

among the culprits undermining

Workshops bring array of subjects to conference



County officials who attended NACo's 2014 Legislative Conference had their choice of meetings and educational sessions ranging from the Affordable Care Act to cvbersecurity. The following features some highlights of those sessions.

Monday, March 3

• The Affordable Care Act: Outlook from **Capitol Hill**

Who spoke:

Matthew Siegler, counsel, U.S. House Energy and Committee minority staff

What participants learned: Siegler, counsel for the Energy Committee's Democrats, said there is still a focus among some members of Congress to change portions of the Affordable Care Act (ACA) or to repeal it entirely - neither of which he expects to occur.

There's a requirement in the ACA that large businesses offer coverage to full-time employees, which the law defines as the equivalent of 30 hours per week averaged over nine months to a year. There had been bipartisan support in Congress to raise that floor to 40 hours a week, the more traditional definition of full time.

However, Siegler said the Congressional Budget Office estimates that would lead to one million people losing their employer coverage and cost the federal treasury \$75 billion. "I doubt that that legislation would move forward," he said, "and the president wouldn't sign such a thing."

"I don't expect to see many regulatory changes over the next year," he continued. "I think they want to see it roll out in 2014 relatively smoothly and then progress in 2015 with mostly the same rules in place."

He said one lesson learned from the IT problems of the federal exchange is that the government needs to change the way it purchases and oversees IT services. Rolling out the exchanges in phases or through pilots might have been a better way to go, he remarked.

About 25 percent of enrollees in private plans on the exchanges are age 18 to 34, but closer to 40 percent of that age groups needs to be signed up to make the program viable, he said.

"It's not the risk that things will turn into a death spiral if we don't get up to 40 percent youth enrollment," he added. "There's going to be a lot of focus on signing up young folks [this] month."



Chris Kline, Jackson County, Mo., takes notes during the Transportation and Infrastructure Financing workshop.

A Republican congressional park for the Miami Marlins saddled staffer was scheduled to participate, but was unable to attend.

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Innovative **Transportation and** Infrastructure Financing Who spoke?

Jeff Haste, commission chairman, Dauphin County, Pa.

Sally Heyman, commissioner, Miami-Dade County, Fla.

What participants learned: Creativity and accountability have helped two counties transform their transportation infrastructure. Dauphin County, Pa. is about to reach the point where none of the bridges in its borders are rated "structurally deficient." The county has reached that point by pooling proceeds from the state's liquid fuels tax that would otherwise go to individual municipalities, leveraging it against grants and making no-interest loans to municipalities to fix their bridges.

'The liquid fuels tax, for each of the boroughs and townships, wouldn't amount to much. maybe a few truckloads of salt," Haste said. "Now we can get something done with that money.'

He also touted the county's bridge-bundling program, where similarly sized bridges would be put out for bids together.

Heyman told workshop attendees that residents were extremely suspicious of public-private partner-

the county with \$2.4 billion in debt, but the county's handling of partnerships to deepen the channel port tunnel and bring on-dock rail streams, rivers and coasts.



Buddy Boe, chief administrative officer, St. Charles Parish, La., gives his perspective on why flood mapping matters during a workshop on the ships after a deal to build a baseball topic. His parish borders Lake Pontchartrain.

back to the port had dramatically changed public sentiment about by FEMA have become an elepartnerships.

The county's investment in the measures will increase the volume of commercial traffic that can use the 2010 Biggert-Waters legislation. the port.

One variable has been a \$124,000-per-day penalty the county can hold over the contractors if the tunnel is not completed by May 19.

"It's all on them," she said. "We committed to the timeline they promised, but we're going to hold them to it to make sure it gets done."

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• Flood Mapping and **Biggert-Waters: Why Data Matters**

Who spoke?

Buddy Boe, chief administrative officer. St. Charles Parish. La.

Matthew Mampara, PE, senior had recently passed in the Senate. associate, Dewberry

What participants learned: Instead of formally challenging new FEMA floodplain maps, counties can work with the agency, upfront, to assure more accurate maps, Mampara said. He demonstrated how data is gathered and used to

the stability and economic base of their counties. Mampara told counties to engage with FEMA throughout their mapping process, to contribute data and resources. Even data as simple as a smartphone photo of flood levels can helpful, he said. He strongly urged counties to make reducing risk a priority for their facilities. Also during the workshop, Boe updated participants on the progress of the Homeowner Flood Insurance Affordability Act, which

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Managing Costs and Improving Public Safety Who spoke?

Denise O'Donnell, director, to the Port of Miami, open a new analyze flood risk for the country's Bureau of Justice Assistance, U.S. Department of Justice

Stefan LoBuglio, chief, release and reentry services, Department of Correction and Rehabilitation, Montgomery County, Md.

What participants learned: O'Donnell gave an overview of Bureau of Justice Assistance (BJA) programs and resources available to help counties, while LoBuglio shared his on-the-ground perspective of a county jailer who has benefited from some of those resources.

BJA invests in counties in a number of ways, O'Donnell said, providing either grant funding or technical assistance in areas such as criminal justice reform, pretrial reform, place-based initiatives, reentry, improving prosecution, improving indigent defense, and drug and problem-solving courts.

Those investments, such as the federal Second Chance Act, are paying dividends for counties like LoBuglio's, which received funding four years ago to provide career development services to inmates reentering the community after serving their time.

"Our program aims to have individuals leave custody with a private sector job, having earned money, been engaged with family and have a roadmap for different treatment programs," he said.

Broadband, cybersecurity focus for rural counties at sessions





the mic during the Q&A at an Affordable Care Act workshop.

Photos by David Hathcox

Paula Brooks, Franklin County, Ohio, at the Using Technology to Create Smarter Counties workshop.

WORKSHOPS from page 9

O'Donnell said that while 700,000 people were released from state and federal prisons in 2012, in any given year 9 million to 10 million cycle through local jails, highlighting the need for reentry services.

She also touted BJA's Justice Reinvestment Initiative, which provides technical assistance and competitive grant funding to states, counties, cities and tribal authorities. It's designed to help jails save money on incarceration costs and lower recidivism by using communityprevention-oriented policing strategies, among other strategies.

have been in effect for at least one year have experienced "meaningful reductions in their prison populations and five of them have met or exceeded their population reduction goals," she said, according to an Urban Institute report funded by BJA. And the report projected savings of approximately \$7 billion over a 10-year period.

LoBuglio noted that providing pretrial services can make a difference in jail housing costs. "We're good at sorting and figuring out who needs that intervention of

who can be better managed both in the system — for cost and all sorts of reasons — in the community."

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• Bring Broadband to Your Rural County Who Spoke:

Laura Blevins, regional director, Office of U.S. Sen. Tim Kaine

Ted Deriso, president and CEO,

Mid-Atlantic Broadband (MBC) Jessica Zufolo, deputy adminbased treatment, probation and istrator, Rural Utilities Service, USDA

Sandie Terry, program man-Eight JRI sites nationwide that ager, Center for Innovative Technology

> What participants learned: Many rural counties still do not have access to broadband. As broadband increasingly becomes a driver for economic activity, counties without broadband access remain at a disadvantage. Blevins moderated the workshop as attendees learned from the experience of those who have deployed broadband in rural counties and how they could replicate it for success in theirs.

Deriso spoke about various

open-access fiber optic network through rural southeastern Virginia. He also touched on how MBC is continuing to expand network reach through strategic partnerships with other local and regional fiber optic network operators.

Zufolo talked about the farm bill's providing \$50 million (\$10 million per year through 2018) for Network Pilot Program. She also and Awareness, DHS touched on USDA's Community Connect grant program that serves

rural communities where broadband service is less likely to be available, but where it can make a tremendous difference in the quality of life for citizens.

"Broadbandtiesintojobgrowth," Zufolo added. "The projects funded by these grants help rural residents tap into the enormous potential of the Internet."

Lastly, Terry could not attend the workshop, but sent along her thoughts on broadband for rural counties

"The gold standard is fiber optic networks, but that is not always an option in rural areas," Terry said. "It is important to look for at least six wireless solutions then go from there."

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Tuesday, March 4

Cybersecurity Workforce Development for Counties

Who Spoke:

David Whicker, CIO, Rockingham County, N.C.

Barbara Kaufmann, director, Sarah Peters, welfare director, Codington County, S.D., takes her turn at Workforce Services, Montgomery County, Md.

> Daniel Stein, program lead, National Cybersecurity Education and Awareness, DHS

Richard Scribner. branch chief. the newly created Rural Gigabit National Cybersecurity Education

See WORKSHOPS page 11



that secure expensive jail cell and projects, such as extending MBC's Mark Tajima, Los Angeles County, asks a question during a workshop on the Affordable Care Act.

Complex Cadillac tax highlighted at workshop session

WORKSHOPS from page 10

What participants learned: As cybersecurity issues become more prevalent every day, there is a corresponding need for more cyber professionals. Counties compete with the private sector, which is able to offer larger compensation in personnel acquisition and retention.

The panel, a mix of private sector and Deptartment of Homeland Security officials, discussed how counties can remain competitive in acquiring, developing and retaining top cybersecurity talent.

Kaufmann spoke about her county's cybersecurity workforce and the National Cybersecurity Center of Excellence (NCCoE). Established in 2012 through a partnership between National Institutes of Standards and Technology, the state of Maryland and Montgomery County, NCCoE helps further innovation through the rapid identification, integration and adoption of practical, standards-based cybersecurity solutions.

Scribner talked about how data breaches, such as the one retailer Target had with its customers, changed how people view cybersecurity.

"We need to ask ourselves what does everyone need to do to protect themselves?" Scribner said. "It is absolutely essential that counties and the private sector work together towards a standard everyone can follow.'

He also touched on the National



Marc Granowitter, public policy analyst, AFSCME, urges counties to begin assessing their health care benefits in light of the Affordable Care Act's Cadillac-tax provision at a workshop exploring the Cadillac taxes' implications for counties as employers.

prising more than 20 federal de-

and Studies (NICCS) portal, a initiative is to enhance the overall nationally coordinated effort com- cybersecurity posture of the U.S. by accelerating the availability of partments and agencies, academia educational and training resources Initative for Cybersecurity Careers and industry. The mission of this designed to improve the cyber Staff Contact: Jerryl Guy, 202.942.4229, a lot of folks are not that focused



Denise O'Donnell, director, Bureau of Justice Assistance, explains that her agency manages more than 10,000 open grants valued at over \$5 billion. A Buffalo native, she braved a government-closing snowstorm to present at the Managing Costs and Improving Public Safety workshop.



Jessica Zufolo, deputy administrator, Rural Utilities Service, USDA, gives pointers on how to Bring Broadband to Your Rural County during a workshop on the topic.

enabling a safer cyberspace.

jguy@naco.org

Is Your Health Plan Driving Your County to a Cadillac Tax? Who spoke:

Marc Granowitter, public policy analyst for AFSCME, the American Federation of State, Kathryn Bakich, senior vice

president, Segal Consulting

What participants learned: It's a complex issue, and the deadline sending a check for \$5 million a year is four years away, but counties as employers should already be running the numbers on how they might be affected by the so-called Cadillac Tax under the Affordable Care Act. That was one key takeaway from and offer cheaper plans that keep this workshop session.

Beginning in 2018, a 40 percent excise tax will be imposed on the value of employer health insurance benefits that exceed a certain threshold — \$10,200 for individual coverage and \$27.500 for family coverage. indexed to inflation. Many county officials are concerned about how report.)

behavior, skills and knowledge of that might affect the benefits they every segment of the population, can offer to attract and keep skilled employees.

"Because it takes effect in 2018, on it," Granowitter said. "But it is already impacting plan design, and it's already impacting (union) negotiations."

During questions and answers, former NACo president and Tarrant County, Texas Judge Glen Whitley, whose county is self-insured, said his county is already working with County and Municipal Employees consultants. "We have about 4,300 employees; based on our current plan, their estimates are that beginning in 2018, we're going to be to Uncle Sam," he said.

> Whitley and workshop speakers said instituting targeted wellness programs may help counties to lower their health insurance claims them below the excise tax threshold.

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(Charlie Ban, Christopher Johnson, Bev Schlotterbeck and Charles Taylor, County News staff, contributed to this

Resiliency, open data center stage at Tech Summit



BY CHRISTOPHER JOHNSON EDITORIAL ASSISTANT

Creating more resilient counties and open data were among the topics discussed at the semi-annual NACo Technology-Innovation Summit, held in conjunction with the NACo legislative and annual conferences. The summit explored innovative ways counties can use technology to reduce costs and improve constituent services via a county knowledge exchange.

"Technology is ever changing," Webster Guillory, assessor, Orange County, Calif. and emcee of the summit said. "This summit is for counties to exchange ideas and protect data, but also make it as open as you can to everyone."

The morning session kicked off with a presentation on how counties can become stronger to create more competitive and resilient counties. Leslie Wilkins, vice president, Maui Economic Development Board, shared how education will help counties "grow their own" to prepare for the jobs of today and tomorrow.



work together. It is important to Peter Watts, CEO, Solutionize, talks about the benefits of the County

Hawaii, a resource to assist teachers in providing learning activities that develop knowledge, understanding and skill sets in science, technology, engineering and mathematics to prepare students in Hawaii's education-to-workforce pipeline. Maui is well known for its tour-

Innovation Network (COIN).

ism industry, but in the past few

She touched on Stem-Works years has suffered a brain drain with young people going to the mainland for college and not returning because their area of interest has no industry representation.

"Diversifying and creating job opportunities are needed to bring students back home," Wilkins said. "Many areas, such as renewable energy or technology, should bolster



Lynn Overmann, senior advisor to the U.S. chief technology officer, White House Office of Science Technology Policy, was the lunchtime speaker at the Technology-Innovation Summit.

competitive."

Before lunch, Bert Jarreau, NACo chief innovation officer. introduced the County Innovamanaged online community for COIN's goal is to enable counties to share knowledge nationally for

the Maui job market and make us learning, discussion and decisionmaking. Counties can register to become a COIN member at www. County Innovation, US.

Lynn Overmann, senior advisor tion Network (COIN). A private, to the U.S. chief technology officer, White House Office of Science local government leaders and staff, Technology Policy, spoke at lunch about Data.gov, a way counties can share services and find out more about other counties that work towards transparency in county government. She also touched on how additional job training for veterans can help them find a job after years of dedicated service to the U.S.

"You often don't have unlimited time and resources so you do the best you can with what you got," Overmann said. "Data is only useful when it's open and available."

The summit continued with a discussion on the rise of open data. Richard Leadbeater, manager, State & Local Government Industry Solutions at ESRI, spoke about mobile apps on smartphones being the primary use of computers in modern day.

"iPhones are little computers," Leadbeater said. "This is the primary interface many people use and why open data needs to include mobile apps."

Dan Hoffman, CIO, Montgomery County, Md., talked about their open data program and how every county should publish at least 400-500 data sets to make open data worthwhile.

"The more sets you publish, the more transparent your county will be," Hoffman said.

Experts, policy leaders brief NACo Steering **Committees as they consider policy resolutions**



NACo's 10 steering committees reviewed more than 30 resolutions during their Legislative Conference meetings. They also heard from experts and policy leaders in their issue areas. Here's a snapshot of those briefings.

Behavioral Health Subcommittee Meeting

Brad Grantz, legislative director for Rep. Tim Murphy (R-Pa.), updated the subcommittee on legislation introduced by his boss: the Helping Families in Mental Health Crisis Act of 2013 (H.R. 3717).

'The whole point of this legislation," Grantz said, "is to ... make sure that individuals with serious mental illness get treatment before they end

up in jail" or harm others. Among other things, the bill would

clarify standards used to commit an individual to psychiatric care and update existing laws to help families and physicians communicate during a crisis without HIPAA concerns—so that treatment is obtained through the health care system, not the criminal iustice system.

He noted that 11 million Americans have a serious mental illness (SMI), two million of which go untreated. Additionally, treatment of SMI reduces the risk of violence 15fold, according to federal health data.

The bill is an outgrowth of a review undertaken by the House Energy and Commerce Subcommittee on Oversight and Investigations, which Murphy — a psychologist — chairs, in 2013, in the months after the Sandy Hook school shootings in Connecticut.

See **COMMITTEES** page 13 Economic Development Steering Committee.



ministration of the Department of Labor, speaks at the Community and

Photos by Jack Hernandez Eric Seleznow, acting assistant secretary, Employment and Training Ad-

Transition to civilian life for veterans focus of task force meeting

COMMITTEES from page 12

Veterans and Military Services Task Force

Col. Jim Isenhower, special assistant to the chairman of the Joint Chiefs of Staff, identified perhaps the most glaring reason veterans have a difficult time reintegrating into civilian life — the Department of Defense doesn't mandate reintegration processes.

"We don't prepare people to reintegrate because we train them to fight and win wars," he said. "We teach them to think and act a certain way, and they aren't always the characteristics that translate well to civilian service. From the time a person enters the service, they have a leader to bring them through the (acculturation) process, but nobody does that when you leave the service."

For groups aiming to address veterans' needs, he said the most environmental scans and surveys to identify local needs.

"Veteran homelessness may not be the same need in Minnesota as it is in California," he said. "That leads where the money, leadership and manpower need to go.'

Frank DiGiovanni. senior director for training readiness and strategy for the office of the deputy assistant secretary of defense, said finding ways to translate military training into commensurate civilian certifications would be key to helping veterans find jobs.

"We can show employers that they're head and shoulders above other applicants, mainly because of what they've had to do over the last 13 years," he said. "They want to hire these people not because





Lynn Scarlett, public policy director, the Nature Conservancy, speaks to

Karol Mason, assistant U.S. Attorney General, updates the Justice and Public Safety Steering Committee on criminal justice reform and reentry efforts.

be extremely productive."

Transportation Committee

For the next six months, NACo's transportation-related lobbying efforts will focus on securing a six-year reauthorization of MAP-21 surface transportation funding. The current authorization expires Sept. 30.

NACo First Vice President Riki Hokama, a former transportation steering committee chairman who is making transportation infrastructure investment his presidential initiative, stressed focus on taking advantage of congressional invitations to help shape transportation policy.

"We've been asked to help provide House and Senate committee staff with potential language counties like

different than just being asked to support a proposal," he said.

The six-year lifespan for MAP reauthorization, as opposed to the four-year span President Obama pitched in his recent \$308 billion proposal, would give counties the time to lineup appropriations from their state departments of transportation to complement federal funding.

"Counties need the time ... to get the monies appropriated to move projects forward," Hokama said.

Victor Mendez, acting deputy secretary of transportation, said surface transportation reauthorization would include rail, and the president's proposal would be partially funded by business tax reform proceeds.

He stressed efficiency in deter-

said would encourage investment from the private sector.

the Public Lands Steering Committee.

"Our ability as a nation to truly focus on how to actually investin our to enhance public safety, reduce infrastructure, every year seems like it gets more and more difficult," he said. "It's been for almost a decade that we haven't invested properly in our system the way we believe it ought to be done."

Brian Pallasch, managing director for government relations and infrastructure initiatives at the American Society of Civil Engineers, said his group's evaluation of domestic transportation infrastructure improved slightly, but only to a D+ did, however, reflect a positive impact from American Recovery and Reinvestment Act funding.

Justice and Public Safety Steering Committee

U.S. Justice (DOJ) and Homeland Security (DHS) Department officials briefed NACo's Justice and Public Safety Steering Committee members on their agencies' latest efforts in areas including reducing inmate recidivism, immigration reform, and disaster response and Johnson "remain committed to recovery

They heard from Karol Mason, assistant attorney general, DOJOffice of Justice Programs; Timothy Manning, FEMA deputy administrator for Protection and National Preparedness; and Philip A. McNamara, assistant secretary, DHS Office of Intergovernmental Affairs.

Mason highlighted programs under the Bureau of Justice Assistance's Justice Reinvestment Initiative (JRI). In 2012, one-third of incarcerated U.S. inmates were in local jails, she

efficient use of funding is financing they're veterans, but because they'll to propose on legislation — that's mining how federal money will be said, adding, "If we really hope to spent on transportation, a tactic he make a dent in the recidivism rate in our country, we need to focus on reaching our jail population."

The JRI is a data-driven approach corrections spending and redirect savings to alternative criminal justice strategies.

She noted that Yolo County, Calif. (pop. 201,000) is currently receiving technical assistance to assess the drivers of incarceration costs and inmate population, with an eye toward using data to reallocate resources.

Inmate reentry is one of the DOJ's top priorities, she said, adding that under the Second Chance Act, from the previous "D" rating. That more than 600 grant awards have been made thus far — totaling more than \$300 million — and 40 percent of those have gone to counties.

> One goal is to ensure that people in jail "really need to be there," she said. "More than 60 percent of jail inmates are pending trial, but only about 10 percent of jurisdictions use some kind of risk-assessment instrument when making pretrial detention and release decisions."

> McNamara said the Administration and DHS Secretary Jeh passing commonsense immigration reform this year."

> "As a matter of homeland security, we should encourage these people to come out of the shadows of American society, pay taxes and fines, [be] held accountable and be given the opportunity to get on a path to citizenship like others," he said.

The liveliest questions were reserved for Manning. He said FEMA



Pamela Hyde, administrator, Substance Abuse and Mental Health Services Administration, or SAMHSA, briefs members of the Health Steering Committee.

Cabinet secretaries, congressmen address general sessions



NACo's visitors picked up some inside-the-beltway insight from a variety of speakers during the Legislative Conference's general sessions March 3-4. They hailed from the halls of Congress, the Obama Administration, the Washington media and a nonprofit organization.

Opening General Session, March 3

Shaun Donovan

In an environment of tight federal budgets, HUD's programs have felt the pinch, HUD Secretary Donovan said. But what the agency lacks in dollars it's attempting to balance with innovation, efficiency and partnerships.

He noted that HUD funding for the HOME program leverages more than \$4 in private and nonfederal funding for every dollar invested. But funding fell to \$950 million in FY13 from \$1.8 billion in FY10. "That's a stunning decrease for a program that's done funding reflects, there are some who clearly don't understand the importance of the program," he said, obliquely referring to some members of Congress.

released its FY15 proposed budget the next day.

Making do with what it has, he said, HUD is giving new tools to programs and new tools to "people in your communities." For example, HUD is helping responsible families to become homeowners and have access to credit as the recovery continues from the recession and mortgage crisis. Through the Federal Housing Administration, HUD has launched the Homeowners Armed With Knowledge Initiative. It includes housing counseling through the FHA loan origination and servicing process.

"This helps those who may have experienced damaged credit due to the crisis — but who are fundamentally creditworthy borrowers — to be considered for a mortgage."

Donovan also touched on the work his agency is doing by facilitating "housing first" solutions to reduce the number of homeless



Secretary Shaun Donovan, speaking at the Opening General Session, said HUD has allocated \$7 billion to address foreclosed and abandoned properties nationwide through its Neighborhood Stabilization Program.

so much good over time. As the veterans and invited counties to share with HUD the strategies that are working in their communities.

Mike Allen

Politico Chief White House The Obama Administration Correspondent Mike Allen told attendees at the opening general session that every day, it looks more possible that Republicans will regain control of the U.S. Senate after the 2014 midterm elections, citing polling shifts in Iowa and Colorado. That, coupled with an almost mathematical certainty that the Republicans retain control of the House, could dramatically stymie the remainder of President Obama's term.

"He'll have to veto a lot more things, and [the Republicans] will put him on the spot for that," he said. "There's all kinds of investigative mischief they can cause and really bog down the White House with investigations."

Along the same lines, he called New Jersey Gov. Chris Christie's (R) chances for the 2016 presidential election "wounded," because governing style.

"The federal investigation (into the politically motivated closure of fund comes from offshore oil and President Obama released his lanes on the George Washington Bridge) is a distraction, because even if it turns out he comported himself exactly the way he wants to be seen as acting, it's a distraction that gives his supporters pause," Allen said.

He diagnosed Congress' inactivity as a symptom of the lack of competition for House seats, citing only 17 Republicans winning districts that Obama carried in 2012.

"There's no incentive to work with Obama," he said. "In comparison, during the [1996] shutdown, 79 of 236 Republican districts were won by Clinton in 1996."

Allen also called the situation between Russia and Ukraine Obama's biggest test on the world stage.

"It's the most seismic global event since 9/11," he said.

Rob Bishop

Even though bad weather kept U.S. Rep. Rob Bishop (R-Utah) from appearing in person at the opening session, he was present via the Internet to urge NACo members to support new, invigorated efforts that would eliminate the annual ritual of searching for funds for PILT.

Bishop, who called PILT "Congress's red-headed step child," is



Photos by David Hathcox

of investigations dogging his Mike Allen, Politico's chief White House correspondent, gives an insider's perspective on what works in Washington and what doesn't.

gas leases

Bishop maintains that the fund is being misused, with 88 percent of its revenue kept by the federal government. He would like to see the fund tapped to fund PILT and asked NACo members to "join us to explore this solution."

General Session, March 4

Anthony Foxx

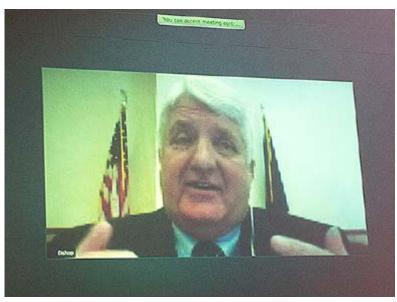
Transportation Secretary Anthony Foxx framed the transformation in federal transportation enues alone will not get us where policy as a matter of efficiency as much as volume, hours before

2015 budget. Out of deference, he skimped on details, but outlined a commitment to increased funding, starting with Obama's \$302 billion, four-year transportation proposal announced last month.

We shouldn't be trying to just look through the rearview mirror and get funding levels back to where they were, we need to put funding levels on a course to help our nation actually address our infrastructure deficit," he said.

"Revenues are needed, but rev-

See SPEAKERS page 23



touting the Land and Water Con- The winter storm in the D.C. area kept several speakers away from servation Fund as a steady, reliable their time slots, but not Rep. Bob Bishop (R-Utah). He addressed source for funding. Income from the the Opening General Session audience via the Internet.

Several cabinet secretaries stop by general sessions





Transportation Secretary Anthony Foxx



Brad Fitch, Congressional Management Foundation, presented a comprehensive data-driven review of interacting with members of Congress and their staffs

Department of the Interior Secretary Sally Jewell addresses the March 4 general session audience.

SPEAKERS from page 22

we need to be," he said. The number of categorical exclusions must be increased, he said, so projects are not held up for years in various permitting processes when they could just as easily be concurrent, citing the successful work on New York's Tappan Zee Bridge.

"We're looking at the way we do permitting on the federal level so that we're not doing sequential permitting where one department looks, then another department looks, then another department looks and adding eight, 10, 12 years to a project," he said. "We can cut three or four years down to 15 months."

Sally Jewell

Sally Jewell, the recently appointed Secretary of the Interior, talked about the role her department plays in the U.S. economy and the challenges it faces in an era of constrained spending. Jewell, an engineer by training, a former banker and president of the popular recreational outfitter, REI, said she learned the importance of local politics in King and Kittitas counties, Wash., working on land use planning along the I-90 corridor.

Her new portfolio includes, but is not limited to about 20 percent of the nation's land mass, major iconic dams such as the Hoover and Coolidge dams and the U.S. Geological Survey, which among

nation's water flow.

After inventorying her department's resources, she turned her attention to PILT. She said she understood how "hard it is to lurch from continuing resolution to continuing resolution — how very difficult it is to plan," for PILT-reliant counties. Hard choices, she said, are shared by both county and federal officials which is one of the defining issues for her department.

The other two are climate change, about which she was quick to say "I don't want to argue with you about what's causing the change, but there is change."

One hopeful turn for counties plagued by wildfires is an Admin-FEMA disaster funds to battle the top 1 percent of the worst wildfires. Although Congress appropriates funds to fight wildfires, funding bers of Congress. often falls short as wildfires continue to increase and intensify. Another effort the department is undertaking the Land and Water Conservation Fund.

She talked about landscape planning and Interior's efforts to work with local officials to find "what areas we can de-conflict and not always argue in court."

Brad Fitch

other responsibilities uses more than old county commissioner, what 6,000 stream gauges to monitor the can a 25-year-old congressional staffer — one who barely looks old enough to drink — do for you? A lot, according to Brad Fitch, president and CEO of the Congressional Management Foundation (CMF), a nonprofit that works with members of Congress and their staffs to improve interactions with constituents.

The average age of a House and driven by constrained resources, legislative assistant is 27, he said, and federal lawmakers have busy schedules, with perhaps as many as 13 meetings a day.

> "Before you write them off, remember this, the last person that member of Congress will talk to before they make a (policy) decision .. is that 27 year old."

Using data from survey research, istration proposal that would use Fitch fired up NACo members on their advocacy day, when many would be making visits to Capitol Hill to meet with their local mem-

He noted a "disconnect" that might translate into an advantage, citing research that shows that is to make funding permanent for only 16 percent of the American public thinks Congress "cares what I think." But 95 percent of members of Congress say staying in touch with constituents is most important to them.

'Congress still relies on local experts for advice and legislative ideas," he said. "You've got to differentiate yourself; you've got Say you're a 50-or-60-year- to make your message stand out."

Major regulatory reform on the horizon for CDBG program

COMMITTEES from page 13

is trying to be more "survivorcentric" by making its procedures "conform to the survivor" of a disaster, not the other way around.

He said reforms such as the Sandy Recovery Improvement Act have made "major changes" in the way the agency conducts disaster response. Increasingly, FEMA is trying to bundle small projects into consolidated ones with the goal of speeding up processes.

Community and Economic Development Steering Committee

FY14 funding allocations for HOME, CDBG and other block grant programs will be "out the door" within the next two weeks according to Stan Gimont of HUD's Office of Block Grant Assistance. He also advised committee members that there is substantial regulatory reform on the horizon for CDBG.

a push from the Department of Labor on placement services as well as training, according to Eric Seleznow, Employment and Train-

workforce development arena is ing Administration, Department of Labor. "There's \$150 million on the street for the Ready to Work Grant program, which is targeted to help the long-term



Janet Kavinoky, U.S. Chamber of Commerce, speaks during a panel discussion with industry stakeholders on the current state of America's transportation infrastructure and principles for MAP-21 reauthorization Also on the horizon: in the during the Transportation Steering Committee meeting.

Financial Services News

Why Would Your County Not Do This?

cooperative purchasing — a way to buy goods and services by aggregating the purchasing power of public agencies nationwide. Whether a county's budget is \$3 billion or \$3 million, significant cost savings can port local businesses. Familiarity, be had, not to mention efficiencies and stretching staff time.

What's more, you don't have to actually purchase from any co-op to realize these efficiencies. Merely understanding how they work and their presence as an option is a huge asset to purchasing departments of any size. An example of a successful cooperative purchasing program is U.S. Communities, sponsored by NACo as well as other national associations of state and local governments.

Here is how it works. Co-ops offer contracts that can be used in lieu of a local competitive purchasing process. That is because another local government has gone through that process and invited everyone to take advantage of its efforts by attaching simple piggyback purchasing language. Whether a county chooses to buy off the co-op contract or just use it to make local suppliers a little more focused on their pricing and terms, the county and the taxpayer win.

All counties prefer to buy locally

All counties can save money with and support their local businesses, large and small. Although there is a healthy local element to all U.S. Communities' contracts (for instance, local suppliers and installers) sometimes it is just better to supthough, with available cooperative purchasing contracts and their terms, can be key to stretching the county dollar.

> However, after more than 15 years in the business, it's been (Financial Services News was written by shown that U.S. Communities alone has saved local governments Financial Services Corporation.)

and non-profits more than \$1 billion, a savings that's increasing by \$100 million annually. If other cooperatives are included, this is a movement public officials can no longer ignore.

For more information about cooperative purchasing, please contact Sarah Lindsay, marketing specialist, NACo Financial Services, slindsay@ naco.org, 202.942.4228.

Peter Torvik, managing director, NACo

Check These Great Resources

There are several resources for counties (and all state and local entities) that provide confidence to government officials considering cooperative purchasing.

uscommunities.org

This site features the program NACo and the state associations of counties have built over the last 15 years. Its contracts and online Marketplace are featured and reflect the very best practices, selection processes and oversight in the cooperative purchasing universe.

procuresource.com

ProcureSource was created to make cooperative purchasing easier. It is a directory of a large number of cooperative contracts, from many co-ops, available for use by counties. This new site is free to use and is a guide for information and intelligence for anyone charged with spending county resources.

unemployed," Seleznow said.

past practice of "train and pray" as DOL Secretary Tom Perez described it. In addition, workforce development will see a new manufacturing sector does a good job with apprenticeship training, we'd like to see it applied in health and information technology, other tomer service organization," he sectors in the economy.

On the economic development front, Tom Guevara from the Economic Development Authority look at the department's five-year and environmental protection. engage in more trade: "Anything made elsewhere. We must engage in more trade to keep our economy growing," he said.

He added said that since 95 percent of global consumers are outside of the U.S., "our culture must become more globally fluent."

Public Health and Healthy Communities Subcommittee, Health **Steering Committee**

Ready, Resilient Counties NACo coordinates.

presidential initiative, Steve Ben-"We really have to focus on nett, director, National Bio-surveilplacement," he said, not the lance Integration Center (NBIC) Office of Health Affairs, discussed his office's role in identifying and mitigating biological threats, including potentially lethal comemphasis on apprenticeships. "The municable diseases. His office is part of the U.S. Department of Homeland Security.

> "We are fundamentally a cussaid, which makes products, tools and services available to multiple levels of government.

One of the "products" that at the Department of Commerce NBIC provides is situational offered committee members a awareness reports to federal. state and local leaders. He cited strategic plan. It stresses innovation, examples of reports NBIC comtrade and investment, data sharing piled at the request of states: one was a health assessment report on Especially important is a need to the 2014 Super Bowl requested by New Jersey, which included comthat is made here, can and will be mon issues associated with mass gatherings, including non-communicable diseases and bioterrorism threats. The other was a report of disease outbreaks in nations that were participating in the Little League World Series, including some third-world countries.

The flow of information should be a two-way street, he added, asking counties, "How can what you're doing be useful to me and my constituency?" — the DHS In keeping with this year's and the agencies with which it



county in Minnesota. Its name was taken from the Ojibwe Native American word gawakomitgweia, which means clear water. The county includes 22 organized and one unorganized township, and five cities. The county seat is Bagley.

The oblong-shaped county is 18 miles wide and 60 miles long, an area of more than1,000 square miles. There are 30,000 acres of lakes and abundant woodlands and agricultural areas.

The official seal of Clearwater was adopted by the county commissioners Aug. 19, 2008 and symbolizes the past, present and future of the county. The design of the county seal depicts Itasca State Park, the headwaters of the Mississippi River, that lie within the county. The words Families, Forests and Farms symbolize all those who built a life in the county and the current industries.

Clearwater is also home to the national symbol, the Bald Eagle; the Common Loon, the Minnesota state bird; the Showy Lady's Slipper, the Minnesota state flower and Red Pine, the Minnesota state tree.

(If you would like your county's seal featured, please contact Christopher Johnson at 202.942.4256 or cjohnson@naco.org.)

County Innovations and Solutions Maricopa County, Ariz.

Stress Management Keeps Probation Officers Afloat

BY CHARLIE BAN STAFF WRITER

Probation is a tug-of-war of influence. Officers try their best to rehabilitate offenders and make them better people, but at the same time, they come away soured on the human race because of what they know another person has done.

But it doesn't have to be a zerosum game

Kirsten Lewis had spent her career in the Maricopa County, Ariz. Adult Probation Department, and years of working with sex offenders, took its toll.

"It got to the point where every old man I saw holding hands with a child had me worried about the Studies had shown the offenders' worst," she said. "I love what I do, but the level of distrust you develop when you hear about the horrendous things people do is hard to overcome."

When one of her charges reoffended on her watch, she felt tremen-ficers to more difficult cases," she dous responsibility and eventually said, "but those officers might have

called a therapist and asked to do a debriefing about the incident and how her work affected her life then an uncommon response. After a few weeks of unloading, she started to feel like her old self and her interest had developed to the point where she wanted to research that area. Probation officers experience plenty of trauma, but it was coming vicariously, through their caseloads and constant reminders that human being are capable of terrible things.

"I found there wasn't anything systematic to help officers be able to get back on their feet," she said. "Everything focused on burnout, but nothing on secondary trauma."

It was a vulnerability in her field. relationships with their probation officers were significant determinants to recidivism, but calloused probation officers would likely be less effective.

"We assign more seasoned of-

77 I love what I do, but the level of distrust you develop when you hear about the horrendous things people do is hard to overcome.

reached the point where they don't see much hope for people and can't make the difference, at least not in their state of mind right now."

In 2011, Lewis was able to take on the project full-time for the county. and seized the opportunity. She quantified research with data gathered from Maricopa County's probation department - which showed the issue was on people's minds. Ninety-six percent of officers surveyed believed that working in probation had changed the way they view the world, and 73 percent reported feeling symp-

prior two months. More than half reported that their empathic abilities had decreased and 68 percent said their current stress levels were not sustainable without significant costs to their bodies.

'Loving what you do and being impacted by it are not mutually exclusive," Lewis said. "We're social creatures but for eight hours death to a victim a day we're bombarded with this traumatic material."

Officers, managers and execu- assaulted. tives all received prevention training to teach them about the various secondary challenges of the job, guidance for how to process those feelings of reduced empathy and enhanced coping strategies. They discussed what stress reactions are normal, and the amount of audience participation in the training, Lewis said, helped officers buy into the process, when they saw they weren't alone.

"We're not a culture that talks about these details," she said, "We Counties Innovations and Solutions toms of compassion fatigue in the talk about cases, but not how we features award-winning programs.

react to them. That's changing.

Several incidents involving offenders will prompt an offer for help from a peer support team, which the officers may decline. They include:

• offender suicide

• violent recidivism involving children

• violent recidivism resulting in

• sexual recidivism, and

• an officer being threatened or

Aside from the offenders the officers work with and the decreased efficacy in the face of secondary trauma, the training and treatment aims to keep probation officers managing their personal lives with restored empathy.

"The key is having conscious awareness, to know how much this job changes you," Lewis said. "Knowing that it doesn't compromise your professionalism."

Research News

Spotlight: Transportation Funding in Oklahoma Counties



In February 2014, NACo released a new research study The Road Ahead: County

Transportation Funding and Financing, which examines county transportation (roads and bridges) funding mechanisms, challenges and solutions across the 48 states with county governments.

Accompanying the study, NACo released an interactive Web-based map that details information related to transportation funding for counties in each state — from the share of county roads and bridges in the state to identifying the states that authorize counties to raise a local option sales tax to use for transportation. The user can also access individual two-page profiles for each state on how counties in that state fund transportation.

Taking a closer look at counties in one state — Oklahoma — shows the range of information available on the interactive tool and state profiles. Oklahoma counties have a significant responsibility for roads and bridges in

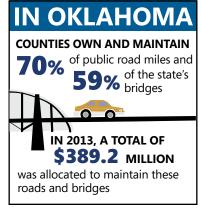
of public road miles and 59 percent of all bridges statewide. By comparison, counties nationwide own 45 percent of public road miles and 39 percent of bridges.

The main funding program for county roads and bridges is the County Highway Fund, which consists of revenues from the state taxes on gasoline and diesel fuels as well as motor vehicle registration fees and a portion of the state gross production tax on oil and gas in the case of counties that have oil and gas production.

These funds — \$265.6 million in state fiscal year 2013—are allocated to each of Oklahoma's 77 counties by a formula.

In addition, counties received from the state Tax Commission funding to build, contract and maintain county roads and bridges of close to \$24.6 million in state fiscal year 2013. In addition, the state allocated to counties \$99 million in 2013 for the replacement and reconstruction of county roads and bridges.

Counties also receive road and the state — counties own 70 percent bridge funding from the federal



government, channeled through the state. In federal FY13, the Oklahoma Department of Transportation provided counties with \$26 million from the federal Surface Transportation Program and another \$500,000 for bridge safety inspection. Federal funding, however, accounted for only 6 percent of total county transportation funding in 2013. In addition, counties raise their own revenue sources to supplement state and federal funding through local option sales taxes. In FY13, counties raised \$34 million for transportation projects using local option sales taxes. counties in other states while others specific to Oklahoma. They depend heavily on revenues from the state gas tax for transportation funding and like many counties across the country, they are grappling with the problem of the declining purchasing power of the state gas tax. The state's fixed-rate gas tax has not been raised since 1987, and it has not kept pace with increasing costs of construction and maintenance, making it increasingly difficult for counties to fund road and bridge projects.

Thirty-one percent of all county bridges in Oklahoma are structurally deficient, but they represent the bulk of all the structurally deficient bridges in the state — 83 percent. Oklahoma counties have also been hit hard recently by natural disasters -since 2010. Oklahoma had at least 13 major disaster declarations ranging from severe winter storms and wildfires to tornadoes and flooding. These disasters took a toll on county roads and bridges. Counties have (Research News was written by Kavita not been receiving adequate funding Mak, research associate.)

Oklahoma counties face a num- to repair the damage, especially on ber of challenges, some shared with county major collectors since these roads do not qualify for Federal Emergency Management Agency (FEMA) funding.

> Counties in Oklahoma continue to look for ways to address their transportation challenges. One proposal is H.B. 1080 in Oklahoma Legislature. If passed, this bill would reallocate 5 percent of license tag fees paid by motorists from the state's General Revenue Fund to counties. The reallocation of these fees would result in \$30 million in new revenue for counties to invest in county major collectors. Although this bill did not pass in 2013, it is still active for the legislature to consider in 2014.

> *To learn more about the role of counties in transportation and how they fund their roads and bridges in Oklahoma and other 47 states with county governments, visit NACo's The Road Ahead study and interactive data tool at www.naco.org/ countytransportation.

News From the Nation's Counties

ARIZONA

A private aerial imaging company may help COCONINO **COUNTY**'s assessor's office take high-resolution pictures of every home in the county.

Such an approach would dramatically accelerate the review of every property in the county, the 75,000 parcels spread out over the second largest county in the lower 48 states and averaging just seven people per square mile. The task would take the team of 15 appraisers just under a decade to do the job piecemeal.

Software enables a user to zoom in on a particular property from multiple angles and then take measurements for tax purposes. It could also be used by law enforcement, the Mohave Daily News reported.

► CALIFORNIA

A "strike team" will target LOS **ANGELES COUNTY** facilities that emit toxic pollutants. The assorted county public health officials, prosecutors, fire department officials and others will look for ways to close facilities, starting with a battery recycling plant. The team will allow the county to move to address complaints that could languish in state agencies' backlogs, the Los Angeles Times reported.

The county staff members will also use state data to identify which communities have the greatest health risk because of toxic chemicals and which facilities are emitting toxic pollutants in those communities.

FLORIDA

• HERNANDO COUNTY's human resources department is revising the county employee dress code to better **regulate the wearing** of jewelry and tattoos. Officials say the policy will reflect the need to project a professional image while dealing with the public, an issue broached when a firefighter's tattoo was interpreted as obscene, the Tampa Tribune reported.

It would be up to the employee's supervisor to determine what is considered non-conservative or offensive.

The revised dress code policy also contains this added language: "Tattoos that display gang signs, nudity or other sexually offensive content, inappropriate symbols that advocates (sic) prejudice or discrimination, or that promote violence or drug usage must be concealed at all times while at work."

lion stadium and training facility the Rolla Daily News reported.

to house the Houston Astros and Washington Nationals for spring training, with the teams paying between 5 percent and 10 percent of the stadium construction cost.

The county already has a publicly financed spring training stadium for the Miami Marlins and St. Louis Cardinals.

Pulling it off likely requires convincing state lawmakers to speed up state financing help for a stadium deal. It also involves finding a potential stadium site that will be supported by local businesses and neighborhoods alike and — perhaps trickiest of all - possibly tapping into more local tax dollars to make it work, the South Florida Sun Sentinel reported.

The state has offered up to \$50 million for a two-team stadium, paid over 37 years. The problem is that the state payout could end up being longer than the life of the new stadium, so the county hopes to persuade the Florida Legislature to allow tapping into more of that state money sooner. The local share of the stadium deal could come from county taxes on hotel stays.

MISSISSIPPI

JACKSON COUNTY has decided to pay for a river gauge taken out of commission by sequestration budget cuts.

The gauge on the lower Escatawpa River has transmitted river stage data to the National Weather Service for 15 years. That also included flood warnings, which the county hadn't had before.

But federal budget cuts with sequestration last year took the U.S. Geological Survey's funding for that gauge, along with at least two other river gauges in the coastal counties. The \$8,200 annual expense is justified by the hilly terrain near the gauge, that would make a flood more devastating there than where the river travels through a flat area, the Sun Herald reported.

MISSOURI

In April and early May, the PHELPS COUNTY Commission and county officeholders will take some of their meetings "on the road" as an outreach effort for National County Government Month, celebrated in April.

The commissioners normally meet Tuesday and Thursday mornings, but during the month of April and the first part of May, commissioners will hold some of their • PALM BEACH COUNTY meetings during the evening at the is considering building a **\$100-mil-** five incorporated cities in the county,



Photo courtesy of Fairfax County, Va.

Two bloodhounds, new recruits to the FAIRFAX COUNTY police force, are about to hit the streets. Just 9-months-old, sisters, Bolt and Silas, were unveiled in September 2013 as tiny pups.

Their handlers say the girls have a ways to go, but are almost ready. Bolt and Silas have been training in a variety of terrains from gravel to grass and they should officially begin their jobs in May or June. The sisters will join Shnoz and Cody, who joined the agency in 2008. So far, to heat tank cars — which allows all dogs get along well.

The Fairfax County Bloodhound program began in 2002 with Charger and Molly. The Fairfax County Police Department said their bloodhounds are used around the region by other public safety agencies since they are trained for both criminal and non-criminal missions.

►NEBRASKA

► VIRGINIA

The state's two largest counties, are less than thrilled about state corrections' officials proposal to house prison inmates in their county jails.

State prisons were about 56 percent over capacity at the end of February. Douglas and Lancaster counties were seen as prime candidates to provide relief because they have plenty of unused jail cells and the bulk of prison inmates come from those counties, the Omaha World-Herald reported.

Mary Ann Borgeson, chairwoman of the Douglas County Board, said counties are still smarting from prior unfulfilled promises of state aid for counties to house prisoners.

About 15 years ago, the state promised to reimburse counties for jailing inmates charged with state crimes and awaiting trial. However, the state never fully funded the program.

"We've not had a very good experience with the state on jail reimbursement," she said. "Now, all of a sudden, they say they want to contract with us and say they will pay for it. But that can change in a heartbeat."

►NEVADA

ELKO COUNTY has joined **DOUGLAS** and **LANCASTER**, a half dozen other rural Nevada counties that aren't ready to slam the door shut on the possibility of Yucca Mountain, 90 miles north of Las Vegas, being used to store nuclear waste.

> Elko commissioners recently approved a resolution to reopen discussions about the nuclearwaste repository, which has been delegation and governor.

Commission Chairman Charlie Myers says the resolution doesn't mean they back the plan, only that to change that. they want to hear all of the scientific evidence. Commissioners said their willingness to listen doesn't mean Sandoval (R) and others opposed to Yucca Mountain.

"At some point in time, we're probably going to be asked to take a position." Myers said. "And how in the world can we take a position if we don't have the information to make a good decision?"

► NEW MEXICO

By a unanimous vote, SANTA

FE COUNTY commissioners recently approved a new minimum wage rate of \$10.66 an hour for the unincorporated parts of the county. That matches the city of Santa Fe's "living wage" that increased last month. The state minimum wage is \$7.50 an hour, according to the Albuaueraue Journal.

"Ido not believe that \$10.66 is the magical number to lift individuals and families out of poverty," said Commissioner Liz Stefanics, a co-sponsor of the ordinance. "However, the wage will assist in buying more food, medicine, shoes, clothes and it will support purchases from local businesses and put more cash into our local economy."

NEW YORK

ALBANY COUNTY has issued a moratorium on the expansion of processing crude oil at the Port of Albany, pending a public health investigation by the county's health department.

The order prevents Global Partners, from expanding its operations at the port. Global Partners wants to build several boilers at the port petroleum products to flow out more easily before they are off-loaded and shipped for refining.

Concerns have been raised that the company would increase the shipping of tar sands oil, which requires processing at the port, according to press reports.

On Jan. 29, Gov. Andrew Cuomo (D) issued an executive order directing state agencies to conduct a comprehensive review of safety procedures and emergency response relating to the shipment of crude oil from the Bakken oil fields in North Dakota.

PENNSYLVANIA

State law requires that court opposed by the state's congressional records be stored and preserved either on paper or using a format such as microfilm. ALLEGHENY ${\color{blue} \textbf{COUNTY}} officials and others want$

The current requirement is costly and requires lots of storage space, Kate Barkman, director of they disagree with Gov. Brian the county Department of Court Records, told County Council members recently. The county has estimated that allowing electronic storage could result in annual savings of \$230,000 in storage costs, the Pittsburgh Post-Gazette reported.

County officials and the state's association of counties have thrown their support behind a bill pending at

The H.R. Doctor Is In

Listen to the Judge

paid television personalities in America is none other than former local government judge, Judy Sheindlin. She appears to be a universal presence in the world of television.

The HR Doctor recalls arriving in Cape Town, South Africa after a red-eye flight from Florida to speak as saying to one of her apparently at a local government national HR conference. Heading directly to my hotel room to relax for an hour What a very profound statement to

in Polk County March 13.

in Washington, D.C. Feb. 27.

NACo on the Move

• NACo President Linda Langston spoke about NACo and its

• NACo First Vice President Riki Hokama discussed county

legislative priorities at the general session of the Iowa State Associa-

tion of Counties Spring School of Instruction Annual Conference

priorities in transportation and the NACo transportation report at

a U.S. Senate Environment and Public Works Committee meeting

NACo and County Officials

the television to see what authentic African television might be like. Apparently, it was just like television in Los Angeles, Wisconsin, Iowa or Alabama. There was Judge Judy. I quickly turned the television set off while shaking my head.

Judge Judy was once quoted semi-conscious court case enactors, "you have one life — live it well!"

Arguably, among the highest- before meeting my hosts, I turned on make. It is an idea relevant in the Rather, we find many people who recognize that they must learn to personal lives of every one of us, including how we spend some of our most productive life moments—our work and career time.

> As a county and city human resources director for many years, the HR Doctor encountered thousands of people who seem to go through life reliving scenes from "Night of the Living Dead" not unlike Judge Judy's courtroom guests. These are people who seem to move from moment to moment in their preciously short life spans in a very tactical manner.

Like billiards balls, they are impacted by whatever particular force they encounter at a given moment. They continue moving in the same direction until they bounce off something else, only to move in a new direction. Sir Isaac Newton would be very proud of these people since they zealously obey the laws of motion he explained to all of us. They live lives of inertia controlled by the forces imposed upon them by others. This phenomenon may be directly observed by visiting many high school classes in which a disturbing number of students appear disengaged.

At work we find people who appear not to recognize that they only have one life and it is very short. of an ATM and only using the withdrawal button. They appear to only occasionally make a deposit in terms of extraordinary and sustained performance.

> **A life well lived** at work, in our communities, and within our families is a life built around these principles.

They withdraw salaries, benefits and the security of "vested" employment, but spend a great amount of time whining about the boss, the assignments or various things at work they regard as unfair. While this part of the public employee population is perhaps 5 percent of the workforce, they occupy perhaps 20 percent of the time available to their supervisors or to the organization's HR professionals.

On Judge Judy's program, should you care to invest some of your own precious time glued to it, you will see example after example of people who also can't seem to

consider their public employment overcome inertia in their lives. They to be similar to standing in front must learn to take command of more of it themselves if they are to truly live a life of joy and success.

What amazing skills to teach your children, to encourage others in the community to practice, and to apply every day at work — the skills are simple and compelling. First, take responsibility for your own actions. Second, act promptly to avoid liabilities and to bring forward into your life the many opportunities for fun, challenge and contribution which are everywhere around us. Finally, there is the critical importance of not walking by something wrong. A life well lived at work, in our communities, and within our families is a life built around these principles.

Perhaps you can join me in thinking about that in the office while meeting with colleagues. Encourage them to practice innovation respect and service to others in their employee lives.

I believe that what Judge Judy meant by her profound statement, really translates into recognizing and rebalancing our use of the buttons found on the ATM of life.



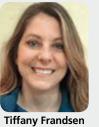


►NACo Staff

• Andrew Whitacre has been named health associate in the County Solutions and Innovation Department. Previously, he worked as a public policy associate with the National Association of State Alcohol and Drug Abuse Directors. He is a graduate of the University of Delaware with a bachelor of arts in political science and criminal justice. He will primarily focus on the Robert Wood Johnson Foundation project, County Health

Rankings & Roadmaps, and support the Healthy Counties Initiative.

• Tiffany Frandsen has been named health care consultant with the Financial Service Corporation (FSC). Frandsen is a graduate of the Dale Carnegie Institute and Stevens Henager College with a bachelor's in health care administration. She will be working on health care projects, including a proposal for health care research funding.



• Anya Nowakowski has been promoted

to research associate. Previously, Nowakowski worked as the County Intelligence Connection (CIC) research assistant. She will continue to assist in development policy and trend analysis for NACo research projects.

• Kirk Heffelmire has been promoted to research associate. Previously, Heffelmire was an intern in the research department. He will now assist in the development of policy and trend analysis for NACo research projects as well as helping with scheduling.

Coming Up

Alex Koroknay-Palicz, membership coordinator, will be exhibiting at the Michigan Association of Counties Legislative Conference in Ingham County March 24-26.

Karina Golkova, membership assistant, will be exhibiting on behalf of membership recruitment and retention at the Association of County Commissioners of Oklahoma Spring Conference in Oklahoma County April 2–3.

On the Move is compiled by Christopher Johnson

Salt Lake County hires coordinator for interagency anti-gang effort

NEWS FROM from page 26

the state Legislature that would give electronically scanned documents official legal status.

Doug Hill, executive director of the County Commissioners Association of Pennsylvania, said his organization has asked state Senate leaders to move the bill forward.

"In the full spectrum of things that counties do, we are always looking for ways where we can provide better service and do it more efficiently and at a lower cost to the taxpayer," he said.

UTAH

SALT LAKE COUNTY is funding a two-year pilot program to see if a regional approach can help suppress and prevent gang activity.

The County Council recently approved \$129,000 for this year,

anti-gang efforts and a researcher to set free in the dark of night with study what's working and what isn't.

Mayor Ben McAdams said the funds will be used to cover "start-up on the day their sentence is up — at costs to overcome hurdles to coordi- a time when resources and services, nation" — primarily between Salt such as public transportation, are Lake City and the Unified Police Department (UPD). The two agencies have pursued separate strategies in the past.

'If we're not under one roof, at least we should be playing from one sheet of music," said County Sheriff Jim Winder, who oversees the UPD.

The FAIRFAX COUNTY Sheriff's Office has a new policy on releasing inmates who've completed their sentences at its Adult Detention Center: no more 12:01 a.m. releases.

to hire a coordinator of countywide or lacked other resources would be no safe place to go. Under the new policy, inmates are released at 8 a.m. more readily available. She said her goal is to provide inmates with the best opportunity to safely and productively reenter the community.

"I've been with the Sheriff's Office for 27 years," Kincaid said. "The only explanation I've heard for the midnight release is that we save money by not serving inmates breakfast on the day they leave. That is not a good enough reason to put people on the street at midnight."

(News From the Nation's Counties is compiled by Charles Taylor and Charlie Ban, staff writers. If you have an item Sheriff Stacey Kincaid said pre- for News From, please email ctaylor(a)

VIRGINIA

and committed \$190,000 next year viously, inmates who were homeless *naco.org or cban@naco.org.*)

National Association of Counties

National County Government Month (NCGM), held each April, is an excellent opportunity for your county to highlight effective county programs and raise public awareness and understanding about the various services provided to the community. This year's theme is:

NA

Ready and Resilient Counties: **Prepare**. **Respond**. **Thrive**.

Be sure to check out the National County Government Month Media Resources Kit on the NACo website under About Counties/What Counties Do/National County Government Month.

This is your one-stop online shop for NCGM design templates to produce your county's own posters, flyers, banners, proclamations and buttons.

Contact Tom Goodman for more information at *tgoodman@naco.org* or 202.942.4222.