



County Administrators' Idea Exchange

Sunday, September 14, 12:45-2:45pm – Charlotte/Mecklenburg County – Charlotte Convention Center Room 207B

1. Welcome and thank you to ICMA-RC and The Ferguson Group for their ongoing support

2. Reminders

- Visit the NACA Information Area in the ICMA Pavilion
- Sign up to serve on a NACA Committee

3. Recognition of NACA board members

4. Introductions / Attendance

Name	Jurisdiction
Peter Austin	McHenry County, IL
Michele Baker	Pasco County, FL
Bryan Beam	Calcasieu Parish, LA
Rick Bengtsson	El Paso County, CO
Mary Booher	Sonoma County, CA
Bill Buchanan	Sedgwick County, KS
Barry Burton	Lake County, IL
Ron Carlee	Charlotte, NC
Dolly Catlin	Dunn County, WI
Josh Corbin	Solar World
Chris Coudriet	New Hanover County, NC
Peter Crichton	Cumberland County, ME
Daryl Delabbio	Kent County, MI
Mark Denny	Orange County, CA
Jeff Earlywine	Boone County, KS
Edward W. Elam	Ford County, KS
John Eskilson	Sussex County, NJ
Veronica Ferguson	Sonoma County, CA
Bill Ferguson	The Ferguson Group
Ed Finger	Adams County, CO
Shannon Flanagan-Watson	Arlington County, VA
Roger Fraser	Cass County, MI
Tony Gardner	SEI/LEAD, University of Virginia
Raymond Gonzales	Adams County, CO
Andrew Gorgey	Garfield County, CO
Jeff Greene	El Paso County, CO
Bob Hagemann	Jefferson County, NY
Michael Kaigler	Chatham County, GA
Nick Kittle	Adams County, CO
Mike Krusen	Chemung County, NY

Name	Jurisdiction
Bob Lawton	Luzerne County, PA
Todd Leopold	Adams County, CO
Andy Lisak	Douglas County, WI
Jack Manahan	Retired
Amy McEwan	Lake County, IL
Bob McLaurin	Teton County, WY
Mike Overton	Jackson County, MI
Penny Postoak-Ferguson	Johnson County, KS
Dave Rose	El Paso County, CO
John Saeli	ICMA-RC
John Slaughter	Washoe County, NV
Phil Smith-Hanes	Humboldt County, CA
Scott Sorrel	Peoria County, IL
Greg Sund	Ellis County, KS
Ken Terrinoni	Boone County, IL
Mildred Warner	Cornell University City & Regional Planning
Randell Woodruff	Beaufort County, NC
Lee Worsley	Durham County, NC
Henry Yankowski	Pikes Peak Regional Building Enterprise, CO
Hannes Zacharias	Johnson County, KS

5. Recognition of ICMA board members who serve counties

6. Topics

- High-Performance Organizations (Tony Gardner)** - Culture of constant improvement. Tony works with the Senior Executive Institute program affiliated with the University of Virginia, in Charlottesville. SEI is designed to revitalize, open new pathways of learning, and develop colleagues across the country who can help each other to work on things personally and professionally. This successful program just graduated its 30th class. It is often described as a “life-changing or close to it” two weeks. Model of how to go back to organizations and invigorate them to move towards higher performance. Also personally invigorating. What is the legacy you will be leaving in your organization(s)? Opportunity to share personal and professional struggles, and individual capabilities so that participants wind up being much more able to cope with a changing future and the uncertainties we all face. It is an opportunity for reflection about the things that matter to you most.
 - One of the things discussed at the NACA Idea Exchange at the NACo Annual Conference in New Orleans was: How to connect with counties that have embarked on this or want to? It is a long term process – but the payoff is tremendous.
 - What is the process to participate? There is an application process. SEI two weeks in July; ICMA SEI is a little different – shorter, also half the class is Leadership ICMA. The classes fill up. Information [available online](#) but also in the booth in the exhibit hall during the conference.
 - Different models can be developed / tailored to individual organizations. Our hope is that people build internal capabilities to build them.
- Relationship between counties and cities (Ron Carlee)** - Problem with overlapping governments – if there are significant unincorporated areas, counties are called upon to provide municipal services. Also varying levels of municipalities. Look at history of Charlotte and Mecklenburg – have avoided duplication of services through functional consolidation. Through annexation, Charlotte grew to consume most of the unincorporated areas outside of the towns. Professional staffs (managers, etc.) have come together to decide who does what. Through inter-local agreements, Charlotte agrees to provide law enforcement services across entire county. The County provides library services. Regarding storm water services, county does “big” water, city does “little” water. City is the planning and zoning department for the county. Transit commission comprised of city, town,

and county representatives – transit department is within the city. Some confusion – developmental business services – City has fire inspections, fire, planning/zoning; county has building inspections. Joint project right now looking at how to streamline and integrate.

- How much are elected officials involved? To develop the inter-local agreement. City and county manager try to do things together to send a unified message.
- Were things set up this way originally or were agencies dismantled? There were significant efforts to make the transition. At one point there was a county police department which was merged with the city police department. Next for consideration: development, human resources, information technology, co-location of emergency communications.
- Do you miss being able to control it all? Yes, i.e. not being able to have everyone at the table - a library director, parks & rec director, etc. - as part of city leadership team. They are on the county side.
- Do elected officials work together? There have been a lot of changes in the last two years and the city leaders and county leaders need to build their own leadership capability.
- Is there a funding model that works best/well? They're all a little bit different.
- Joint government center for city executive, county executive, and school. City manages the building with an inter-local agreement for cost-sharing.
- Do existing state statutes encourage consolidation? Is the general assembly willing to work with on a framework? General assembly is not collaborating effectively with local governments right now; they removed from local government the most significant source of business tax revenue; trying to take over several local airports. Under existing statutes we can create inter-local agreements for shared services or shared government structure.
- When you did the police consolidations – what was done with different compensation levels? It was a long and challenging process to align the compensation levels.
- Sheriff is responsible for court responsibility, serving papers, and detention center. On the law enforcement side, the relationship between the police, sheriff, FBI, homeland security is very collaborative.
- **Collaborative partnership / effective service delivery** - Johnson County, Kansas, is trying to create relationships to manage EMS, radio, and 911 collectively. New territory is with six different school districts – trying to bridge that gap. Kansas City metro area is about 19 municipalities; four are in Johnson County. Quick test – blowing emergency sirens at the same time on the same day. Coordination on who closes first in case of inclement weather. Next victory will be a taxpayer reciprocity issue. If someone doesn't pay, they don't get a contract with any of the jurisdictions. Will try to do common branding. Conversation about airport operations and how to finance that collectively. Trying to break down barriers administratively.
- **Emergency planning/disaster response** -
 - We didn't site a facility, but Coastal California sits on a fault line and more specifically just offshore Humboldt County three plates come together as the seismic center of North America. Earthquake and tsunami risk. Also direct line from Aleutians. We went through a collaborative effort – all the counties on the north coast of California, FEMA, and the state governor's office of emergency services – to do a joint planning effort. A lesson – it takes a really long time but get all your people with badges talking to one another. Office of EOS is under the sheriff, which works fairly well.
 - In Illinois, works fairly well. We have different communication protocols with different first responders. MABIS – each agency that signs up, list of different scenarios of how to respond. We started a six-county communication group for interoperability among first responders. Successful in getting a \$5 million grant.
 - Colorado Springs / Waldo Canyon fire. Partnership with El Paso County was critical to that process. We had people not clear on the road they lived on vs. the neighborhood they lived in. Also language barrier. Opportunity for debris removal – private or public? – recycle it. Having some plans established with insurance companies in the event. Social media – have an official, consistent hashtag and link all the connecting agencies. Mass flood of volunteers – be prepared and have a plan for how they can help.
 - To elaborate, collaboration is so important. The next year we had the black forest fire. Notify people as quickly as possible if their homes have been destroyed. Otherwise a flood of requests. With the black forest fire we had more structures destroyed but we let them know immediately. We've worked

together because of the flooding. City council and BOCC came together and BOCC agreed to place a ballot to create a regional storm water authority. One of the things that we're experiencing is transition from council-manager to strong mayor form of government in Colorado Springs. Not clarity on mayor vs. council role – has caused problems within county and business community. Council and commissioners are in more alignment on policies. Ensure financial offices and procurement departments are ready; had to amend process to be able to respond quickly.

- Does anyone have a manual for elected officials on what to do in an emergency? Was director in Miami-Dade County after Hurricane Andrew. The elected officials helped with volunteer efforts. May vary by state. In Michigan chair of the board is in charge of emergency response planning. In Illinois, counties have to write out a plan. Can share an example – two pages on the role of the board members. Try to get them good briefing papers and have them call the constituents so they can hear from their elected officials authoritatively about what is happening. Communicate back about rumors, concerns.
- **Jail Diversion Programs** - Cumberland County, Maine, has the largest jail system in the state. It holds up to 650 inmates. Maine is unique – in 2008 the state legislature enacted a unified detention program. Not able to adjust cost-sharing.
 - Other examples: Johnson County, Kansas – 1) mental health diversion program. We have a 1,200 bed jail. We have 650 on a daily basis. About 17% have a mental health issue. We send out a co-responder from the public health department to divert into the mental health program rather than the jail population. 2) Bond diversion side. Should not be stuck in jail because they can't afford bail, especially if they are low-risk.
 - In Sedgwick County Kansas, started with evidence based programs to keep people out of jail. Drug court, Mental health court, assessments.
 - In our county we have a large veterans population (five military installations) – huge impact to population especially with PTSD. Returning veterans receive the appropriate amount of treatment. Veterans court. Also something similar with youth. Also work release program.
 - If county is small? Maybe offer one time per year.
- **Effectiveness of state legislatures working with county governments** -
 - Here in NC, significant shift – legislation impacting education, highway, economic development funding. This has occurred at the same time as other major shifts – more people now live in metro areas than in rural areas.
 - In California, the legislature and 2/3 of Californians think predominantly of major metro areas, however, the vast majority of land area is exceptionally rural. I'm four hours from a city of 100,000+. Working together – there's no way to compete against Los Angeles. The only way we can gain traction is through collaboration. Rural County Representatives of California meets and does joint lobbying, specifically around rural issues. In CA we have a bicameral system; LA gets 30% of the representation.
 - North Carolina: In some ways, changes are pitting rural vs. urban.
 - Maine: About 8 years ago, I assigned an assistant county manager the job of going to the legislature, being the lobbyist. This is one of the most positive things we've done as a county government. Built good relationships. Cumberland County is largest county in Maine. We've been able to work with other counties. Think not just about your county but about the region.
 - New York state has a legislative commission on rural resources
 - In UK – "rural proofing" required of all new legislation
 - Colorado: Know where the votes are. 80% of residents live within a small area. Colorado jurisdictions are in constant competition with Denver area. Have our own county lobbyist – health and human services. Look at statutory authority.
- **Economic Recovery** -
 - Colorado: Southern part of state of Colorado had a hard time in the recovery process due to competition between counties and cities. Two state associations battling over urban renewal authority. Some counties are dependent on property taxes. Urban renewal authorities do not allow counties to participate/have input. This year there was legislation that passed both houses, the Governor vetoed it

because city and counties need to work together – when legislation comes back next year, he will authorize it. Statutorily we are bound; we rely on home rule authority. Economic powers during recovery process – what have others done to encourage economic development.

- New York: Downtown core in Schenectady County. State legislature allowed creation of a downtown development district which had a sales tax. Has made a huge difference but it took 10 years for it to come to fruition. Successful because of a strong legislative division. Counties, cities, towns, came together. Also director of authority position was merged with county director of planning & zoning. Person was paid more than the county manager. Large taxing jurisdiction focusing the dollars. Big investment in improvements and incentives for development. Successful in the long run. State legislature adopted permissive legislation that then the county could levy a tax. County legislature approved it (not a referendum).
- Illinois: One source of frustration is that the cities have the infrastructure. Something that has worked well is enterprise zones. Locally we have a not for profit group that promotes economic development, but it is discretionary funded.
- Florida: State legislature modified the sales tax for infrastructure – allows up to 25% for economic development. We have put together an economic development strategy with economic development council (public private partnership). Great ideas coming out of this. Procedure for handling unsolicited proposals.
 - Economic development council – 8 staff, budget of \$0.5 million. 50% county funded, 50% membership based. Executive board members have to pay \$20,000.
 - Penny for Pasco – 2 new staff positions to ensure that there is complete transparency.
 - Are cities involved? 90% incorporated. 6 cities are pretty small. Two contract to provide economic development support.
- Michigan: Enterprise group – third party entity that we all contribute dollars to; nine staff members and the county contributes just over \$100,000; group has budget of \$1 million. Over 50% from the private sector.
- Maine: Civic center has helped with economic growth.

7. Next Idea Exchanges

- **2015 NACo Legislative Conference, February 21-25, in Washington, D.C.**
- **2015 NACo Annual Conference, July 10-13, in Mecklenburg County / Charlotte, North Carolina**
- **2015 ICMA Annual Conference, September 27-30, in Seattle / King County, Washington.**

Suggestion: Try to schedule the ICMA conference NACA Idea Exchange so that it does not conflict with the Women's Luncheon.