

PARTNERING IN GOVERNMENT INNOVATION:
**COUNTY LEADERSHIP
IN ACTION**

OCTOBER 2014

NACO *National Association of Counties*




ABOUT THE NATIONAL ASSOCIATION OF COUNTIES

The National Association of Counties (NACo) is the only national organization that represents county governments in the United States. Founded in 1935, NACo provides essential services to the nation's 3,069 counties. NACo advances issues with a unified voice before the federal government, improves the public's understanding of county government, assists counties in finding and sharing innovative solutions through education and research and provides value-added services to save counties and taxpayers money. For more information about NACo, visit www.NACo.org.

ABOUT THE LARGE URBAN COUNTY CAUCUS

NACo's Large Urban County Caucus (LUCC) is a bipartisan coalition of county officials serving counties with populations of 500,000 or greater. Urban county leaders nationwide provide invaluable vision to prepare urban counties for long-term growth and resilience. LUCC's goal is to provide useful information to its members as they search for pragmatic solutions to the challenges facing the nation's largest urban counties. For more information about LUCC, visit www.NACo.org/LUCC.

**Note: all population statistics are based on the 2013 Census.*

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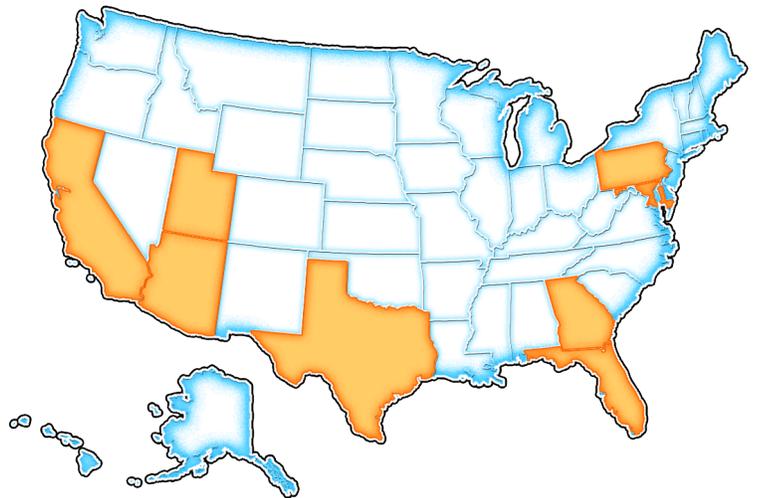


INTRODUCTION

Large urban county governments provide essential services to more than 130 million residents each day, spanning from transportation and infrastructure to public safety and public health. In an era of increasingly limited funding, an ever-growing demand for public services and a strong imperative for efficiency and transparency in government, counties are collaborating more than ever with the private sector to better deliver essential services to keep our communities healthy, safe and thriving.

This report highlights innovations in how America's large urban counties are joining forces with private-sector firms to improve government operations, generate new solutions and reap valuable cost savings. These cases reach across sectors such as technology, health care and infrastructure development. For example:

- To engage residents in a two-way conversation and provide timely responses to pressing needs, the City and County of San Francisco worked with Salesforce to coordinate social media platforms, resulting in greater government transparency, better responsiveness to community issues and enhanced quality and efficiency of government services;
- Broward County, Fla., contracted with a professional services firm, Parsons, to manage a complex runway expansion and terminal reconfiguration project at the county-owned Fort Lauderdale-Hollywood International Airport, enabling better process coordination and workflow procedures for this massive infrastructure project;
- With support from PayPal, Cobb County, Ga., upgraded the county's tax collection services to enable electronic payment, records keeping and mobile payment, thus improving processing speeds, streamlining operations and creating safer work environments for county employees;
- Allegheny County, Pa., moved its civil commitment records from a paper-based to web-based system by adapting an application developed by Thomson Reuters, which has increased the accuracy and availability of time-sensitive information, saved money and reduced burdens on staff time; and
- Salt Lake County, Utah, formed a collaborative partnership with Optum Health to redesign the county's approach to behavioral health care delivery and improve care coordination and outcomes to promote and sustain wellness and reduce recidivism.



County leaders are faced with both challenges and opportunities to sustain responsive and effective solutions and services. Together with private sector partners, county leaders are making important breakthroughs in advancing exemplary models of government innovation to create more agile, competitive and economically resilient counties and communities.

CITIZEN ENGAGEMENT

SAN FRANCISCO CITY AND COUNTY, CALIFORNIA

IMPROVED SOCIAL MEDIA ENGAGEMENT WITH EXACT TARGET MARKETING CLOUD

POPULATION: 837,442



SNAPSHOT

The City and County of San Francisco uses social media to engage its residents in a two-way conversation that improves government transparency and responsiveness to community needs and enhances quality and efficiency of government services. The county reaches residents across various online platforms to facilitate better communications.

OPPORTUNITY

In an effort to deliver better services and increased transparency to its residents, the City and County of San Francisco sought a method to reach citizens who want to be actively engaged but are not able to because of the time constraints of their jobs or lack of familiarity with and knowledge of how to engage local government. The county wanted to tap into public sentiment on how government is functioning, from the quality of government services to the level of government transparency, to improve the responsiveness of local government and provide a method for residents to communicate their needs. San Francisco is a hub for technology and innovation, and hoped to reflect that in the way that it engages its citizens.

SOLUTION

The county sought to use social media tools to engage and interact with residents across many branches of government, including public safety, transportation, health and more, in order to improve and tailor government services to the needs of its citizens. Using Salesforce's ExactTarget Marketing Cloud, the City and County of San Francisco is able to harness the communication opportunities of social media platforms to render government services more responsive to its residents.

The effort to improve government transparency and access to important information through social media was spearheaded by San Francisco Mayor Edwin Lee and the Department of Technology. The county operates 33 Facebook accounts, 39 Twitter accounts and 16 YouTube accounts. ExactTarget allows San Francisco to monitor its many accounts on different social media platforms and be alerted to pressing needs, including critical public safety situations. This tool helps the county target its efforts to improve government services that impact its residents without getting bogged down in all the noise inherent in social media.

Through this tool San Francisco is developing a command center that will monitor all social media traffic across all of its sites in one place. The command center will feature touch screen monitors and utilize advanced analytic software that provides an easy way for the county to respond to residents' questions and comments across its sites and in real time.

IMPACTS

- Using these analytics, the county discovered that 25 percent of its audience doesn't live in San Francisco.
- During the Asiana Airlines Flight 214 crash in 2013, the City and County of San Francisco used the ExactTarget Marketing Cloud to monitor the situation as it unfolded. The county used tweets by survivors to correct misinformation, including early reports that there were no survivors.

San Francisco has a tradition of being open and forward-thinking. Salesforce is helping us continue that tradition in the connected world.

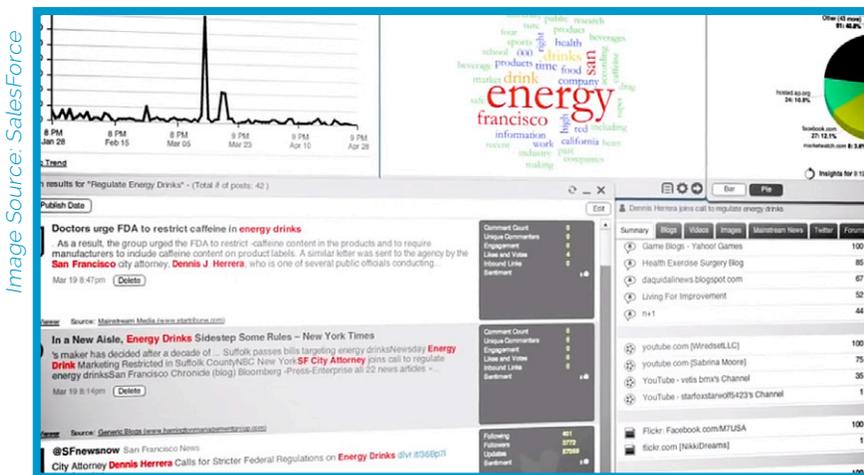
TAKE-AWAYS

- Social media should be used across platforms, instead of in isolation. Counties should identify the purpose of each platform and coordinate across all platforms to improve their responsiveness to their residents.
- The coordination of social media platforms can allow counties to use social media as a customer service tool and meet residents where they are and in a way that is convenient for them. This provides more opportunities to engage citizens and makes that connection easier for residents.

Ron Vinson
*Chief Marketing Officer,
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The ExactTarget Marketing Cloud tool allows the City and County of San Francisco to analyze conversations across social media platforms to improve their responsiveness to the needs of their residents.

COUNTY OPERATIONS AND MANAGEMENT

ORANGE COUNTY, CALIFORNIA

ORANGE COUNTY TRANSITIONS TO IT MANAGED SERVICES MODEL WITH SAIC

POPULATION: 3,114,363



SNAPSHOT

In 2011, Orange County, Calif.—the nation's sixth-largest county—competitively bid on an information technology (IT) sourcing managed services contract for data center operations, service desk, desktop support and applications services. Science Applications International Corporation (SAIC) won the five-year contract in May 2013.

OPPORTUNITY

Orange County sought a new IT sourcing delivery model to improve services, allow for predictable costs and provide standardized service delivery for its agencies and departments. The county's key business objectives included necessary infrastructure upgrades and the opportunity to conduct a county-wide assessment of IT service delivery and solutions. Additionally, the county wanted to ensure guaranteed service levels, timely technology refresh, legacy system renewal, resilience in disaster situations, maximum resource flexibility and innovative solutions.

SOLUTION

At the Board of Supervisors' direction, Orange County contracted for an IT managed services provider. This managed services contract allowed the county to purchase specific services based on service level requirements that the vendor is required to meet. This replaced the previous provider's contract, which followed a staff augmentation model. The key difference between these types of contracts is that the managed services model focuses on ensuring results and outcomes by achieving service level requirements, unlike a staff augmentation model which focuses on managing people.

The county conducted a competitive bid process whereby all vendors meeting minimally acceptable qualifications had the opportunity to submit proposals. The process brought together IT management from the county's many departments and agencies with the central Office of Information Technology to craft and refine a comprehensive scope of work to meet a myriad of customer needs. In May 2013, SAIC was awarded a contract with a five-year base period of performance valued at more than \$74 million, with two one-year extension options and a total contract value of approximately \$102 million, if all options are exercised. SAIC, a Fortune 500 scientific, engineering and technology applications company headquartered in McLean, Va., was selected based on the firm's best practices approach to service delivery, focus on innovation and experiences working with local government.

Moving from the staff augmentation contract model to the managed services model was a significant adjustment for the county in terms of changed staff roles and customer service expectations. A key challenge was ensuring that customers' business needs and expectations were aligned with service level requirements. Continuous discussions with customers have been crucial for ensuring that the service level requirements reflect the needs of the county as a whole. In addition, it was critical that the county focus on communications with all stakeholders and encourage information exchange and adaptation throughout the initiative – from the initial development of the request for proposal process through transitioning to the new service mode. The county is now focused on continuous improvements, customer satisfaction, disaster recovery implementation and adding additional customers. The county is also formalizing governance and vendor/contract management.

IMPACTS

- The transition to the new managed services model has enhanced standardized IT service delivery across Orange County.
- The new contracting process has allowed the county to implement best practices, including the development of an Information Technology Infrastructure Library and improved security policies and procedures.
- The new system includes an overarching service delivery toolset used to create and track all user incidents and service requests, increasing transparency for both the provider and customers.

The IT managed services model provides the county with enhanced IT services, standardized service delivery and predictable costs.

Christina Koslosky
Interim CIO, Orange County

TAKE-AWAYS

- Orange County found that including the user community early in the process is critical for a smooth transition from the staff augmentation model with a previous vendor to the managed services model with SAIC. Involving customers is also key to addressing all considerations from the contracting through implementation phases.
- Orange County worked for nearly three years to anticipate and prepare for this transition to a new model, thus minimizing impacts to county staff.

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SACRAMENTO COUNTY, CALIFORNIA

INCREASED REVENUES THROUGH ONLINE SURPLUS AUCTIONS WITH THE PUBLIC GROUP

POPULATION: 1,462,131



SNAPSHOT

Through online auctions of surplus county-owned items such as vehicles and heavy equipment, Sacramento County is able to increase revenue generation in an efficient manner.

OPPORTUNITY

Prior to 2011, Sacramento County held auctions approximately four times per year, during which county staff spent a significant amount of their time preparing all of the items for auction, sending them to the auction site and setting up and staffing preview days during which potential buyers would come and inspect the items. The most common items sold were automobiles and heavy equipment. The county ran these auctions in a sealed-bid manner, meaning potential buyers could submit a single bid on an item in a sealed envelope. County staff would manually collect and open all of the sealed bids to determine who won each item.

SOLUTION

Seeking to improve efficiency and increase revenue generation from auction sales, Sacramento County partnered with the Public Group in January 2011 to shift to an online auction process. The Public Group's Public Surplus program has significantly improved how the county sells its surplus property. Rather than holding quarterly auctions in person, the county can continuously auction off items online as they become available. Online auctions allow for more people to participate than normally would at a public auction by eliminating the need to travel to a site at a specific date and time. The county does not have to arrange for items to be moved to an auction site for preview days, nor do county employees have to staff the auctions and manually go through each bid.

The program is funded through annual allocations from every county department to the county's Contract & Purchasing Services Division. When the Contract & Purchasing Services Division sells anything for a department through Public Surplus, that department receives 100 percent of the proceeds. However, revenue generated from the sale of non-trackable items such as office supplies goes into the county's capital construction fund.

The online auction process has also proven successful for selling non-traditional items for which the county would have normally have generated little, if any, revenue. During the construction of a new terminal at the Sacramento International Airport, which the county operates, demolition of the old terminal left the county with a large amount of wrought iron and other scrap metal. Normally the county would have expected to sell the scrap metal for a few hundred dollars at most, but when it was listed through Public Surplus, the metal ended up selling for several thousand dollars.

Though there was some hesitation about changing how the county operated its auctions, this adjustment ultimately proved to be a successful one. In 2013, the county generated more than \$1.7 million in surplus sales. The majority of the revenue, \$1,053,277 million, came from county vehicle sales, mostly to individuals and the private sector. Items from the Department of Waste Management & Recycling and the Department of General Services round out the top three sources of revenue generated for the county in 2013 at \$359,215 and \$56,628 respectively.

IMPACTS

- Selling surplus items online has made the auctioning process easier and more convenient for both Sacramento County and bidders.
- By switching to online auctions, Sacramento County has been able to generate a significant amount of revenue, some \$1.7 million in 2013 alone.
- When Sacramento County needed to upgrade its fleet of heavy equipment to meet new state air quality standards, retrofitting each vehicle proved to be cost-prohibitive. Revenue generated by selling the old vehicles to out-of-state buyers helped the county purchase new vehicles that were compliant with the air quality standards.
- Online auctions have enabled the county to generate more revenue from non-traditional items, like scrap metal from county demolitions, than they would have otherwise.

This program has allowed Sacramento County to generate more revenue than the sealed-bid auctions used to, and is much more efficient, both for staff and the buyers, who can now shop and bid online.

Jimmie Yee
Supervisor, Sacramento County

TAKE-AWAYS

- Embracing new technologies and approaches to business can lead to successful and efficient operations.
- Non-traditional items can sell well through online auctions by reaching a wider audience: One man's trash is another man's treasure.

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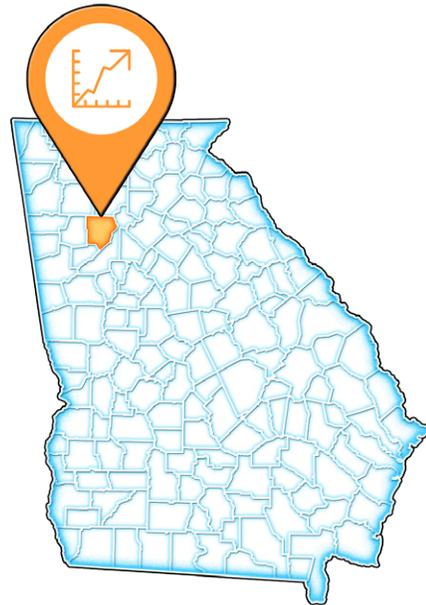
Image Source: Shutterstock

By switching to online auctions, Sacramento County has been able to generate a significant amount of revenue.

COBB COUNTY, GEORGIA

COBB COUNTY PARTNERS WITH PAYPAL TO IMPROVE TAX OFFICE EFFICIENCY

POPULATION: 717,190



SNAPSHOT

In 2013, Cobb County, Ga., collaborated with PayPal to upgrade the county's tax collection services. The county's tax office added Quick Response Codes (QR codes) to all bills and mobile optimized its website for citizen smartphones and tablets.

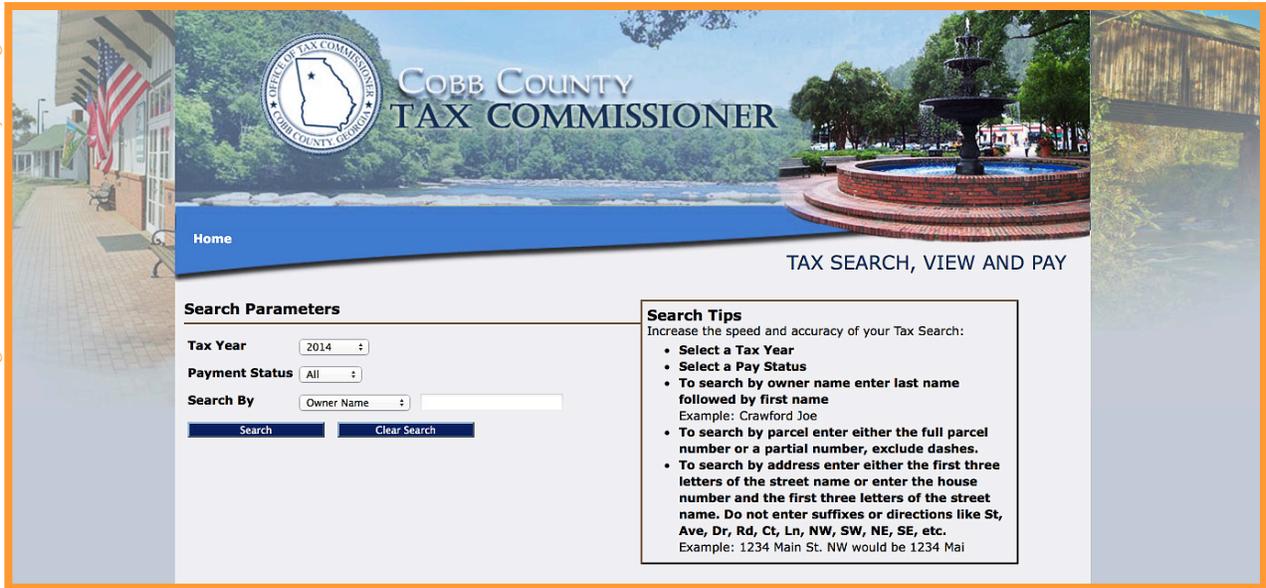
OPPORTUNITY

Prior to 2012, many of Cobb County's tax services were technologically outdated, starting with the tax office's website. Additionally, levy officers collecting debts in the field could only accept cash payments, leading to the security concern of county workers acquiring and carrying large sums of money in the course of their work. Finally, processing payments in the tax office was cumbersome for both county staff and residents: Staff members had to manually handle transactions and coordinate with other staff members to process a single payment, and county residents had no digital records of transactions.

SOLUTION

In 2012, Cobb County's tax office embarked on a three-phase process to improve and modernize its tax collection system. Crucial to the improvement process was partnering with the right company to assist with the proposed technological upgrades. After an internal review of several companies, the county chose to work with Sturgis Web Services/PayPal because "We were looking for a forward-thinking vendor, and decided that Sturgis and PayPal would be a good deal for the citizens as well as us," explained Tax Commissioner Carla Jackson.

The first part of the technology improvements was adding QR codes to all tax bills and late notices. Now, when county residents scan the QR code on their tax bill, they are directed to a convenient online page with specific details of their tax record. The second phase was upgrading the tax website, where the collaboration with PayPal was key. Sturgis Executive Vice President Bill Shoaff noted, "Cobb is a very forward-thinking county looking to use technology to improve the citizen and county experience and gain more efficiency for the tax office. It's one of those government entities constantly saying, 'How can we do things better?'" Sturgis/PayPal worked with Cobb County to optimize the tax office's website, improving the site's display functions by eliminating unnecessary horizontal and vertical scroll features. The website also detects when a user is on a tablet or smart phone and adjusts the website display accordingly.



Cobb County's tax office embarked on a three-phase process to improve and modernize its tax collection system.

The final technology improvement, to be implemented in fall 2014, is a mobile payment system. For the system, county tax office employees will use a smart phone with an attached scanner that can handle payments by credit card. The new system will improve payment efficiency both inside the office by decreasing processing time and outside the office by allowing agents in the field to process credit card payments, thus eliminating the need to handle large sums of cash.

IMPACTS

- County residents now receive an electronic receipt and confirmation of tax payments, providing them with an easy-to-monitor digital record of their tax history.
- Once implemented, the mobile payment system is expected to improve payment processing speeds and allow citizens to have an immediate record of payments.
- The mobile payment system will also eliminate the need for tax office workers to handle large sums of cash, thereby increasing their safety while in the field.

TAKE-AWAYS

- Public-private partnerships are an effective way to implement technology improvements in county offices.
- Updating services through new and enhanced technology can provide better results for counties and their residents.

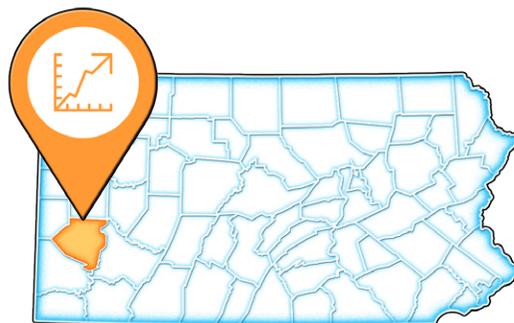
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ALLEGHENY COUNTY, PENNSYLVANIA

MENTAL HEALTH CASE MANAGEMENT SYSTEM

POPULATION: 1,231,527



SNAPSHOT

Allegheny County, Pa., moved its civil commitment records from a paper-based to web-based system, which has saved the county thousands of dollars in materials costs, freed up staff time and increased the accuracy and availability of time-sensitive information.

OPPORTUNITY

In Pennsylvania, individuals may be involuntarily committed (called "civil commitment") if they are deemed dangerous to themselves or others due to a mental illness. The process requires input from numerous agencies and professionals such as physicians, courts, mental health reviewers and more, with multiple forms filled out and faxed between agencies along the way. Allegheny County staff used to manually fill out the forms, all of which were kept in hard copy in a physical folder, resulting in hundreds of boxes of documents. With as many as 5,000 hearings each year, the system of handwritten copies and on-site storage of documents led to inaccurate information that could not easily be corrected and was replicated many times, with problems such as staff having difficulty reading others' handwriting, lost copies and time-consuming searches through files for old information.

SOLUTION

Allegheny County staff were aware that Philadelphia County was utilizing an electronic case management system with positive results, so Allegheny County approached Thomson Reuters to learn more about its C-Track Civil Commitments Case Management System. The county worked with Thomson Reuters to adapt the web-based application to best fit the county's needs. For example, the data entry screens were designed to mimic the fields that staff were familiar with on the paper forms, to make the transition easier and ensure that all necessary data continued to be gathered and tracked. The web-based system has also eliminated much of the repetitive information staff previously were required to include on every piece of paper: On the hard copies, staff had to write a patient's name, date of birth, social security number, etc., on every single form; now this information is entered once at the outset and automatically populated into all subsequent forms.

Additionally, every agency's inputs are stored in a central, web-based location. This can include doctor's orders, notes from Mental Health Reviewers, court orders and scheduling information about hearings, all of which can also easily be edited as necessary. This allows staff to quickly access all pertinent information and get a full picture of an individual's case. These changes have freed up staff time, and the county has already saved thousands of dollars thanks to reduced use of paper, toner and fax machines.

Another benefit is that the information can be reviewed from anywhere. For example, if an emergency petition is filed during off-hours, all system users can view the filing and prepare for the hearing with more notice than when using the prior system. "The system works just as well at 3 a.m. on a Saturday as it does at 10 a.m. on a Monday," explained Dan Buzard, an attorney supervisor for the Allegheny County Court of Common Pleas.

The web-based system was launched in April 2014, and the county expects to see even more positive outcomes as time progresses. As more information is entered into the system, it will become a rich database that staff can use to quickly obtain full information about an individual's case history.

IMPACTS

- Hospitals and other agencies that interact with the same patients are now able to quickly see their commitment record and current Court Order, which helps improve care coordination and treatment choices.
- Redundancies and errors that occurred with paper filing have been reduced.
- Eliminating paper has helped secure confidential data and cut costs.

TAKE-AWAYS

- Transitioning from a paper-based system to a web-based system for records can save money and time while reducing errors and security risks.
- Counties can look to nearby jurisdictions for solutions to problems they hope to address.

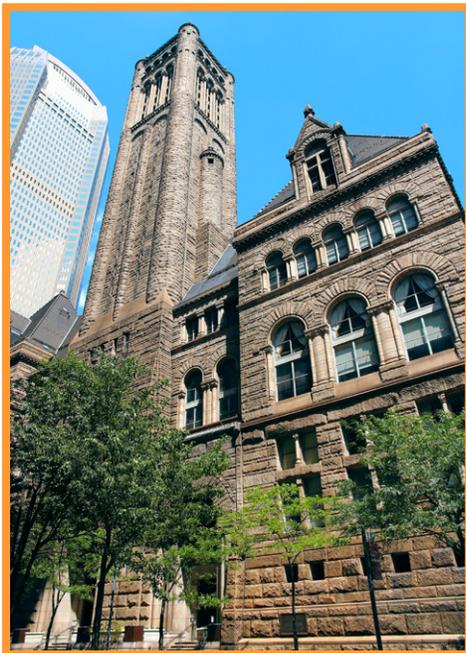
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The information shared between hospitals, courts, medical facilities and workers in the civil commitment system is all very time sensitive and it's important that the information is accurate. Our new case management system makes it easier for workers to enter and access information quickly, which is extremely important when a person's rights are at stake.

Dan Buzard
Attorney Supervisor,
Allegheny County Court of Common Pleas

Image Source: Shutterstock



Allegheny County, Pa., moved its civil commitment records from a paper-based to web-based system, saving money and improving accuracy of records.

HEALTH AND WELLNESS

MONTGOMERY COUNTY, MARYLAND

NACo PRESCRIPTION & HEALTH DISCOUNT PROGRAM EXPANDS ACCESS

POPULATION: 1,016,677



SNAPSHOT

NACo Prescription & Health Discount Program is a key tool that Montgomery County uses to increase access to costly prescription drugs. The program has been integrated into Montgomery County's Health and Human Services Department's efforts to provide vulnerable residents with affordable prescriptions.

OPPORTUNITY

Over the past decade, Montgomery County has undergone significant demographic changes, from a primarily middle- and upper-income suburb of Washington, D.C., to an economically diverse urban county. This population shift has increased the number of residents who lack access to prescription drug coverage through their employer and struggle to afford prescriptions. The county needed to adapt to these population changes and address the challenges faced by new residents with more limited financial resources. As part of those efforts, county elected leaders sought a way to help residents reduce the costs of prescription drugs.

SOLUTION

When NACo launched the pilot for the NACo Prescription Drug Discount Card in 2005, county elected leaders in Montgomery County pushed to be involved. As an active NACo member with significant county leadership support from the County Executive and County Council for the program, Montgomery County was selected as a pilot participant with the national partner CVS Caremark, creating the Montgomery Rx program.

Initially, the Montgomery County Department of Health and Human Services did a direct mail outreach campaign to all residents in zip codes where income levels indicated that they could benefit from utilizing the program. The Department also integrated the prescription discount card into its work assisting uninsured residents in the county, including educating clients about the county's network of private non-profit clinics and the benefits of the program. The Department distributed prescription discount cards through county libraries, recreation centers and senior centers. Education and access to the card was also integrated into the Department's programs for the county's homeless and senior populations and for residents that utilize county health services.

As more residents access prescription drug coverage through the Affordable Care Act (ACA), it has been a challenge for the county to keep the momentum of the program going. Despite the efforts to educate residents about the program, a significant knowledge gap still remains about what the program is and what it is not. Although the ACA offers coverage to many residents that

were previously uninsured, many prescriptions are not and will not be covered by health insurance plans. Helping residents understand that they can still use the discount card for those uncovered prescriptions is an important goal for the program in the county. The county is working to integrate its educational efforts on the program into primary care clinics, hospitals and other areas to target insured residents to close that knowledge gap.

IMPACTS

- Montgomery County residents have saved \$28,850,988.30 since the county launched the Montgomery Rx program in January 2005. In that same timeframe, Montgomery County residents have saved an average of more than \$17 on each prescription using the discount card.
- Over 464,000 individual Montgomery County residents have used the discount card to purchase prescriptions since 2005.

TAKE-AWAYS

- Limited county financial or personnel resources are required to sustain the Prescription & Health Discount program.
- The program provides cost savings and increased access to prescriptions for residents that often have limited resources.
- Although the ACA is expanding access to health coverage, many prescriptions will not be covered by these plans. Though more residents may gain health insurance coverage, residents may still utilize the Prescription & Health Discount Program to help cover or reduce costs of some prescription drugs not covered by their insurance plan.

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We are committed to improving access to health care for our low-income and uninsured individuals. The Montgomery Rx program is providing real savings to community residents. We are proud to be a participating county with NACo's program.

Isiah Leggett

County Executive, Montgomery County

Image Source: NACo



The Montgomery Rx program saves Montgomery County residents money by reducing prescription drug costs for the uninsured and for prescriptions that are not covered by an individual's health insurance plan.

BEXAR COUNTY, TEXAS

COMPREHENSIVE EMPLOYEE WELLNESS PROGRAM

POPULATION: 1,817,610



SNAPSHOT

Bexar County established a comprehensive wellness program that was initially focused on treating employees living with chronic conditions. The program has evolved to emphasize preventing chronic conditions among employees.

OPPORTUNITY

When health screenings found that many of Bexar County's employees were living with high blood pressure and diabetes, the county Commissioners Court decided it needed to help improve the health of its 4,800 employees. Because chronic health conditions are a major driver of employee health care costs, the county sought to find innovative ways to treat and prevent chronic conditions.

SOLUTION

Realizing the county could not address the high prevalence of chronic conditions alone and that the conditions were contributing significantly to the county's health care costs, in 2013 Bexar County formed a partnership with Aetna, Diabetes America, EosHealth and University Health System (the county hospital system), to provide Bexar County employees with a number of benefits, including:

- Access to blood pressure monitors in high-volume employee areas such as human resources, employee health clinics, juvenile offices and the county jail,
- Screenings for diabetes plus online or in-person support and treatment plan if the employee is living with diabetes,
- Lower copayments for doctor visits and prescription drugs if employees use the University Health System, and
- Medical care for minor injuries or illnesses, preventive health screenings, encouragement to participate in disease management programs and individualized wellness programs from a nurse at the county's Employee Health and Wellness Clinic.

Though these program activities have raised awareness regarding good health, many county employees are not taking preventive measures such as exercising, monitoring their blood pressure and glucose levels and taking advantage of preventative health screenings. To address this, beginning in 2015, Bexar County will provide employees with the opportunity to complete a Preventive Health & Wellness Incentive Program. Through this program, employees will document whether they visit a primary care provider, participate in health screenings or attend on-site health and wellness training

events. Individuals who demonstrate that they are taking actionable preventive measures to improve their health will receive a reduction in their premiums the following health plan year. Bexar County believes that by emphasizing the importance of prevention, its employees will be more accountable for their health and be committed to a shared vision of a thriving and healthier workforce.

IMPACTS

- After engaging with Aetna and implementing these proactive changes, the county saw \$3 million in first-year savings from their claims expenditures in 2012.
- The implementation of an employee wellness program has helped to build awareness around developing and sustaining good health.
- Bexar County's partnerships have permitted the county to not only leverage resources, but to comprehensively address challenges surrounding health care.

With the Commissioners Court's direction, Human Resources has been given the green light to push for employee health and wellness. In addition, this court has diligently worked to absorb health care cost increases to keep the employee's share of the premium from rising.

TAKE-AWAYS

- Assessing health data is critical to identifying areas where better health can lead to a healthier workforce and lower costs.
- Employee wellness programs may need to evolve over time to ensure that the long-term goals of the program are being achieved.

Nelson W. Wolff
Judge, Bexar County

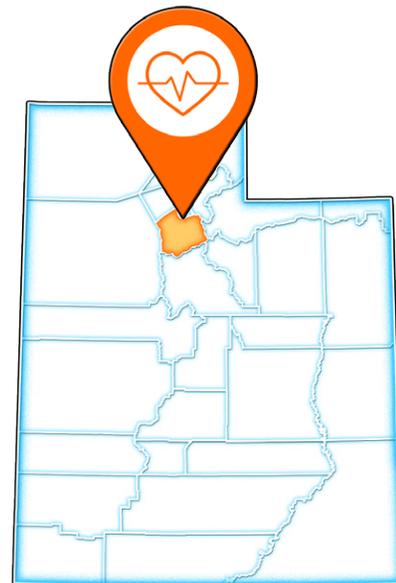
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SALT LAKE COUNTY, UTAH

COLLABORATING TO STRENGTHEN HEALTH AND WELLNESS

POPULATION: 1,079,721



SNAPSHOT

Salt Lake County has formed a collaborative partnership with Optum™ Health to create and implement system-wide changes to improve care coordination and outcomes and to reduce recidivism for individuals living with behavioral health conditions.

OPPORTUNITY

Facing overcrowded county jails, rising costs and an increasing number of individuals living with mental health and substance use disorders who are seeking treatment at hospitals, the Salt Lake County Mayor and Council decided to redesign the county's approach to behavioral health care delivery and create an effective and efficient collaborative system to promote and sustain wellness and reduce recidivism.

SOLUTION

As the local mental health and substance abuse authority, Salt Lake County is required to serve as the behavioral health safety net. In 2010, the county seized the opportunity to redesign its behavioral health care delivery system to focus on consumers, service coordination and recovery and reducing recidivism. To implement this innovative new approach, Salt Lake County partnered with Optum™ Health to manage its Medicaid and state-funded mental health and substance use disorder services and reduce the unnecessary emergency department visits and inpatient stays per year.

With guidance from Optum and the county's Criminal Justice Advisory Council, the new partnership added and restructured several programs, including:

- *Mobile Crisis Outreach Team (MCOT)*: In response to a crisis hotline call, a licensed mental health therapist and certified peer specialists (i.e., individuals who are living with behavioral health conditions and are trained to help others) are dispatched to provide crisis support and assistance to children and adults regardless of their location at the time of need. The team follows up with individuals to ensure they have connected with the appropriate services.
- *Receiving Center*: Law enforcement and emergency services personnel use this "living-room" style center as the primary receiving facility for voluntary and involuntary individuals each month. During their up to 23-hours stay, individuals receive assessments, treatment and services. Only 7 percent of the individuals go on to receive inpatient care at a hospital. Individuals not requiring acute inpatient stays, but needing more extended treatment can stay at the Wellness Recovery Center, a 16-bed facility.

- *Alternative to Incarceration (ATI)*: The county, legal defenders, Optum and Valley Mental Health jointly identify individuals with serious mental health conditions in the county jail and transition them to the appropriate mental health services. ATI has many components including ATI Transportation, which picks up released justice-involved individuals from the county jail and takes them to a community-based treatment provider for assessment and services.

By continuously developing and modifying programs, Salt Lake County is reducing recidivism while increasing the number of individuals accessing services. Salt Lake County also plans to develop and implement programs for women and youth, address Medicaid carve-out and coordination and focus on the Medicaid enrollment process at corrections, although Utah has not expanded Medicaid.

IMPACTS

- Crisis Program diversions such as MCOT and the Wellness Recovery Center led to \$2.88 million in savings to the overall health system in the first quarter of 2013, including nearly \$860,000 in emergency department cost savings as a result of the MCOT and over \$2 million in inpatient cost savings as a result of the Wellness Recovery Center.
- The ATI Transportation program successfully connected 89 percent of participants to behavioral health services upon release within 30 days.
- When housing was offered in conjunction with behavioral health services, there was a 21 percent greater reduction of justice-involved individuals being booked for new charges and a 45 percent greater reduction in the length of stay at the county jail.

TAKE-AWAYS

- The support of elected and appointed county officials is essential to implementing change and creating and sustaining a community in which individuals with behavioral health conditions are initially diverted from jail or prevented from becoming unnecessarily further engaged with the justice system.
- A formal advisory council—such as Salt Lake County’s Criminal Justice Advisory Council, composed of health, human services, law enforcement, legal and elected officials that meets regularly to make policy and programming discussions—is critical to achieving a county’s health and justice-related goals.

The worst place to handle individuals suffering from mental health issues is the county jail. Yet too often, that’s the first stop for them. Our Salt Lake County team is leading an innovative model that teams police officers with mental health professionals in order to provide appropriate intervention services for individuals and their families, while saving jail cells for criminals.

Ben McAdams
Mayor, Salt Lake County

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BROWARD COUNTY, FLORIDA

BROWARD COUNTY INVESTS IN AIRPORT EXPANSION TO PROMOTE ECONOMIC COMPETITIVENESS

POPULATION: 1,838,844



SNAPSHOT

To accommodate increased passenger travel at the county-owned airport, promote the airport's competitiveness in the low-cost airline market and increase airport capacity, Broward County embarked on a complex runway expansion and terminal reconfiguration project, contracting with Parsons for construction management services.

OPPORTUNITY

Located on the Atlantic Coast in south Florida, Broward County is the second-most populous county in the state and a significant tourism destination, welcoming over 13 million visitors in 2013.¹ Broward County owns and manages Fort Lauderdale–Hollywood International Airport (FLL), located southwest of downtown Fort Lauderdale and 21 miles north of Miami in the unincorporated part of the county. Ranking 21st in the nation in terms of annual passenger volume and with an estimated annual economic impact of \$10.6 billion, FLL has grown with the expansion of the low-cost airline industry. It serves as an important base for JetBlue Airways and Southwest Airlines and is the largest base in the U.S. for Spirit Airlines.² More than 23 million passengers moved through the airport in 2013, representing nearly 13 percent growth since 2009.³ Broward County leaders sought to expand and modernize the airport to increase capacity, maintain competitiveness in the low-cost airline industry, open up opportunities in the international market and improve and streamline airport operations.

SOLUTION

Planning for the airport expansion began in 2003, and in 2007 the Broward County Board of County Commissioners approved the expansion project. The project, which began construction in 2012, includes a new, expanded south runway parallel to the north runway, replacing a shorter runway that accommodated smaller planes. The runway expansion will increase overall capacity and allow the airport to accommodate a larger volume of commercial flights, significant to opening up the

- 1 Satchell, Arlene. *Sun Sentinel* "Florida Sees Record Tourism in 2013," 14 Feb 2014, <http://bit.ly/1sZ9rMN>.
- 2 Fort Lauderdale-Hollywood International Airport "About Us" www.broward.org/Airport/About/Pages/Default.aspx
- 3 Brannigan, Martha. *Miami Herald* "Fort Lauderdale-Hollywood International Airport: a new path to growth," 13 Jan 2014, www.miamiherald.com/2014/01/13/3867212/fort-lauderdale-hollywood-international.html#storylink=cpy

international market. Additionally, the design of two parallel runways will improve safety, ease ground operations and simplify maintenance logistics. This project also includes a major renovation and addition to Terminal 4, and renovations of Terminals 1, 2 and 3.

Parsons, an engineering, construction, technical and management services firm headquartered in Pasadena, Calif., was selected in 2011 through a competitive qualifications-based proposal process to serve as construction project manager for the runway expansion. Parsons also serves as construction project manager for the renovations to Terminals 2 and 3, and as program manager for Southwest Airlines for the renovation of Terminal 1 (Southwest is performing the Terminal 1 renovation as part of the airline's contract with Broward County). Parsons was selected primarily due to its extensive aviation resume, as well as qualified staff with relevant experience, partners with local and specific capabilities and ability to meet minority participation goals.

For a project of this magnitude, Broward County Aviation Department did not want to hire temporary staff for the duration of construction and found that Parsons was able to provide critical program operations such as processing pay applications and change order requests (including providing independent cost-estimating), observing and documenting field conditions (including issuing non-conformance reports when work was not performed in accordance with the contract documents) and coordinating the large volume of documents that flow from the designer to the contractor and back.

The runway expansion is estimated to cost \$791 million; with the terminal expansions, the entire project will cost approximately \$2.3 billion. Funding sources for the project include federal and state grants—including a \$250 million grant from the Federal Aviation Administration—and bond issues to be repaid by fees and charges. The runway is on track to open for commercial use in September 2014, while portions of the taxiway system supporting the new runway and connecting it to the old runway will be completed later as planned. The terminal expansion and renovation work will be complete in 2017.

Fort Lauderdale-Hollywood International Airport, one of the country's fastest growing airports, is currently undergoing a \$2.3 billion expansion program; this is an enterprise operation, which operates with no use of ad valorem taxes, and provides a total economic impact of \$10.6 billion to our economy.

Chip LaMarca
Commissioner, Broward County



Fort Lauderdale-Hollywood International Airport expansion underway in Broward County.

IMPACTS

- The project is estimated to generate over 10,000 construction jobs, add \$1 million per day into the local economy during the peak construction period (2013) and result in a \$1.42 billion economic impact.⁴
- The runway expansion will increase the airport's capacity from 84 flights per hour to 107.⁵
- The terminal renovation will increase the number of gates, upgrade passenger amenities and streamline security and baggage facilities.

TAKE-AWAYS

- Broward County used a professional services firm to manage this major project and thus avoided having to hire temporary staff or place a burden on existing staff.
- Coordinated process and workflow procedures are essential to managing the project operations tasks that are critical to a large infrastructure project. Working with a professional services firm to manage the runway construction and airport renovation assured Broward County that processes were functioning as needed.
- Broward County found that timely and proactive evaluation and modification of process and workflow procedures is an important quality assurance/quality control practice.

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4 Fort Lauderdale-Hollywood International Airport. "Fast Facts"
www.broward.org/Airport/FLLair/Fast%20Facts/Pages/Default.aspx

5 Ibid.

MIAMI-DADE COUNTY, FLORIDA

SMART WATER CONSERVATION

POPULATION: 2,617,176



SNAPSHOT

Using smart technology to track water usage in real-time, Miami-Dade County is able to quickly detect and address leaks and abnormalities, saving the county significant amounts of water and money.

OPPORTUNITY

Miami-Dade County's Parks, Recreation and Open Spaces Department operates and maintains one of the largest park systems in the country, with more than 12,000 acres and 280 parks, recreational facilities and greenways. The Parks, Recreation and Open Spaces Department knew from its water bills that there were leaks in its aging water infrastructure—construction of which began in 1929—but it was too labor intensive and took too long to figure out where each individual leak was coming from. Often, the county would only know of an irregularity after examining one of its 300 water bills and noticing a spike in the usage and cost. A pipe could be leaking for days or weeks before the county would learn about the problem and because there was no way to pinpoint where exactly the problem was, it could take even longer to fix. Miami-Dade County pumps nearly 360 million gallons per year through its park system for irrigation, landscaping, nature preservation and human consumption at an annual cost of around \$5 million. Being able to detect when and where exactly leaks and irregularities are occurring could save the county millions of dollars over time.

SOLUTION

In March 2013, Miami-Dade County partnered with IBM to implement its Intelligent Operations for Water program to upgrade county water meters and infrastructure to capture and analyze data that would allow the county to better understand its water usage. IBM has been working with counties to use smart technologies that can improve water, transportation and energy infrastructure in order to help deliver critical services to local citizens and businesses in a more efficient manner.

A series of 34 connected smart water sensors and meters at 12 sites throughout the county will monitor and detail water use, reporting data in real-time to an electronic portal, designed by IBM, at a central location. Each park manager will also have access to data for the park they maintain. When the smart sensors and meters detect any irregularity in the amount of water a facility is using, they can immediately send a red flag to the operators to let them know the location of the issue within one meter. The ability to know where exactly a problem is occurring will allow Miami-Dade County to save a significant amount of time in addressing a leak or any other problem. Workers can go directly to the source rather than having to conduct a lengthy search for where the anomaly might be located.

When the program is fully launched in late 2014/early 2015, Miami-Dade County expects to save nearly 8 million gallons of water and \$75,000-100,000 per year. The savings will be used to fund other county-run programs and initiatives, such as the Learn-to-Swim program, which teaches some 10,000 children to swim each year, and the county's after-school programs, which offer homework assistance and sports development programs at 16 parks throughout the county.

IMPACTS

- Smart water sensors will allow Miami-Dade County to analyze usage trends over time, as well as monitor water usage in real-time. The county will be immediately notified of any irregularities and will be poised to address issues in a timely and efficient manner.
- The smart water program will allow for multiple parks and departments to communicate and work together more efficiently.
- Miami-Dade County anticipates saving 8 million gallons of water and \$75,000-100,000 each year. The money saved from more efficient operations will go back to support county-run programs including after-school and sports development programs.

The savings generated by this technology and the conservation ethic it has cultivated within the organization's culture are key to sustaining Miami-Dade's park programs and services for our residents.

Jack Kardys

*Director of Parks, Recreation and Open Spaces,
Miami-Dade County*

TAKE-AWAYS

- Smart technologies can help counties take advantage of data that will allow them to operate more efficiently, from tracking water and energy usage to improving transportation design.
- Implementing smart technologies into infrastructure programs can take time and collaboration across multiple county departments and the private sector, but can result in significant cost savings and more efficient use of natural resources.

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Image Source: Shutterstock



*Miami-Dade County
operates and maintains
one of the largest park
systems in the country.*

RETIREMENT PLANNING

MARICOPA COUNTY, ARIZONA

PREPARING FOR RETIREMENT READINESS WITH NATIONWIDE

POPULATION: 4,009,412



SNAPSHOT

For more than a quarter century, the employees of Maricopa County, Ariz. have looked to Nationwide to help them save and prepare for retirement through the Maricopa County Deferred Compensation Plan (457b).

OPPORTUNITY

Maricopa County—one of the most populous counties in the nation, with more than 13,000 county employees—has worked since 1981 to help its employees become Retirement Ready.

Retirement Readiness defines whether or not an employee has accumulated enough wealth to produce an annual income stream that provides at or near the same level of living as before retirement. Defined contribution plans such as the county's 457b Plan are one of the three primary sources of retirement savings to supplement Social Security and county pension plans. However, the average employee continues to struggle to understand how their 457b account balance translates into a lifetime income stream in retirement. In many cases, employees do not know how to estimate their level of retirement readiness, nor are they prepared for the health care costs or understand the various strategies around when and how to take Social Security.

SOLUTION

Maricopa County's Deferred Compensation Committee is structured with nine county employees appointed by the Board of Supervisors. The Committee establishes an annual Communication and Education Plan which is monitored throughout the year. The goals of the Plan are to accumulate wealth and increase participation and participant contributions to the Plan and to provide financial education.

Throughout the year, many strategies are employed to engage employees about Retirement Readiness. One method is a Financial Fitness Expo, two days of workshops and events designed to encourage employees to save for and become financially prepared for retirement. The Expo offers workshops that help participants estimate what their health care costs may be in retirement and educate them about the variety of filing options for claiming Social Security. The workshops also help employees strategize future costs and income that can be incorporated into a comprehensive retirement income plan.

The County has also enlisted "Department Champions," who are an important part of the retirement savings educational effort. The Champions help employees in their departments understand the value of saving for retirement and make sure they have time to attend seminars and to review their accounts with Nationwide representatives.

Nationwide and Maricopa County also collaborate to track progress and continually increase employee participation. "We use benchmarks from previous years to show trends with our employees. Together with Nationwide, we incorporate strategic communications to engage employees. The goals are monitored on a quarterly basis to maintain and support our strategy and goals," said Shelby Scharbach, the County's Chief Financial Officer and Assistant Manager.

IMPACTS

- Participation in the Maricopa County Deferred Compensation Plan has increased by three percent since 2010 and workshop attendance has increased significantly since 2011.
- Currently, Maricopa County employees have saved and earned more than \$405 million to supplement their retirement incomes. As a result of these significant savings, the county is confident that its retirees will have financially healthy futures.
- Maricopa County Deferred Compensation Plan continues to see employee contributions increase significantly; since 2011, employee contributions have increased by 43 percent.
- "Department Champions" have provided even more emphasis on the importance of employees' planning for retirement.
- Employees can meet with a Nationwide representative to go over a financial income analysis or use on-line calculators to learn if they are on track for retirement.

TAKE-AWAYS

- Counties can play a major role in educating employees on the importance of financial health, as they do with physical health.
- Counties should engage employees at all levels to encourage healthy financial decisions.
- By helping retirees achieve sound financial health, counties also make it less likely that retirees will have to rely on county-provided social and human services.

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ACKNOWLEDGEMENTS

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Special thanks to the following NACO staff for their valuable contributions to this effort: Matt Chase, Executive Director; Dan Gillison, Director of County Solutions and Innovation; Maeghan Gilmore, Program Director; Tony Jamison, Business Development Associate; Arlandis Rush, Associate Legislative Director; and Emily Star, Senior Graphic Artist.

Finally, NACO is especially grateful to the county officials and staff and corporate partners who shared these examples and provided their time and expertise to assist in developing this report.

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