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.

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.
INTRODUCTION

America’s large urban counties—defined as those counties that are home to 500,000 residents or more—are at the vanguard of developing solutions to meet the needs of diverse populations and foster economic growth. At a time of shrinking federal budgets, divisive national politics and slow-moving global economic recovery, county officials often find they must solve problems of all types and sizes at the local level.

This publication highlights noteworthy initiatives of 23 large urban counties. Covering such topics as economic development, health, justice, resilience, technology, and transportation and infrastructure, these case studies showcase how county officials have seized opportunities to not only meet critical needs, but to strengthen local communities and improve the outlook for growth.

Viewing these examples collectively, several themes emerge:

» Multi-Sector Partnerships. Counties are partnering with public agencies at all levels of government and collaborating with the private sector more than ever. Miami-Dade County helped to arrange a public-private partnership to develop the Port of Miami Tunnel, expected to ease congestion downtown and promote growth in port activity. Los Angeles County agencies teamed with the local transportation authority and area businesses to address child sex trafficking and provide specialized treatment for hundreds of young victims.

» Investments to Drive Economic Growth. Counties are placing a premium on catalytic public investments that will offer economic and community benefits for years to come. Hennepin County (Minn.) brokered a public-private partnership to develop a major mixed-use transit hub that will change the landscape of downtown Minneapolis. Shelby County (Tenn.) is working with local governments, industry leaders and other stakeholders to develop a long-term regional plan to guide investments and economic growth.

» Streamlined Services for Dependent Populations. Counties are working to better serve dependent populations who cycle through county jails and health care facilities at high costs to the public. King County (Wash.) created a set of strategies to serve people living with mental illness and substance abuse, aimed at reducing unnecessary involvement in justice and emergency medical systems. Travis County (Texas) partnered with a nonprofit to serve inmates with addictions, reducing likelihood of recidivism.

» Youth Engagement. Counties are investing in young people to train a skilled workforce and engage youth in the community. For example, Multnomah County (Ore.) established an internship program to provide low-income and disadvantaged youth with quality employment opportunities. Douglas County (Neb.) developed a collaborative public art project that engages young artists and juvenile offenders.

The programs profiled here offer only a snapshot of how large urban counties are driving economic recovery, fostering community resilience and pioneering new approaches to public service. Indeed, counties of all sizes across the U.S. persist in leading economic recovery and service delivery. By sharing examples like these, we engage in can further dialogue and peer-learning among county officials and their partners seeking to provide creative solutions to critical metropolitan needs.
## FEATURED COUNTIES

### ECONOMIC DEVELOPMENT

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### JUSTICE

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### RESILIENCE

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### TECHNOLOGY

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### TRANSPORTATION AND INFRASTRUCTURE

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UNION DEPOT AND TWIN CITIES ARMY AMMUNITION PLANT REDEVELOPMENT

RAMSEY COUNTY, MINNESOTA | POPULATION: 508,000

SNAPSHOT
Ramsey County recently invested in the redevelopment of two large underutilized sites in an effort to support their newly established goal to advance economic prosperity throughout the county.

OPPORTUNITY
Ramsey County is Minnesota’s smallest county by land area and has the highest population density; 16 percent of its population is living at or below the poverty line. The county has little developable land, and had access to two large underused sites in the county that were ripe for redevelopment.

SOLUTION
In February 2013, the Ramsey County Board of Commissioners decided to focus explicitly on the county’s values around promoting economic development opportunities by adopting a county-wide goal to “Cultivate Economic Prosperity and Combat Concentrated Areas of Financial Poverty.” One of the established success indicators of this goal is the creation of a more comprehensive economic growth strategy that governs the “use of county land, facilities and services to enhance economic development, expand the tax base and prioritize living-wage job growth”\(^1\). To support this, the board has invested in two large underused sites to increase transportation access, create more jobs and expand the tax base.

UNION DEPOT
In recognizing the importance of transportation access and catalytic infrastructure investments to ensure future economic prosperity, Ramsey County recently purchased and renovated the historic Union Depot, a 33-acre site that reopened on December 8, 2012 as a multimodal transit center providing access to light rail, local and regional bus service, taxis and Amtrak service. The fully restored Union Depot now boasts scenic overlooks to an active working riverfront on the Mississippi River, provides new linkages to St. Paul’s historic Lowertown neighborhood and connects the downtowns of St. Paul and Minneapolis. Additionally, Amtrak service is slated to open at the end of 2013, and is expected to bring more passenger trains back to downtown St. Paul and eventually link the Twin Cities to Chicago.

Union Depot is now recognized as a community anchor that presents opportunities to broaden public transportation access for all Ramsey County residents. The revitalization effort has also served as a catalyst for new development opportunities (such as new restaurants and multi-family housing opportunities) that have helped attract a younger, creative class of residents to the area.

\(^1\) As stated in the document, “Ramsey County Board Mission, Values Statement, Operating Principles, Goals and Critical Success Indicators.”

[www.co.ramsey.mn.us/cb/mission.htm](http://www.co.ramsey.mn.us/cb/mission.htm)
To encourage economic growth and address the challenges residents in financial poverty face, Ramsey County is focusing on an initiative that can bring economic prosperity for all, exemplified by the recently renovated Union Depot, and the work in progress at the Twin Cities Ammunition Plant.”

– Jim McDonough
Commissioner, Ramsey County

Ramsey County commissioners and elected officials at the TCAAP groundbreaking event.
redevelopment opportunity—unprecedented in scale—that will address aspects of the county-wide goal of ensuring fair growth opportunities and prosperity for all residents. Under the agreement, Ramsey County agrees to pay the federal government $4.9 million for the property and $22.6 million for soil remediation. The county is financing these activities with $21.4 million in bonds, a $6 million transfer from its solid waste fund and $2 million in contingency funds. Although environmental remediation and planning at the site continues today, the county expects to replace these funds through the future sale of land for private development, and the current goal for full development is late 2014.

IMPACTS

» The Union Depot project generated approximately 4,400 jobs for local and regional residents; 20 percent of workers were minorities, exceeding the original 18 percent goal.

» TCAAP is projected to generate more than $10 million per year in additional property taxes for the local school district, Ramsey County and St. Paul.

TAKEAWAYS

» Both Union Depot and TCAAP demonstrate the importance of partnering with multiple agencies to support large-scale redevelopment projects.

» Investing in underutilized land and reusing existing infrastructure is an economic development strategy that can ensure ongoing prosperity and economic resilience for the future.

CONTACT

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» For more information: www.co.ramsey.mn.us
BUSINESS ATTRACTION AND ANTI-POACHING PROTOCOL

CUYAHOGA COUNTY, OHIO | POPULATION: 1,280,122

SNAPSHOT
In an effort to foster an environment of cooperation instead of competition with their local and regional neighbors, Cuyahoga County established the Business Attraction and Anti-Poaching Protocol which calls for Cuyahoga’s communities to cooperate, rather than compete, when it comes to business development in the region.

OPPORTUNITY
Cuyahoga County is an active player in northeast Ohio’s development efforts, and has gone through significant structural changes to boost local and regional collaboration.

SOLUTION
In 2009, Cuyahoga County shifted from a three-person commissioner board to a single elected county executive. The first county executive, Edward FitzGerald, assumed office in 2011 and has been working to not only increase efficiency, but to make Cuyahoga one of the most economically progressive counties in the state. In an effort to achieve this goal, county leaders established the Business Attraction and Anti-Poaching Protocol to increase economic collaboration among local communities in the region. The protocol’s four main tenants request that communities:

» Not seek to attract, or “poach,” businesses from other communities who have not expressed an interest in relocating

» Assign an economic development liaison whose information will be entered into a county-wide database

» If approached by a business wishing to relocate, contact the business’s current community unless confidentiality is requested by the re-locating company, and

» Discuss a revenue-sharing arrangement with the original community, though an arrangement would not be mandatory.

In addition to these four principles, the county established a Business Retention and Expansion Advisory Council in conjunction with the protocol. The council, composed of local economic development directors, provides an opportunity for different communities’ leaders to share ideas
and best practices, learn about each other’s business needs and discuss other local and state programs. Ed Jerse, the county’s Director of Regional Collaboration, addressed the county’s overall vision for the project: “Our hope is that through this protocol, communities will try to grow by attracting businesses outside the area or encouraging growth inside their borders.” The ultimate goal of the protocol is thus to reform the region’s approach to economic expansion.

Cuyahoga encountered several hurdles when first outlining and implementing the protocol. One of these was the need to appeal to all of Cuyahoga’s 59 communities, which include wealthy suburban areas, less affluent suburbs and poorer urban neighborhoods, and convince them of the benefits of signing the protocol. At times even county officials weren’t sure it was possible, but Cuyahoga County was ultimately able to celebrate on January 24, 2013, when the 59th community signed the anti-poaching agreement.

**IMPACTS**

Though officials agree that the protocol is the first of many steps to be taken, it represents an important moment in the effort to foster the spirit of collaboration. For example, in an effort to sustain transparency, a community with a fully developed office park contacted a mayor of a less-developed community after one of their local companies expressed interest in relocating to the office park. Jerse noted that “this has been an unprecedented step in bringing communities together, and we’re getting them to recognize we need to grow together as a county.” Such county-wide cooperation is unique in Cuyahoga, and officials hope that more regional collaboration will follow. In an article written for the Cleveland Plain Dealer, Executive FitzGerald explores these larger implications, explaining that the protocol “sends a message to the business community that there is a new approach to economic development in Cuyahoga County and our communities can work together to maximize our attractiveness to business.”

**TAKE-AWAYS**

» The Business Retention and Expansion Advisory Council demonstrates how communities can share ideas and best practices around business development and local, state and federal resource opportunities.

» This approach to economic development demonstrates regional collaboration and cooperation for business attraction.

**CONTACT**

» Ed Jerse, Director of Regional Collaboration, Cuyahoga County
216.698.2061 | ejerse@cuyahogacounty.us

» For more information:
We found that providing very modest amounts of strategic training dollars for companies wishing to expand or locate in our county was a “smart” way to help seal the deal on jobs projects. That’s why we have named the strategic initiative Smart Works, and it has already ensured over 1,000 good private sector new jobs, and retentions, as well. This is a role counties can play in leveraging training funds that also builds the workforce of tomorrow, and segues those that must be retrained to ensure a solid economy.”

– Paula Brooks
Commissioner, Franklin County

SMART WORKS IN FRANKLIN COUNTY

We found that providing very modest amounts of strategic training dollars for companies wishing to expand or locate in our county was a “smart” way to help seal the deal on jobs projects. That’s why we have named the strategic initiative Smart Works, and it has already ensured over 1,000 good private sector new jobs, and retentions, as well. This is a role counties can play in leveraging training funds that also builds the workforce of tomorrow, and segues those that must be retrained to ensure a solid economy.”

– Paula Brooks
Commissioner, Franklin County

SNAPSHOT

Launched by the Franklin County Board of Commissioners in July 2012, Smart Works in Franklin County is a coordinated effort toward workforce development, job retention and job creation. Through the program, the county is able to provide a suite of economic development initiatives to provide targeted training opportunities to residents while also advancing Franklin County as a place for the private sector to grow their businesses.

OPPORTUNITY

Beginning in 2006, Franklin County leaders noted that improving the local labor force would help the region to better attract and retain private sector businesses. After collecting input from area businesses and conducting a series of public dialogues and events, the county began to identify strategies to link workforce training and economic development. The county and regional partners sought to train job seekers and make it easier for businesses to grow by supplying a skilled workforce and providing residents with the tools they need to get better, higher-paying jobs.

SOLUTION

The early seeds of the Smart Works program began with a deal brokered among Franklin County, the City of Columbus, the state of Ohio and Quantum Health, a health care coordination company. In 2012, the county, city and state assembled a package of incentives (loans, grants and tax benefits) to entice Quantum Health to maintain its headquarters and the majority of its staff in the Franklin County-Columbus area.

Franklin County provided Quantum Health with a $75,000 grant to support their robust workforce training program and in turn, the company committed to filling 525 full-time jobs utilizing county workforce development programs and support from the Central Ohio Workforce Investment Corporation. In 2012, Quantum Health added 106 new jobs and expects to match that in 2013; the benefits to the company are that it can grow more quickly and be more productive with lower investments in employee training.

The Smart Works in Franklin County program grew to include similar agreements with two additional corporations, Sid Tool Company and MSC Industrial Supply. By January 2013, the county announced its latest job-creation effort in coordination with IBM. This project will introduce at least 500 new jobs to Franklin County, retain 671 jobs and develop the first-of-its-kind IBM Client Center for Advanced Analytics in northwest Franklin County, to be constructed over a three-year period. This new data and
software analytics center represents $3.2 million in private investment. This deal includes a $300,000 grant from the county to train workers in high-skill, high-wage positions at the facility; the City of Columbus and the state also built multi-year tax credits into the deal.

In total, the county has invested $450,000 from its general fund to support the *Smart Works* program. For the participating private companies, the *Smart Works* Program alleviates some of the financial strain that results from training periods that do not generate revenue. The county-city-state collaboration provides financial incentives for the private sector to grow and helps to attract and retain high-skilled workers in the region, supporting the community’s overall resilience.

**IMPACTS**

» So far, the *Smart Works* program is expected to add 1,300 local jobs to the local economy, including many at the IBM facility, Quantum Health, Sid Tool Company and MSC Industrial Supply.

» As the first of its kind, the IBM Client Center for Advanced Analytics will add to Franklin County’s reputation as a hub for data center activities, encouraging other tech-based companies to consider Franklin County as their headquarters.

» The effort leverages the region’s nationally recognized research and academic institutions to attract and retain a smart and growing population.

» Columbus has been ranked as one of America’s Smartest Cities by Forbes Magazine and was recognized as one of the only eight metropolitan centers nationwide to experience a net growth in college graduates and young professionals from 2005-2007 by the Brookings Institution.

**TAKE-AWAYS**

» The regional collaboration helped the private companies jump-start their training programs, allowing them to hire more people faster.

» Preparing Franklin County residents for tech-based jobs provides them with competitive skills that will provide long-term community benefits.

» The program will have a multiplier effect, attracting other high-tech companies interested in taking advantage of the local resources and big-data capabilities.

**CONTACT**

» Commissioner John O’Grady, Franklin County  
  614.525.5589 | johnogrady@franklincountyohio.gov

» Commissioner Paula Brooks, Franklin County  
  614.525.5729 | Paula.brooks@franklincountyohio.gov
SUMMERWORKS INTERNSHIP PROGRAM
MULTNOMAH COUNTY, OREGON | POPULATION: 735,334

SNAPSHOT
Multnomah County established the SummerWorks Internship Program in an effort to provide youth with quality employment opportunities, support local businesses’ workforce needs and develop a new generation of county workers. The program places low-income youth from underserved communities with internship opportunities in Multnomah County offices.

OPPORTUNITY
Two key issues sparked this program: Oregon has the country’s 11th highest percentage of unemployed teenagers, and it is projected that 53 percent of the county’s employees will retire in the next ten years.

SOLUTION
SummerWorks is a youth employment program that offers low-income and disadvantaged young people (ages 16-21) with internship opportunities in a county office focused on health care, education or community services. Once placed, interns are also matched with a county employee to provide mentor and training support.

The SummerWorks Program not only provides a career pathway to meaningful work for underserved youth, but also supports local businesses by increasing spending in the area’s economy. In 2011, Multnomah County Commissioner Loretta Smith piloted the program and still leads the effort today. Commissioner Smith states: “Programs like SummerWorks are a smart business investment because they give our young people a stake in how our community thrives. Helping young adults can keep us from paying steep financial and social costs. If more young adults are on career pathways, our entire community is likely to achieve economic mobility and security.” Commissioner Smith notes that programs like SummerWorks can also help to decrease reliance on public assistance, deter recidivism, decrease high-school drop-out rates and help support local businesses.

SummerWorks Coordinator Raffaele Timarchi also believes that SummerWorks helps to develop the next generation of county workers to replace the 53 percent of county employees projected to retire in the next ten years. Timarchi adds: “The SummerWorks Program provides the county with a meaningful opportunity to recruit and hire young people in the future. Training them to be a part of the workforce is smart planning.”

SummerWorks is funded by Multnomah County in partnership with Worksystems, Inc., a 501(c)3 non-profit organization that pursues and invests in workforce resources in the City of Portland and Multnomah and Washington Counties with partial funding from the U.S. Department of Labor. Additionally, Commissioner Smith worked with private investors, and in 2013 the equivalent of $2,000 per internship came directly from local businesses. Using Oregon state lottery money, Multnomah County was able to hire one SummerWorks coordinator as a full-time county employee to oversee the program.
Current next steps for SummerWorks include:

» Expanding the program to include low-income youth in rural areas of the county
» Strengthening internal training for interns
» Establishing better linkages between county-wide programs for at-risk youth and workforce development efforts and educational opportunities, and
» Working more closely with local business leaders to expand private sector investment in youth job opportunities.

IMPACTS

» Since its formation, Multnomah County has quadrupled its number of placements—with 25 internships in 2011, 50 in 2012 and 101 internships in 2013.
» In 2013, the 101 youths with internships cumulatively earned more than $144,000.
» Ninety-one percent of all SummerWorks participants successfully completed their internships.
» Ninety-three percent of the SummerWorks participants returned to high school or post-secondary education or obtained employment.

TAKE-AWAYS

» This youth employment program serves as a model for how county governments can meet community and business needs while filling internal employment gaps all at once.
» The SummerWorks Program demonstrates how Multnomah County is prioritizing investment in youth programs as a strategy for economic growth.

CONTACT

» Raffaele Timarchi, SummerWorks Coordinator, Multnomah County — District 2 503.988.6701 | Raffaele.timarchi@multco.us
» For more information: web.multco.us/syc

Left: Commissioner Smith poses with SummerWorks interns.
Right: SummerWorks interns working in the Multnomah County facilities department.
WELLNESS WORKS
MARICOPA COUNTY, ARIZONA | POPULATION: 3,817,117

SNAPSHOT
Maricopa County’s Wellness Works Program provides health and wellness opportunities, tools, resources and guidance to encourage all county employees and their dependents to lead healthier and more productive lives.

OPPORTUNITY
Maricopa County provides health care benefits to approximately 13,000 employees and close to 14,000 dependents. The county continually seeks to contain health care costs and improve health outcomes for nearly 27,000 customers.

SOLUTION
The Wellness Works Program grew out of a decade-old employee health benefits program focused on health care cost containment. The program’s initial efforts included limited on-site fitness facilities, Weight Watchers classes and other programs. About six years ago the county introduced incentives in the form of reduced health care premiums for not using tobacco and participating in biometric screenings and online health risk assessments. In the last three years, county leaders, including the county public health department, have made an effort to focus strategically on health outcomes. The purpose of the program has expanded beyond health care cost containment to improving employee productivity. The Wellness Works Program is currently focusing on providing specific resources to county employees as they exit biometric screening. These include assessment results and behavior-change resources to help the employees reduce health risks and improve their health status.

The program faces a unique set of challenges. Maricopa County is the fourth most populous county in the United States and covers an area larger than several states. The county government is composed of over 50 departments that operate at multiple locations throughout the county and has a diverse set of workplace environments with varying demographics. However, the biggest challenge is ongoing communication to employees about the various wellness programs. One method of addressing this is the Wellness Champion initiative. Each department identifies a Wellness Champion who will serve as a liaison between the Wellness Works Program and the department. Through ongoing training, guidance and support from the Wellness Works staff, each department is also developing data-driven action plans with the goal of improving health at the department level.

As the program evolves, the county is researching the possibility of moving toward outcome-based incentives as a complement to the existing offering of reduced health care benefit cost-sharing for those who participate in the wellness programs. Additionally, a comprehensive wellness policy will be implemented to establish a common set of core guidelines for the whole county. Wellness programs in the county are supported by per capita charges to departments that are included in benefit premiums.
The Wellness Works for Maricopa County employees strive to establish a work environment that promotes healthy lifestyles, decreases the risk of disease and enhances employees’ quality of life.

**IMPACTS**

» Despite the increasing average age of the county workforce, the rate of increase of incidence of health risks—such as high cholesterol, hypertension and being overweight or obesity—has slowed or plateaued, if not reversed.

» Over the last five years, the county has experienced annual increases in employee health care costs that have been nearly one percent lower than the average for benchmark employers.

**TAKE-AWAYS**

» Collaboration is the key to success in a county as large as Maricopa. Leveraging resources from vendors and other county departments has been critical.

**CONTACT**

» Julie Garcia, MA, CWWS, Wellness Supervisor, Maricopa County Department of Employee Benefits and Health 602.506.3011 | garciaj028@mail.maricopa.gov
SNAPSHOT

Live Well San Diego is a 10-year collective impact plan launched by the County of San Diego that seeks to promote a healthy, safe and thriving region.

OPPORTUNITY

One out of every two San Diego adults is overweight or obese, and nearly one-third of all 5th, 7th and 9th graders are overweight or obese. This critical situation has been identified as the “3-4-50” by the County of San Diego Health and Human Services Agency (HHSA); 3-4-50 refers to the three primary behaviors (poor diet, lack of physical activity and smoking) contributing to four chronic diseases (heart disease/stroke, cancer, type II diabetes and lung disease) causing over 50 percent of all deaths in the region. The statistics are sobering: over $4 billion is spent each year in San Diego County to treat these four chronic diseases alone.

SOLUTION

In 2010, the county addressed the situation by rolling out a regional effort to steer San Diego away from a state of chronic disease and spiraling health care costs toward a future in which all San Diegans are healthier, safer and thriving. The 10-year roadmap is known as Live Well San Diego. This plan, which was adopted by the County Board of Supervisors in stages over the course of two years, has three components: (1) “Building Better Health,” (2) “Living Safely,” and (3) “Thriving.” The first, “Building Better Health”, encapsulates four key strategies:

1. Building a Better Service Delivery System for the over 700,000 San Diegans directly served each year
2. Supporting Positive Healthy Choices by all San Diegans
3. Pursuing Policy and Environmental Changes by supporting sustainable policy and environmental improvements, and
4. Changing Culture from within County Government by promoting employee wellness.

The second component of the plan, “Living Safely,” centers on ensuring that neighborhoods are safe places in which to work, live, and play; that residents are protected from crime or abuse; and that communities are resilient to disasters and emergencies. “Thriving,” the third component of the Live Well San Diego strategy, which will focus on promoting economic vitality, is currently being developed to align with the “Building Better Health” and “Living Safely” strategies.

Since the adoption of Live Well San Diego, HHSA—the county’s provider of $1.9 billion annually in health and social services—has tapped into existing resources and leveraged over $200 million in grant funding. Federal funding via a Communities Putting Prevention to Work grant, a Community Transformation Grant and the Supplemental Nutrition Assistance Program Education Program has enabled the county to roll out major elements of Live Well San Diego.
IMPACTS

Live Well San Diego engages the entire San Diego community—from government, to businesses, non-profits, the military, schools, and faith-based organizations. As of November 2013, 15 recognized partners have formally committed to the Live Well San Diego vision, including six incorporated cities representing over half a million residents. Some of the collective accomplishments include:

» Farm-to-institution relationships have been created to link local farmers with 20 institutions, including 14 school districts, one independent school, and five other institutions, including senior meal contractors and restaurants. As a result of these relationships, more than 800,000 people now have the opportunity to increase their consumption of locally grown fruits and vegetables.

» In partnership with the San Diego County Office of Education, the county worked with eight local school districts to increase physical activity for students as part of physical education classes. All eight districts showed considerable improvement in the amount of time students were physically active with an average 74 percent increase in physical activity.

» The largest elementary school district in California—one of 43 school districts in the county—is a Live Well San Diego partner organization, and achieved a 3.2 percent decrease in students considered “obese” or “overweight” from 2010 to 2012.

» The project “Bikes Count”, developed in partnership with San Diego State University and the San Diego Association of Governments, installed 28 bicycle and pedestrian counters in 14 cities throughout the county. These counters assist city planners in developing strategies on bicycle facilities such as bike paths and urban bike lanes. It is the largest regional bicycle-counting effort in the country.

» In order to help improve the health of workers in San Diego County, HHSA and its partners will be working with over 60 businesses, representing a combined 76,000 employees, to implement worksite wellness activities.

TAKE-AWAYS

» Live Well San Diego is still in its infancy as a large-scale, population-based wellness initiative. There is much to learn, and many schools, cities, businesses, community groups and faith-based organizations are potential partners. Strong communication about mutually beneficial activities between partners, the efficient use of resources and the Live Well San Diego indicators as measures of success have laid the foundation for continued progress.
» For Live Well San Diego to have truly lasting impact in the long-term, individuals, families, communities, partners and the county must continue to work together to encourage positive choices and create an environment that inspires everyone to achieve the vision of a healthy, safe and thriving San Diego County. The county does not always serve as a lead for these efforts. Often, the county serves, as appropriately, the convener, the catalyst or the communicator, while Live Well partners in their various jurisdictions or areas of expertise, take the lead in advancing different aspects of the vision. This collaborative effort is one reason why Live Well San Diego has been successful.

CONTACT

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» For more information: www.LiveWellSD.org; www.sdcounty.ca.gov/hhsa/
GENERAL MEDICINE CLINIC A1 PILOT FOR THE PATIENT-CENTERED MEDICAL HOME

COOK COUNTY, ILLINOIS | POPULATION: 5,194,675

SNAPSHOT
The Cook County Health and Hospital System, a large urban-based health system, serves as a safety net for a diverse patient population. The General Medicine Clinic (GMC) is the largest primary care clinic within this system and has initiated a Patient-Centered Medical Home Model to improve the care of its 20,000 unique patients.

OPPORTUNITY
Despite significant progress on the national front, developing a medical home within a large urban-based clinic poses a number of unique challenges. Cook County GMC works with a high volume of low-income patients who present complex health issues. These factors lend toward the tremendous need for the implementation of a patient-centered, team-based approach to care for this patient population.

SOLUTION
In 2011, Cook County launched a pilot to create six GMC multidisciplinary medical teams. The first team included a registered nurse, a clerk, two administrative assistants, three providers (1.5 FTE) and the members of the GMC leadership team (medical director, nurse manager and lead administrator). The team approach was developed to improve patient care and clinic flow.

The new model created a patient-centered concept by increasing team efficiency and communication while improving the quality of care provided. Furthermore, by bundling the flow of clinic activities, the multidisciplinary team could now move around the patient. An example of this includes registering the patient, performing vital signs and screening intake all with the patient in the exam room. The provider visit and patient discharge subsequently follows in the same exam room.

This model actively involves every member of the team in the care of the patient. Positive outcomes included an improved patient flow. Recently, an electronic data flow study revealed patients entered and were discharged from GMC within 104 minutes. Patients also reported increased satisfaction with the new model with 83 percent rating their overall satisfaction level at 10/10 and 100 percent of patients rating their overall satisfaction with the wait time at 10/10.

Despite the successes, one challenge was the suboptimal ratio of support staff to provider personnel. To address this, the Cook County Health and Hospitals System launched a system-wide initiative to transform all of its primary care clinics into medical homes. Next steps will include a focus on

“Creating medical homes for Cook County citizens that need our services will help us provide a patient focused approach that improves patient access, improves patient care and most importantly improves our patients overall health.”

- Commissioner Gregg Goslin, Cook County
developing a strong care management model and intensifying efforts around population-based health. These steps will permit GMC to improve the health outcomes and reduce redundancies in the care provided.

**IMPACTS**

» The implementation of the medical home allows improved management of a large cohort of medically complex patients.

» The General Medicine Clinic’s team-based approach builds patient access by improving office flow and increasing patient capacity within the clinical unit.

» Standardized team processes help to transition toward full accreditation as a medical home.

**TAKE - AWAYS**

» Developing a patient-centered, team-based approach significantly enhances office flow leading to an overall improved patient experience.

» Positioning the clinic as a medical home will improve quality of care and allow for a more systematic approach to performance improvement and improving the overall health of this complex and vulnerable patient population.

**CONTACT**

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HEALTH INSURANCE MARKETPLACE ENROLLMENT

DALLAS COUNTY, TEXAS | POPULATION: 2,368,139

SNAPSHOT

The Enroll Dallas County Partnership is a comprehensive effort among Dallas County, the City of Dallas, faith-based organizations, health care providers, businesses and community-based organizations to lead coordinated efforts to enroll individuals in health insurance through the Health Insurance Marketplace.

OPPORTUNITY

Dallas County has more than 700,000 uninsured individuals—representing 31 percent of the population—many of whom receive care from Parkland Health and Hospital System, the county’s public hospital. In 2012, taxpayers contributed $425 million in taxes to cover the $685 million in uncompensated care that was provided by the county hospital. Furthermore, Dallas County residents pay some of the highest insurance rates in the nation due to Texas leading the nation in the percentage of uninsured individuals.

SOLUTION

With Texas electing to not expand Medicaid and more than 509,000 uninsured residents eligible to gain access to affordable coverage via the Health Insurance Marketplace, Dallas County Judge Clay Jenkins determined a coordinated effort was necessary to successfully enroll uninsured county residents. The county set out to identify and reach out to potential local partners to maximize the opportunity to assist individuals with health coverage enrollment.

The first Enroll Dallas County Partnership was convened in July 2013 and included attendees from the City of Dallas Council; community leaders representing faith-based organizations, businesses and the health care industry; and U.S. Department of Health and Human Services Secretary Kathleen Sebelius. This meeting established a relationship among all of the entities and paved the way for collaboration of efforts. For example, education is provided in person and via media coverage and social media. Enroll Dallas County partners speak at churches and trade groups, and participate in “Care Fairs” and other large-scale gatherings. In addition to ensuring there are speakers attending events throughout the county, the Office of the County Judge also sends individuals to answer calls at local television studios from residents.

A broader partnership meeting held in August 2013 brought together more than 300 leaders to discuss their efforts and future plans. This meeting permitted Dallas County to gather information as to what the various partners were doing and conduct an overall assessment of education and
County Judge Clay Jenkins, U.S. Department of Health and Human Services Secretary Kathleen Sebelius and officials.

enrollment efforts within the county. This assessment helped Dallas County to work with large partners such as the City of Dallas, the U.S. Department of Health and Human Services, Enroll America and private partners to find solutions to the gaps identified.

A press conference was held to kick off the open enrollment period on October 1, 2013 at Parkland Hospital. Enrollment events will continue to occur over the course of the 6-month open enrollment period.

IMPACTS

» The Dallas-Fort Worth Hospital Council, Dallas County and the City of Dallas are working to ensure their efforts are aligned and coordinated to maximize education and enrollment.

» The county hospital and Community Oriented Primary Care Clinics have trained and certified application counselors ready to assist with enrolling the uninsured.

» Dallas County and its partners have received considerable media coverage, which has increased awareness about enrollment.

TAKE-AWAYS

» Dallas County’s partnership has become a model for other counties on how to build a broad-based coalition to achieve a shared goal.

» When identifying potential partners, counties should determine which partners will enhance their work.

» Counties can create and sustain collaborative partnerships by working with the community to address common challenges using minimal resources.

CONTACT

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County Judge Clay Jenkins, U.S. Department of Health and Human Services Secretary Kathleen Sebelius and officials.
HEALTH CARE FOR THE HOMELESS
TARRANT COUNTY, TEXAS | POPULATION: 1,809,034

SNAPSHOT
In Tarrant County, an urban county located in the North Central part of Texas, the Health Care for the Homeless initiative is a unique public-private partnership among the county, county hospital and private funders to expand access to healthcare services for the county’s homeless population.

OPPORTUNITY
Data show that individuals who experience chronic homelessness tend to cycle between emergency shelters, jails and prisons and when in need of medical treatment, emergency rooms and hospitals. The City of Fort Worth, the county seat of Tarrant County, found that in one emergency room, services for the 20 most expensive homeless patients cost the city $48,736 per person during FY11. With this significant statistic in mind, leaders in Tarrant County and local municipalities worked together to develop an initiative that will provide health care services for the homeless in the county.

SOLUTION
In 2007, Tarrant County Commissioner Roy Charles Brooks established a Blue Ribbon Task Force on Health Care for the Homeless. The task force brought together partners from the Fort Worth/Arlington/Tarrant County Continuum of Care, the City of Fort Worth’s Directors Home Plan, the University of North Texas and stakeholders from every major care provider and challenged them to develop a plan for the effective delivery of care for the county’s homeless population.

The Health Care for the Homeless initiative launched in the summer of 2013 and is currently coordinating resources and services to effectively serve the county’s homeless population. A central resource center, True Worth Place, is expected to be completed by December 2015 and will provide a medical home to individuals on the street as they work toward self-sufficiency. The Fort Worth Foundation will purchase approximately 1.5 acres of land from the county hospital and build a 25,000-square-foot facility, which will house the adult community clinic. The county hospital, John Peter Smith Health Network, will operate the new facility and provide primary care, mental and behavioral health care services, substance abuse treatment, intensive case management services, respite care, chronic disease management, podiatric and orthopedic care and dental care.

County leaders, including the county hospital, will continue to play an important role in sustaining the Health Care for the Homeless initiative. The county intends to apply for a two-year funding opportunity for the development and enhancement of homeless services through a competitive Request for
Proposal process offered by the Texas Department of State Health Services. Matching funds will be required to access additional funds to provide services.

IMPACTS

» With support from private funders, the resource center is already underway by supporting the homeless through the coordination of resources and identifying gaps in services that are needed to effectively serve the homeless population.

» Promoting well-being and improving quality of life among homeless persons by assuring access to high-quality, comprehensive health care and support services to facilitate transition out of homelessness.

TAKE-AWAYS

» A well-coordinated and centralized system of care will greatly improve the health care for the most vulnerable persons, as well as saving money through reducing emergency and urgent care visits.

» Developing further innovations and planning will position the county to take full advantage of emerging federal resources.

CONTACT

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ERADICATING CHILD SEX TRAFFICKING

LOS ANGELES COUNTY, CALIFORNIA | POPULATION: 9,818,605

SNAPSHOT

Los Angeles County agencies team with local transportation and businesses to raise awareness of child sex trafficking and provide appropriate, specialized treatment for hundreds of young victims.

OPPORTUNITY

Every day, children—primarily girls—as young as 10 years old are being coerced and sold into prostitution in Los Angeles County. The average life expectancy of these children once they enter the sex trade is seven years, due to the effects of HIV/AIDS and the violence to which they are regularly subjected. Eighty percent of them are foster children, and most have regular contact with both the child welfare system and the juvenile justice system. While many different agencies were individually addressing this issue, there was a need for collaboration to address the problem in its entirety.

SOLUTION

Recognizing the severity of the child sex trafficking problem, the Los Angeles County Board of Supervisors in January 2011 put in place an approach that recognizes the vulnerabilities of these victims and works to address their specialized needs. This approach includes:

» A specialized court established to adjudicate these girls appropriately

» A diversion program developed by the district attorney that recognizes their vulnerability and views them as victims instead of perpetrators

» Training thousands of LA County social workers, mental health professionals, probation officers, police officers, judges, prosecutors and legal advocates to recognize the characteristics of a victim of commercial sexual exploitation, and

» Implementing new therapeutic approaches and creating specialized housing options, all with the focus of helping a young girl shift her mindset from that of a victim, to a survivor and, ultimately, to an advocate.
Helping the victims is critical, but we must also find ways to prevent the atrocity of sexual exploitation altogether. It’s been nearly two years since we started on this journey in Los Angeles County and I am proud of what our County staff has accomplished. Through education, survivor and prevention programs, and legislation, we will reverse this injustice...We must do everything we can to help these girls on a path to a better life ahead and together say, “No more; not in our streets; not to our young girls.”

- Supervisor Don Knabe
Los Angeles County

When girls are identified as victims of sex trafficking, they initially get a mental health and physical screening. The probation department then makes a concerted effort to place them in either a specialized group home setting or, if they have to keep them at the detention facility, provide specialized services there. The county is working to implement a system that will bypass juvenile detention entirely and is in the process of creating and implementing more specialized placements for these children with wraparound services in the placement settings.

Law enforcement officials, the local transportation authority and local businesses also launched a multimedia awareness campaign aimed at informing the public about sex trafficking. More than 100 billboards and digital displays broadcasted the message across Los Angeles County and a special awareness campaign was created for the region’s transit system, appearing in both English and Spanish in train stations and bus stops, as well as on all rail cars, trains and more than 3,000 buses.

**IMPACTS**

» In 2012 approximately 171 young girls were identified as victims of sex trafficking in Los Angeles County and were provided with specialized treatment.

» Due to increased attention to this issue, community groups across the county have volunteered to help victims with housing and some cities in the district have formed Human Trafficking Task Forces that engage faith-based groups and social service agencies to share information and coordinate efforts.

» With the passage of state legislation that de-criminalizes prostitution for minors, Los Angeles County is at the forefront of an improved statewide approach to the issue.

» New state and federal legislation is being sought that more effectively targets traffickers and those who exploit sex-trafficking victims.

**TAKE-AWAYS**

» Bringing together many different government departments allows for consistent and targeted services for at-risk children, instead of on a case-by-case basis, depending on which individual is assigned the case.

» Los Angeles County’s collaborative effort across agencies has become a catalyst for an improved statewide approach to addressing the issue of child sex trafficking.

**CONTACT**

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The Criminal Justice Commission brings together many stakeholders to plan and coordinate local justice policies.

SNAPSHOT
The 33-member Palm Beach County Criminal Justice Commission is tasked with addressing local justice issues. Comprising public and private sector partners, the commission meets to research current and emerging issues and to advise the County Commission of the most effective methods of addressing crime and justice.

OPPORTUNITY
As Palm Beach County faced increasing justice costs, the Criminal Justice Commission was established to study all aspects of the county’s criminal justice and crime prevention systems, with the goal of creating an effective and efficient system that would reduce crime.

SOLUTION
In an effort to prevent crime, ensure public safety and control criminal justice system costs, the Palm Beach County Criminal Justice Commission (CJC) was developed in 1988. With the passage of a county ordinance, the group was established to cultivate and enrich local criminal justice practice, policy and program development and coordinate efforts among health, human services, education
The CJC has offered us an opportunity to bring together some of the highest level public and private sector decision makers to collectively recommend solutions to our most challenging criminal justice problems.”

- Vice Mayor Priscilla Taylor
Palm Beach County

The CJC has focused on reentry issues of not only local jail detainees, but also individuals returning to the community from state prison. In the coming year, further focus will be given to reentry issues and the county’s Second Chance Act grant. An initiative to utilize drug courts remains a priority and the commission will be focusing on securing local funds to ensure drug court treatment will continue. One example of a CJC initiative that has had an impact on recidivism is the pilot ex-offender reentry program, RESTORE (Regional and State Transitional Officer Reentry). The CJC received federal funding in 2010 for RESTORE and the program has successfully cut the recidivism rate in half for inmates returning to Palm Beach from the Florida Department of Corrections.

Various programs under the stewardship of the corrections task force, a sub-committee of the CJC, have contributed to a steady decline in the local jail incarceration rate (1.7 per 1,000 in 2012) in Palm Beach County. Furthermore, Palm Beach County has reported the lowest jail incarceration rate when compared to similar counties across Florida—57 percent less than the highest reported county.
One of the challenges identified with the group was Florida’s “Sunshine Law,” which provides public access to most meetings of boards, commissions and other state/local governmental authorities and thus could have inhibited members of the commission from openly discussing sensitive issues with other elected officials in the county. The county presented this issue to the state legislature and a change made to the law currently allows members to be able to continue to conduct daily business and work with the CJC to combat county-wide issues such as gang violence, school safety and other criminal justice issues.

The commission is staffed by eight full-time employees and receives funding from Palm Beach County along with grant support. Meetings are monthly and staff are tasked with putting into practice the ideas and work that comes from the CJC.

**IMPACTS**

» Created an automated Ex-Offender Reentry Case Management system that is able to effectively manage and track every ex-offender returning to Palm Beach County.

» Participated in the Juvenile Detention Alternatives to Incarceration collaborative, which resulted in the county having a reduction in juvenile detention population.

» Developed a countywide anti-terrorism standard operating procedure for all law enforcement agencies in the county.

**TAKE–AWAYS**

» The CJC provides programming information for the county’s legislative activity at the state level.

» The CJC has engaged state legislators to attend meetings and gain a better understanding of issues in Palm Beach County.

» The commission brings together high-level policymakers to address local justice issues. There is no voting by proxy which encourages members to attend meetings.

» Staffing the commission has been an important part of the process; the group discusses numerous ideas and issues, and without staff it would be challenging to provide timely follow-up and implementation of programs.

**CONTACT**

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INSIDE OUT: YOUTH MURAL PROJECT
DOUGLAS COUNTY, NEBRASKA | POPULATION: 517,110

SNAPSHOT
In Nebraska’s most populous county, juveniles at the Douglas County Youth Center partner with teens in a young artist mentoring program to beautify the Youth Center and learn from each other.

OPPORTUNITY
The Douglas County Youth Center (DCYC), a secure juvenile detention facility, had a façade of cement, prison-like walls. County Commissioner Mary Ann Borgeson had a desire to engage youth to beautify the buildings, but faced resistance due to liability issues and lack of funding in the budget for such a project.

SOLUTION
This collaborative public art project engages young artists from The Kent Bellows Studio & Center for Visual Arts and detained youth from the DCYC. Twenty teenagers, primarily from high schools throughout the Douglas County area, work directly with 20 resident youths in the DCYC in the form of interviews, discussions and art activities. In the first phase of the project, the Kent Bellows students conducted creative writing and drawing workshops with the DCYC residents. The discussions in these workshops included questions such as: “Who is always there for you?” and “What are we trying to say with our art?” The answers to these questions and many others provide ideas and inspirations for visual elements that can uncover and express the creative voice of the detention center residents.

The Kent Bellows Studio students then work with their mentors during Phase Two of the project to create a series of 10’ x 10’ paintings that blend the voice of the youth residents with the artistic visions of the young artists. The final step is installing the murals onto the DCYC walls, the first series of which were presented in May 2013. The entire project will cost $20,000. This includes $1,000 for each of the 20 murals to cover paint, supplies, installation and an honorarium for the adult mentor; all funding is from individuals and private sector donations.

Once the 20 DCYC murals are installed and completed, the county plans to look for other areas within the DCYC or other county departments that could benefit from this type of program and partnerships.

“For our young artists, who are students from high schools throughout the Omaha-Council Bluffs area, this is an opportunity to work on a real public art project, from inspiration to execution. For the teen residents at the Youth Center, it can be a rare and invaluable chance to make themselves heard artistically. It may even encourage them to continue making art a part of their lives.”

- Commissioner Mary Ann Borgeson
Douglas County
IMPACTS

» Twenty 10’ x 10’ murals will be created and placed on the walls of the DCYC.
» Young artists have the opportunity to work on a public art project.
» Youth residents at the DCYC are offered the chance to have their voices heard artistically.

TAKE-AWAYS

» This public-private partnership will become a model for other programs in Douglas County, emphasizing the importance of creative fundraising and collaboration.
» Cooperation among the county and private partners has had wide-ranging impacts on youths’ lives while also contributing to aesthetic enhancement of the county.

CONTACT

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» For more information: http://kentbellows.org/2013/03/insideout/

This mural, created by young artist Angela Saenz, reflects the statement, “We are good girls,” which was expressed by a DCYC resident.
A Peer Coach helps the client to reach clarity and decide what steps to take, and furthermore, the coach provides accountability to help the client stay on track. This is very important to ensure success of those in recovery.”

- Sheriff Greg Hamilton
Travis County

SNAPSHOT
By pairing dual-diagnosis offenders with peer recovery coaches who provide counseling and services both pre- and post-release, Travis County hopes to bolster inmates’ recovery and reduce recidivism.

OPPORTUNITY
Travis County officials estimate that 40 percent of its county jail inmates meet diagnostic criteria for substance dependence, and 65 percent to 75 percent have a drug/alcohol issue of some kind, but may not be an actual diagnosis. Observing the success of recovery-oriented systems of care in other jurisdictions—networks of organizations, agencies and community members that coordinate a wide spectrum of services to prevent, intervene in and treat substance use problems and disorders—Travis County decided to implement a peer recovery coaching program of its own.

SOLUTION
The Travis County jail partnered with Communities for Recovery, a non-profit organization in Austin, Texas, that supports long-term recovery for people with substance use and co-occurring mental health conditions, to implement a Peer Recovery Coaching Program. In this program, an individual meets with a peer recovery coach, who is a specially trained volunteer who also is in recovery and serves as a mentor and guide as the individual works toward long-term recovery. The coach works with an individual to determine his or her specific challenges and how to address those barriers. For example, coaches provide emotional support but also can offer informational or instrumental advice, like helping to find housing resources or giving a ride to a job interview.

In Travis County, the Peer Recovery Coaching Program begins within the jail. Currently, there is one coach who works with three dual-diagnosis (substance abuse plus co-occurring mental health condition) inmates. The service is designed so that there will be four sessions before the inmate is released, and an additional eight sessions paid for by the county after release. This system provides for continual provision of services and should prevent the disconnect that often happens when mental health services are provided when needed on occasion but are not followed up on or are interrupted. Research has shown that the likelihood of continuing participation in treatment increases significantly if there is a “warm handoff”—that is, an inmate is already receiving services in jail and these services continue upon release. By engaging inmates in substance abuse prevention services early, Travis County hopes to keep them engaged once they are back in the community. This, in turn, reduces recidivism, saving the county money and increasing public safety.
The Travis County Sheriff’s Office teamed up with a community nonprofit to provide peer recovery coaches to inmates.

**IMPACTS**
- Providing early intervention services to inmates pre-release will improve recovery chances and reduce recidivism.
- Travis County’s partnership with Communities for Recovery will allow for tracking of outcomes of program participants.
- Travis County plans to provide up to three peer recovery coaches in the next year.

**TAKE-AWAYS**
- Collaboration between the county and a private enterprise offers specialized programming without reducing county resources.
- Educating all departments involved—from finance to command staff—allows for better understanding of the processes and goals of the program as well as improved implementation.

**CONTACT**
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MENTAL ILLNESS AND DRUG DEPENDENCY ACTION PLAN
KING COUNTY, WASHINGTON | POPULATION: 1,931,249

SNAPSHOT
King County’s Mental Illness and Drug Dependency program includes more than 30 specific strategies that are intended to work together to provide services and programs for people living with mental illness and substance abuse.

OPPORTUNITY
The cycling of mentally ill and chemically dependent people through county jails and emergency medical systems has a high human and financial toll—when King County decided to take action, the average length of stay for all felony inmates in King County was 24 days, compared with 158 days for mentally ill inmates. A significant lack of access to treatment and housing plays a major part in this cycle, which drove King County leaders to develop an action plan to prevent and reduce chronic homelessness and unnecessary involvement in justice/emergency medical systems while also promoting recovery for persons with mental illness and chemical dependency.

SOLUTION
The King County Council passed a motion in 2007 that called upon the county executive, county elected criminal justice leaders and other county leaders to work in partnership with providers, consumers and other jurisdictions to develop an action plan addressing the cycling of mentally ill and chemically dependent individuals through county jails and emergency medical systems. In 2007, the King County Council adopted a plan to utilize a one-tenth of one-percent state sales and use tax to support its Mental Illness and Drug Dependency (MIDD) Action Plan. The MIDD plan outlines over 30 specific strategies that are intended to work together to provide services and programs for adults and youth living with mental illness and substance abuse. Some of these strategies include an emergency room substance abuse early intervention program and expansion of drug courts. King County engaged in broad community outreach to providers, consumers and other jurisdictions along with “in-reach” to King County government agencies in development of the MIDD strategies.

At the same time, the Council established a policy framework for measuring the effectiveness of the public investment in MIDD programs through five policy goals, including:

» A reduction in the number of mentally ill and chemically dependent people using costly interventions, such as jail, emergency rooms and hospitals
» A reduction of the incidence and severity of chemical dependency and mental and emotional disorders in youth and adults
Diversion of mentally ill and chemically dependent youth and adults from initial or further justice system involvement, and

Explicit linkage with other council-directed efforts addressing adult and juvenile justice issues, homelessness, veterans’ issues and mental health recovery.

IMPACTS

Now in its fifth year, King County’s MIDD strategies have seen a wide range of positive results:

- For individuals receiving one or more MIDD-related services, average stays in jail were reduced by as much as 56 percent.
- At least 32,112 individuals (20,150 adults and 11,962 youth/children) received one or more MIDD-funded services during the fourth-year reporting period, and 30,704 individuals received services in the third year.
- Thirty-one of the 33 strategies with performance measurement data met at least 85 percent of their annual target for one or more key targets.
- Revenue from the sales and use tax allowed the county to invest $51 million in MIDD programming.

TAKE-AWAYS

- King County’s MIDD demonstrates how focusing on treatment for mentally ill and chemically dependent people can result in drops in both criminal recidivism and use of emergency medical services.
- A collaborative effort among many county leaders and agencies produced to strategies that work together and ensures coordinated implementation of services.

CONTACT

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The Mental Health, Chemical Abuse and Dependency Services Division honors providers annually for exemplary work. In 2011, Anne Lung, Neighborcare Health, received the award for her work in direct service associated with MIDD Strategy 4c – School-Based Services. Pictured is Anne with some of the students she works with.
GO SOLAR-BROWARD
BROWARD COUNTY, FLORIDA | POPULATION: 1,748,066

SNAPSHOT
In an effort to increase the amount of solar energy produced in Florida, Broward County created the Go SOLAR-Broward project to make it easier and more cost-effective for county residents and businesses to install and use solar energy systems.

OPPORTUNITY
Although known as the “Sunshine State,” Florida has historically fallen behind other states in adopting the use of photovoltaic (PV) cells to generate solar power. Florida lacks any renewable energy standards or goals to entice the use of solar power, and state regulations have made it difficult for the solar market to take off. Inconsistent permitting processes, restrictive municipal codes and homeowner covenants and prohibitions on model financing programs have all been barriers to solar power development in Florida.

SOLUTION
In 2012, Broward County received $646,367 of funding from the U.S. Department of Energy (DOE) as part of Phase I of the DOE’s Rooftop Solar Challenge. Under the direction of Broward County’s Environmental Protection and Growth Management Department, and with guidance from the Office of Intergovernmental Affairs and Professional Standards, the county used this funding to launch Go SOLAR-Broward, which aimed to lessen the cost and burden of permitting for PV projects and increase the amount of solar energy generated in Broward County.

With the goal of reducing the barriers to installing PV panels, the county undertook a number of measures to improve the efficiency and reduce the cost and time of applying and receiving approval for plans. Such measures include:

» Creating an online system that issues permits for rooftop PV systems in less than an hour
» Eliminating the need for many site reviews with pre-approved PV panel designs
» Changing zoning ordinances to allow for the development of PV systems in locations previously prohibited due to deed restrictions and homeowner covenants, and
» Enacting legislation which created an owner-as-licensure exemption for individuals installing, uninstalling or replacing solar panels. This new legislation allows individuals to submit and sign permitting documents electronically, and eliminates the need to personally appear and sign the application before building officials at local building and permitting departments.

In early 2013, Broward County, with help from other recipients of Rooftop Solar Challenge funding, hosted the Go SOLAR Fest, a free public event that helped to increase the momentum for growing interest in PV rooftop panel installation. The event attracted more than 1,200 contractors, residents
and businesses from Broward County. With the festival’s success, a second Go SOLAR Fest is being planned for summer 2014.

IMPACTS

» The new online permitting system significantly reduces the time for receiving project approval (from a waiting period of up to several weeks to less than an hour), and eliminates the need for individuals to apply in person.

» Preapproved plan designs make it easier to begin work on installing PV systems.

» Zoning ordinance changes removed limitations on where PV systems could be installed, opening up wider potential for PV installation.

TAKE-AWAYS

» Streamlining processes can lower or eliminate barriers due to lower costs and expedited approval.

» Changes in local policy and zoning ordinances can create new opportunities for development.

CONTACT

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» For more information: www.broward.org/gogreen/gosolar/Pages/Default.aspx

“Broward County’s Go SOLAR program is a terrific model for counties trying to help residents streamline the solar installation process. We are so proud of our six-county collaborative effort to create this new tool.”

- Commissioner Kristin Jacobs
  Mayor, Broward County

Photo Credit: Flickr user CoCreatr http://goo.gl/cVThvD
SNAPSHOT
Since 2006, the Seminole Road Landfill in DeKalb County, Georgia, has been taking advantage of naturally occurring methane gas to produce electricity and fuel a county fleet of compressed natural gas (CNG) vehicles. Methane extraction at Georgia’s second largest solid waste landfill has allowed the county to reduce its environmental impact through the reduction of carbon dioxide and other greenhouse gas emissions, while generating income through the sale of electricity and CNG.

OPPORTUNITY
In response to increased energy costs and demands, DeKalb County commissioners asked county staff to develop a landfill gas facility that would save the county money; produce cleaner, less expensive energy; and make the facility a showcase for landfill gas extraction and use.

SOLUTION
Officials first considered creating a landfill gas-to-energy plant to fuel the county’s waste trucks with CNG, but initial studies revealed this plan to be too expensive. Instead, they opted to develop a plant that would capture and use the landfill’s naturally occurring methane—a byproduct of waste decomposition—to power electricity generators. Through a self-developed plan without a third-party developer, the facility was completed in 2006, just seven months after county commissioners approved its construction and the vendor received a notice to proceed. The county funded the project through the Sanitation Enterprise Fund, a user-fee added to each county residential household’s property tax bill.

In a ten-year agreement with Georgia Power, DeKalb County sells the electricity it produces from the extracted methane, generating revenue for the county while helping the local utility company meet its requirements for providing renewable energy to consumers. In this contract, Georgia Power agreed to purchase electricity at higher rates than their avoided cost price of energy generated by
fossil fuels, enabling the county to recover the $5 million in capital costs for the project’s development in just over four years. Any extra revenue is used to offset other sanitation costs to keep fees lower for its customers, as DeKalb County does not use general tax revenues to fund solid waste operations.

In 2009, the county received $14.9 million in federal stimulus funds from the U.S. Department of Energy, of which $7.08 million was used to develop a new CNG fueling station using natural gas captured at the landfill. Since the station opened, the county has converted more than 40 vehicles from diesel to CNG. The CNG produced emits fewer pollutants than diesel, and sells it for $2.10 per gallon, reducing carbon emissions and increasing fuel savings. DeKalb County aims to convert or replace its fleet of nearly 300 garbage and sanitation vehicles to use natural gas. Many organizations, including AT&T and the county Board of Education, are converting their fleet and fueling up at the DeKalb County site.

**IMPACTS**

» The electricity sold to Georgia Power generates nearly $100,000 per month for DeKalb County.

» DeKalb County expects to save $3 million on fueling county vehicles by 2020.

» One-third of the methane produced at the landfill is piped to a generator that produces 3.2 megawatts of electricity per hour, or enough electricity to power 3,000 homes.

» Another third of the methane produced is used to make renewable natural gas and utilized or sold as transportation fuels. The conversion facility is a LEED Gold Certified high-Btu (British thermal unit) production plant, which is the first in the nation to attain this status using landfill gas.

» The reduced emissions from using landfill gas are equivalent to the annual greenhouse gas emissions from 2,800 passenger vehicles, or carbon dioxide emissions from 34,200 barrels of oil.

**TAKE-AWAYS**

» Selling electricity generated through captured landfill methane can increase revenues for counties and help cover project costs.

» Taking advantage of federal funding opportunities for CNG conversion allowed for DeKalb County to create a new CNG fueling station, reducing both fuel costs and emissions for its fleet.

» Representatives of 16 countries have visited DeKalb County’s renewable fuels and electricity project to learn how a similar effort could be implemented in their communities.

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“"I can’t think of anything more full circle than a garbage truck that picks up garbage and at the end of the day fills up their truck with gas that is made from that garbage.””

– Billy Malone, Associate Director, DeKalb County Sanitation Department
SNAPSHOT
Following Hurricane Sandy, Suffolk County leveraged the Federal Emergency Management Agency’s (FEMA) Disaster Recovery Centers (DRCs) to engage residents in resources and opportunities available through county government. Multi-department teams met with residents to link them with county resources and the county’s constituent engagement unit followed up with each person to ensure that he or she accessed needed resources.

OPPORTUNITY
Hurricane Sandy damaged more than 16,000 homes in Suffolk County, impacting housing stability for owners and renters alike and leaving unprecedented impacts on the community. A sudden need for temporary housing and access to food, water and health care became critical. Cleanup needs not only included vegetative debris, but issues related to oil spills, mold spores and other chemical agents that posed public health risks to residents. Furthermore, damage to the Long Island Power Authority substation as well as damage to critical infrastructure threatened public safety on Long Island.

Desperate outreach from residents seeking the county’s help mounted quickly in the days following the storm, as many families who had never previously interacted with government or needed help were suddenly in a newfound predicament.
Approximately 28,000 Suffolk County residents applied for assistance with FEMA after Hurricane Sandy. In response to the extensive need, FEMA set up DRCs in Suffolk County towns of Mastic, Lindenhurst, East Islip, Hauppauge and Riverhead. Eleven days after Sandy made landfall in Suffolk County, the county began collocating resources at FEMA DRCs in conjunction with state agencies.

Suffolk County staffers working in general support functions assisted understaffed FEMA representatives by greeting residents, logging them in and directing them to the government work stations. Through this process, residents were provided with agency-specific assistance at all DRC locations, including vaccinations offered by the Suffolk County Health Department; social services applications for emergency need-based housing; in-take and guidance; and assistance with labor, economic development, food stability, clothing and community housing issues.

Each day residents from the most impacted communities completed intake forms, providing the county with basic demographic information of residents in need; it also identified the specific challenges facing each resident. These forms were provided to the constituent services coordinators who called every person who spoke to a county employee to ensure their questions were answered, offer additional resources where appropriate and verify that residents were armed with information about how to access government resources and support.

The engagement team also tracked each form, logging it into an access database and identifying residents who were particularly fragile or in need so that regular follow-up calls could be made to assess emerging issues. In acute cases, residents were called daily to ensure that they were safe and their basic needs were being addressed. Constituent services coordinators reached out to the nonprofit sector and developed a resource database in order to provide Suffolk County residents with information regarding opportunities for resources and assistance.

**IMPACTS**

» County staff met and followed up with 2,861 residents from Suffolk County who visited the DRCs to address their needs.

» County resources were quickly deployed in tandem with federal resources to meet critical needs, particularly in regard to food stamp replacement, employment disruption, assistance for the elderly and cleanup efforts.

» Citizen participation and understanding of county government was exponentially enhanced and the county was able to better introduce residents to the resources available through county government.

**TAKE-AWAYS**

» Suffolk County creatively worked hand in hand with other levels of government to ensure that residents are best served during a crisis situation.

» Suffolk County identified an opportunity to enhance the level of citizen understanding and engagement with government programs and resources, while offering a critical bridge to county, federal, state, nonprofit and private resources.
Constituent services were improved during a time when individuals lacked access to phones and regular modes of communication.

Intergovernmental communication was enhanced because county staff were able to provide assistance and guide residents to FEMA, state agencies and other non-county resources that also could meet their needs.

During a time of crisis, Suffolk County government proactively went out into communities to find out where resources were needed, as opposed to waiting for residents to reach out to county government for help.

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SNAPSHOT

To support government efficiency and increase civic participation in local government, Alameda County’s Board of Supervisors launched the Open Data Sharing Initiative, which leverages technology and citizen engagement to provide a more transparent and open government.

OPPORTUNITY

Among the many agencies and departments within Alameda County, there is an enormous amount of data that can be of high value if made publicly available. Alameda County leaders sought to enable certain types of data to be freely available for everyone to use and republish, without restrictions from copyright or patents.

SOLUTION

In 2012, Alameda County launched the Open Data Sharing Initiative to make its data available to the public. The Board of Supervisors directed the County Administrator’s Office and the Information Technology Department to develop strategies promoting open data and encouraging transparent government through technology and citizen engagement. A multi-agency committee was created to encourage all areas of county government to participate and to contribute data sets of potential value to the public.

The three primary components of the Initiative are:

» Data Sharing Platform: The county created a data portal, data.acgov.org, that is a vast repository of county data made easily available to the public. The portal also includes tools to encourage users to analyze, export and create data visualizations and to integrate the data with web and mobile applications. Data.acgov.org hosts over 100 data sets, including crime reports, restaurant inspections, health data, district boundary maps, renewable energy, green businesses, social services data and more. Additionally, this platform allows residents to use county data to create web and/or mobile apps that are beneficial to the community.

» AC Apps Challenges: Alameda County focused on raising the public profile of the initiative by organizing two community hackathons—interactive, day-long events in which software developers and other stakeholders collaborate to develop new tools. These events, dubbed AC Apps Challenges, provided residents with a sounding board for their ideas, opportunities for team collaboration with peers, and encouraged friendly competition resulting in innovative mobile/web apps created in a short period of time.

» Mobile Apps: A mobile version of the county website (m.acgov.org) was created to include contact information for each department, news, press releases, podcasts and social media links. Apps.acgov.org highlights seven smart phone apps designed to
I am thrilled about the success our Open Data Sharing Initiative has shown so far. It has proven to be a great way to educate the public about the many roles county government plays in their lives. It has also helped us to tap the immense pool of talent and creativity we have in our community as we continue our ongoing effort to improve the delivery of services we provide to our residents each and every day.”

– Supervisor Scott Haggerty, Vice President of the Board of Supervisors, Alameda County

provide self-service to county customers. Two such apps are shuttle.acgov.org and MOBILE CITIZEN. Launched in August 2013, shuttle.acgov.org is a mobile web app developed by two high school interns that allows users to access Alameda County Shuttle route information based on location, view a map of the routes or use the trip planner to connect the three routes together using Bay Area Rapid Transit. MOBILE CITIZEN is another mobile web app that allows residents to report issues such as potholes, graffiti, illegal dumping and other requests for services by simply taking a photo and submitting directly to the Public Works Agency.

IMPACTS

Because of the launch of the Open Data Sharing Initiative, Alameda County residents have easy and open access to county data, allowing them to more quickly meet their needs without having to retrieve information through the public records request process. The Apps Challenges enabled idea sharing and the creation of mobile apps, and the mobile apps themselves allow self-service and easy access to county information and services. The events also blended well with other county initiatives, particularly those focused on helping local youth.

Recent demonstrated impacts include:

» Increased civic participation in local government: the two hackathons attracted over 270 energetic participants, who in turn generated 44 creative app ideas and eight working apps within a six-month period.

» The data sets serve as a valuable resource for developers, civic groups and anyone else interested in building their own applications to address the tough problems faced by local government today.

» The Shuttle app has generated 40,000 hits in just two months, promoting public transit ridership through ease of information-sharing.

» MOBILE CITIZEN allows government agencies to respond to issues in real time, and promotes government transparency through citizen-agency communication.

» Increased youth engagement in a meaningful way: the county engaged students in the hackathons, and incorporates these innovation principles in its Youth Leadership Academy and other county and regional youth programs.

TAKEAWAYS

» Through open data, county residents and youth have been able to work together to create tools that will benefit the community using public data.
Mobile apps for government services empower citizens to share information and communicate with government agencies more effectively and efficiently.

County governments can rely on open data and mobile technology to promote government efficiency by reducing paperwork, empowering citizens to provide critical information and enabling government employees to see and respond to issues on-the-go.

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SNAPSHOT

In an effort to find a way to easily aggregate situational data in real time from a wide range of sources, Fairfax County developed the Emergency Data Gathering Repository to enable county agencies to efficiently and effectively communicate data during emergency events. Using this tool, the county can now monitor, respond to and recover from a range of disasters, both man-made and natural, by maintaining an information flow from field personnel to the county Emergency Operations Center.

OPPORTUNITY

In the summer of 2012, a large, fast-moving and aggressive thunderstorm, known as a derecho, barreled through Fairfax County, leaving a path of damage to residences, businesses and critical infrastructure. The storm caused widespread outages for several days across Fairfax County. Information about damages were collected by agencies and reported via spreadsheets and paper reports, which, once issued, were immediately out of date. Emergency Operations Center (EOC) staff struggled with consolidating a multitude of reports, while attempting to get ahead of the ever-changing information flow from the field. This limited the EOC’s ability to accurately assess conditions within the county and compromised their ability to make decisions about resources and response.

SOLUTION

In the aftermath, it became clear to agency decision makers that the county’s ability to restore and sustain essential governmental services to citizens was only as good as the real-time information available to responders. The innovation challenge that the county faced was twofold:

- Developing a quick solution that could be accessed through numerous county-issued devices as well as private devices via the Internet, and
- Displaying damage assessment information graphically and in real time, which can be visually consumed by users quickly and efficiently.

After Hurricane Sandy hit Fairfax County later in 2012, the idea to develop a damage assessment tool was transformed into a directive from the county executive’s office. An IT team of seven was then assembled to create the tool over two months. The team conducted interviews and gathered high-level requirements from 14 different county agencies that all have representatives in the Office of Emergency Management.

Once the team had beta tested the system with the 14 county agencies and various other county staff members, the process of refining the program and ensuring optimal efficiency took several additional months. This tool, the Emergency Data Gathering Repository (EDGR) system, allows the county to collect, aggregate and display data in geographic format using GIS. The final system
allowed data to be aggregated and displayed in map formats, and pushes data to field personnel to provide real time situational updates and receive and aggregate data from first responders. EDGR also provides county personnel with the capability to attach multiple pictures or short videos to their field observations. The pictures and videos can then be viewed either through EDGR’s reporting capability or by selecting a location on the GIS map layer.

EDGR delivers device-independent technology to county response personnel where and when they need it by providing an architectural framework that aligns cross-agency business processes, IT software and hardware, local and area networks, people and operations to facilitate data interoperability.

**IMPACTS**

» EDGR provides quick visualizations of county facility statuses for EOC personnel as well as senior county leadership.

» Additional functionality can be incorporated in the future, allowing situational awareness of county facilities to turn into a comprehensive view with information from a variety of sources.

» This created a single process for all agencies to enter new county-owned/-leased location information into a central repository.

» A new Road Hazards/Road Closures map communicates traffic incident information.

» Future versions will include partners such as Fairfax County Schools, Virginia Department of Transportation, nursing homes and dialysis centers.

**TAKE-AWAYS**

» The county developed an emergency management system that is now available and easily accessible to all county agencies at all times.

» Agency responsibilities on reporting facility status information and the flow of information through agencies has been clearly identified and simplified.

» Having a skilled IT workforce allowed Fairfax County to save resources and keep the program development and implementation in-house and avoid high contractor fees.

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REGIONAL COLLABORATION FOR TRANSPORTATION PRIORITIZATION AND FINANCING

EL PASO COUNTY, COLORADO | Population: 622,000

SNAPSHOT
In the Pikes Peak region of Colorado, El Paso County and four local municipalities approach transportation planning from a regional perspective. This collaborative effort allows the region to address critical transportation infrastructure and service needs through an innovative financing model.

OPPORTUNITY
Several key issues—congestion problems in Colorado Springs (the largest city in El Paso County), system backlogs to fund road maintenance projects and mobility concerns for a growing population—prompted leaders in El Paso County and local municipalities to work together to prioritize and fund transportation projects on a regional basis.

SOLUTION
Following a robust two-year public engagement process, voters in El Paso County and the municipalities of Colorado Springs, Manitou Springs, and Green Mountain Falls formed the Pikes Peak Rural Transportation Authority (PPRTA) and granted the PPRTA the authority to levy a one-cent sales tax to address transportation infrastructure and transit needs in the region. El Paso County Commissioners placed the ballot question before voters in 2004 on behalf of the proposed PPRTA. The Town of Ramah joined the PPRTA in 2009.

The PPRTA has prioritized and funded capital improvements, transit and maintenance projects in El Paso County.
The revenue from the one-cent sales tax is allocated as follows:

» 55 percent to a voter-approved list of capital projects (sunsets every 10 years)
» 35 percent to maintenance projects (on-going), and
» 10 percent to transit (ongoing).

The goal of the sales tax was to provide funds for basic maintenance needs, while also generating revenue to complete large projects that otherwise would not have been funded. The PPRTA funds approximately $74 million a year in critical needs, identified using a defined list of A, B and C projects prioritized by voters. The sales tax revenue dedicated to maintenance projects are allocated to the member governments on a per capita share based on population. Funding for transit programs—administered through Mountain Metropolitan Transit—supports fixed-route bus service, shuttles, paratransit and ridesharing programs.

The Board of the PPRTA is composed of elected officials from all participating local governments (three from El Paso County, three from Colorado Springs and one each from Manitou Springs, Green Mountain Falls and Ramah) and is administered by the local metropolitan planning organization, Pikes Peak Area Council of Governments. The administrative cost remains below one percent of revenue received as prescribed by the ballot language. All member entities are responsible for providing contract management and securing outside contractors for capital improvement projects.

In 2012, voters overwhelmingly approved (80 percent in favor) an extension of the capital portion of the PPRTA from 2015-2024, testifying to the value of the regional model and the impact it has had on county residents.

IMPACTS

» Cumulatively, over $500 million has been spent on major road and bridge projects, maintenance and transit services via PPRTA.
» Since its formation, PPRTA has completed 25 major capital projects, including road improvements and bridge replacements, and transit facility and fleet improvements.
» Continued community support has allowed PPRTA to address a variety of essential infrastructure needs, including signal timing, concrete repairs, resurfacing and pothole patching and on-street bikeway improvements.
» In 2012 alone, maintenance funds for all five member governments were used for nearly 80 lane miles of asphalt overlays, over 28 lane miles of chip seal, 13 miles of curb/gutter, 5 miles of sidewalks, 414 pedestrian ramps, 28,821 potholes filled and 47 bridges repaired.
» Mountain Metropolitan Transit provided 2.9 million trips in the Pikes Peak region during 2012, averaging more than 9,200 rides per day. PPRTA funding also leveraged federal grants to replace paratransit vehicles and for capital improvements.

“Through the Pikes Peak Rural Transportation Authority, we’ve pulled together as a region to bring everyone to the same table to discuss priorities. In this way, we ensure that we take into consideration both rural and urban needs to address the critical transportation needs of all our residents.”

– Commissioner Sallie Clark
El Paso County
**TAKE-AWAYS**

» This regional collaborative effort has become a model for other communities, speaking to the value of public engagement, regional collaboration and strategic planning to address transportation system maintenance and improvements across jurisdictional boundaries.

» City and county collaboration around transportation issues has broadened the conversation in El Paso County around shared approaches to strategic planning and opportunities to bolster intergovernmental coordination.

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PORT OF MIAMI TUNNEL

MIAMI-DADE COUNTY, FLORIDA | POPULATION: 2,496,435

SNAPSHOT
To reduce heavy congestion and improve vehicular and pedestrian safety, Miami-Dade County joined the Florida Department of Transportation, the City of Miami and Miami Access Tunnel, LLC in a public-private partnership to build the Port of Miami Tunnel. When completed, the project will improve the current connection between the Port of Miami and downtown by allowing easier access for trucks to interstate highways.

OPPORTUNITY
The Port of Miami supports 207,000 jobs, $6.4 billion in wages and $27 billion in economic activity, but the only access for cars, cruise line buses and one million annual trucks is through downtown Miami via the Port Bridge. This bottleneck results in major traffic congestion downtown, poses a threat to pedestrian safety and effectively limits the amount the port can operate and grow.

SOLUTION
The Port of Miami Tunnel (POMT) project aims to solve the port’s accessibility problems by constructing two tunnels underneath Biscayne Bay, widening the MacArthur Causeway and Bridge and upgrading the roads on Dodge Island on which the port sits. The POMT is expected to be completed in 2014, and will:

» Provide direct highway access to and from the port, allowing growth in port activity (particularly upon completion of the Panama Canal expansion)
» Remove thousands of commercial trucks and vehicles from downtown Miami streets, reducing traffic congestion and improving pedestrian safety, and
» Spur current and future development plans in downtown Miami.


Left: The Port of Miami Tunnel project will open up potential for heightened port activity while easing congestion and supporting new development in downtown Miami.
Right: Construction of the tunnel will complete in 2014.
The Port Tunnel is a public-private partnership project that will improve access to and from PortMiami serving as a dedicated roadway connector linking Port facilities with Florida’s Interstate Highway System. In addition to providing quicker access for Port-bound trucks and cruise passengers, the Port Tunnel will reduce traffic congestion in downtown Miami by diverting traffic from downtown residential and commercial streets.”

- Bill Johnson, PortMiami Director

Miami-Dade County had been involved in the planning process with the Florida Department of Transportation (FDOT) for more than 20 years to determine the best solution for the port’s connectivity issues, including the pre-engineering phase and deciding the tunnel to be the best option. In the mid-2000s, FDOT had secured a private contractor to finally begin development of the tunnel, but when funding became scarce and the private firm imploded during the financial crisis of 2007-2008, FDOT discontinued movement on the POMT project. The county, adamant that the project must continue, successfully lobbied in Tallahassee to get the POMT active again.

To complete the POMT, Miami-Dade County entered a 35-year public-private partnership (PPP) with the City of Miami, FDOT and Miami Access Tunnel (MAT). MAT is responsible for overseeing all of the design, finance, operation and maintenance of the project until October 2044, after which FDOT will assume responsibility. Miami-Dade County will assist FDOT and the City of Miami in assuming the project’s capital costs. POMT is budgeted at $914 million.

As part of the PPP, FDOT has agreed to pay for 50 percent of capital costs and 100 percent of the operations and maintenance costs, while the other 50 percent of capital costs will be covered by Miami-Dade County and the City of Miami. Of that, Miami-Dade County will be responsible for approximately $400 million, including $100 million in general obligation bonds to be paid at the start of the project, right-of-ways valued at approximately $55 million, $160 million to be paid at the completion of the project, and a contingency reserve of $100 million.

County officials were concerned about the number of workers and contractors from outside the county who would be hired. Miami-Dade County worked with MAT to create the Operation 305 campaign in order to ensure qualified Miami-Dade County vendors, suppliers and direct employees were hired to work on POMT. Through Operation 305, MAT has also held numerous local job fairs and vendor expos.

IMPACTS

» The POMT will provide a direct connection from the Port of Miami to interstate highways, thus keeping the port economically competitive.

» The POMT is expected to result in thousands of new, permanent jobs within the state.

» Through Operation 305, 80 percent of the 968 direct hires working on the tunnel are Miami-Dade County residents.

» Eliminating port traffic from downtown Miami will allow the downtown area to better accommodate the $13 billion in new development and 60 percent increase in population it has experienced in the past decade. ³

» Downtown streets will be safer as a result of the reduced congestion and truck traffic.

SUCCESS THROUGH TECHNOLOGY INNOVATION

In a partnership with IBM through their Smarter Cities initiative, Miami-Dade County is using data it collects to improve services for residents and help county agencies share information despite shrinking budgets and aging infrastructure. Smart metering has allowed the Parks, Recreation and Open Spaces Department to monitor water consumption and identify leaks remotely, and is expected to reduce water consumption by 20 percent and save up to $1 million a year. The county is using data to better understand traffic and ridership patterns for public transit, and a pilot transportation project aims to improve traffic and promote economic development by increasing transit ridership to targeted communities. The Miami-Dade Police Department is using technology to help reduce the amount of time it takes to generate leads and identify criminals, and remove barriers to sharing information amongst other law enforcement agencies.

TAKE-AWAYS

» Successful lobbying in the state capital by Miami-Dade County revived a project of great importance to the county that otherwise would have remained dead.
» Working with the private firm contracted to construct the POMT ensured that county residents would directly benefit from hiring needed to complete the project.
» The PPP allowed for county involvement in a unique financing package that enabled the project to continue during times of economic uncertainty.

CONTACT

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The completion of the Target Field Station transit hub will ease transportation connections and support increased commercial and recreation activity around the Twins stadium in Minneapolis.
“design-build” wherein one team completes both the design and construction phases. When complete, the space will contain restaurants, retail and office space as well as a MetroTransit Police station, an underground parking garage and more. A new green space, called “The Great Lawn”, will be used for events and concerts and will also offer much-needed open space to downtown. “The Cascade” will be a large open stairway that can serve as a central meeting place or informal amphitheater. The underlying concept is to improve the urban experience around the ballpark by creating flexible spaces that can accommodate both special events as well as everyday community gathering.

With plans to utilize the area year-round, the development will use excess energy from the nearby Hennepin Energy Recovery Center (HERC) to heat sidewalks and stairways, a process that will ultimately prove to be more cost-effective than shoveling snow. The project will also capture runoff and cycle it back to HERC to cool the ash, reducing water consumption and preventing new runoff.

IMPACTS

» Construction of Target Field Station will increase transportation connectivity and allow visitors to access the area safely and efficiently.

» Target Field Station will knit together Minneapolis neighborhoods and serve as a central gathering point.

» Construction of the facility will create 300 jobs.

» County leaders expect to reap returns in excess of $20 million via naming rights, rents, licensing and fees, parking fees and other financial returns on top of the benefits of increased private investment in the community.

TAKE-AWAYS

» The need for a transportation facility turned into an opportunity to create a dynamic public space meeting many different needs.

» A combination of state, federal and local funds with private investment made this major project possible.

» A focus on high-quality design and creative programming of public space boosts the value of the infrastructure investment in Target Field Station.

CONTACT

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“
The public-private partnership behind this project will create an iconic new space, generate private funds to offset public costs and enhance the public space, and become the busiest transit hub in the State of Minnesota.”

– Commissioner
Peter McLaughlin,
Hennepin County

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REGIONAL COOPERATION FOR LAND USE AND INFRASTRUCTURE PLANNING

SHELBY COUNTY, TENNESSEE | POPULATION: 927,644

SNAPSHOT
Recognizing the value of regional cooperation in metropolitan planning initiatives, Shelby County is leading the way to create a regionally unified vision for comprehensive land use and infrastructure planning.

OPPORTUNITY
Development in the Greater Memphis Area, which includes four counties in Tennessee, Mississippi and Arkansas, has historically occurred in a spontaneous and piecemeal fashion. The lack of coordination has hindered efforts to invest in and improve the region’s economy, infrastructure, aesthetic appeal and environmental sustainability.

SOLUTION
With a $2.6 million U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant, Shelby County and many regional partners formed a consortium to embark on a two-year planning process. The result of this visioning effort, the Mid-South Regional Greenprint and Sustainability Plan, was completed in September 2013. The plan aims to improve

Left: Leaders in Shelby County hope to improve regional quality of life through investments in green infrastructure.

Right: The regional planning process in Shelby County included a robust public engagement effort.
regional livability and sustainability through a unified vision—a plan for improved quality of life, connectivity to parks and open spaces, bicycle and pedestrian infrastructure, public health, environmental quality and affordable housing. The plan brings together public and private entities to coordinate efforts to:

» Provide data mapping and analysis to support regional planning
» Build community engagement
» Carry out a study to determine how transit access to areas of employment can be improved
» Perform health impact assessments of existing and planned infrastructure projects, and
» Complete HUD’s Regional Fair Housing and Equity Assessment, designed to help stakeholders identify investment priorities that promote access to opportunity.

In addition to the regional planning efforts advanced through the Mid-South Regional Greenprint and Sustainability Plan planning process, efforts are underway to sync land use, economic development and infrastructure planning in the Memphis Aerotropolis. Memphis is the seat of Shelby County and home to more than two-thirds of the county’s residents. Its airport is now considered to be the only Aerotropolis in North America, an airport-integrated area that attracts development and impacts nearly 50 square miles around the airport. FedEx operates out of the Memphis Aerotropolis as its North American hub; the company’s operations account for nearly 90 percent of the airport’s $28.6 billion annual economic impact. Much like in the Greater Memphis Area, though, uncoordinated regional planning has led to a number of social, economic and environmental issues: 31 percent of the land is vacant; one-fifth of the roads carry nearly 80 percent of the traffic; the number of low-income families is 37 percent higher than the Shelby County average; and 2.7 percent of the area is parkland, none of which is connected.

To counteract this, the Shelby County/City of Memphis Division of Planning and Development (a joint city-county agency) is leading the development of the Aerotropolis Master Plan, with support from the HUD Community Challenge Grants program. The plan’s vision is to improve county and regional coordination and development affecting the Aerotropolis through: improved public safety; identifying vertical business clusters; land acquisition and investment; neighborhood-based mixed use clusters; connections to rivers and waterways; renewable energy development; improved transportation infrastructure; continuing education; and branding and marketing.

In tandem with this effort, a number of site-specific planning projects are in progress, including:

» Performing an environmental impact analysis to construct a multimodal bridge across the Mississippi River which would provide passenger, commercial and rail access to the airport

“... The Mid-South Regional Greenprint and Sustainability Plan represents the first collaborative effort for regional sustainability in the tri-state area. Implementing this vision will raise the quality of life for our county and region by enhancing the environment and health, better connecting people to jobs and services and improving economic competitiveness.”

– Mayor Mark Luttrell
Shelby County
» Completing the Highway 78 corridor, which would connect Memphis to Birmingham, Ala. via Interstate 22, and
» Completing a landscape master plan and gateway beautification plan.

IMPACTS
» More than 80 organizations and 200 individuals from the Greater Memphis Area have participated in the Greenprint’s regional planning consortium.
» To date, 40 community meetings and discussions have taken place about the Mid-South Regional Greenprint and Sustainability Plan involving close to 1,000 residents from the region.
» Efforts to improve and expand the Memphis Aerotropolis have attracted new businesses to the region. Electrolux will be building a new manufacturing plant that is expected to employ 1,240 people and add approximately 2,000 new supplier jobs in the region.

TAKE-AWAYS
» Multi-sector, multi-partner regional planning initiatives create the opportunity to bring together non-profit organizations, local and state governments, educational institutions, community groups, private businesses and individual citizens to build a unified vision for growth and development.

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DeKalb County, Ga.

The Honorable Alisha R. Bell
Commissioner
Wayne County, Mich.

The Honorable Mary Ann Borgeson
Commission Chair
Douglas County, Neb.

The Honorable George F. Bowman Sr.
Commissioner
Jefferson County, Ala.

The Honorable Paula Brooks
Commissioner
Franklin County, Ohio

The Honorable Joe Bryan
Chairman of the Board
Wake County, N.C.

The Honorable Keith Carson
Chair, Board of Supervisors
Alameda County, Calif.

The Honorable Toni Carter
Commissioner
Ramsey County, Minn.

The Honorable Sallie Clark
Commissioner
El Paso County, Colo.
The Honorable Irma Clark-Coleman
Commissioner
Wayne County, Mich.

The Honorable John Eaves
Chairman
Fulton County, Ga.

The Honorable Audrey Edmonson
Commissioner
Miami-Dade County, Fla.

The Honorable Ed Eilert
Commissioner, Chairman
Johnson County, Kan.

The Honorable Rich Fitzgerald
County Executive
Allegheny County, Pa.

The Honorable Nancy Floreen
Council Member
Montgomery County, Md.

The Honorable Joan Garner
Commissioner
Fulton County, Ga.

The Honorable Gregg Goslin
Commissioner
Cook County, Ill.

The Honorable Jane Hague
Councilmember
King County, Wash.

The Honorable Lloyd Hara
Assessor
King County, Wash.

The Honorable Andrea Harrison
Council Chair
Prince George’s County, Md.

The Honorable James D. Healy
Board Member
DuPage County, Ill.

The Honorable Sally A. Heyman
Commissioner
Miami-Dade County, Fla.

The Honorable Gerald W. Hyland
Supervisor
Fairfax County, Va.

The Honorable Clay Jenkins
County Judge
Dallas County, Texas

The Honorable Randy Johnson
Commissioner
Hennepin County, Minn.

The Honorable Don Knabe
Supervisor
Los Angeles County, Calif.

The Honorable Pete Kremen
Councilmember
Whatcom County, Wash.

The Honorable Vilma D. Leake
Commissioner
Mecklenburg County, N.C.

The Honorable Lee N. May
Interim Chief Executive Officer
DeKalb County, Ga.

The Honorable Mattie McKinney Hatchett
Commissioner
Oakland County, Mich.

The Honorable Peter McLaughlin
Commissioner
Hennepin County, Minn.

The Honorable Sharon Greene Middleton
Council Member
Baltimore City, Md.

The Honorable Cynthia Mitchell
County Clerk
Denton County, Texas
The Honorable James G. Moustis  
Board Member  
Will County, Ill.

The Honorable David L. Nicholson  
Circuit Clerk  
Louisville Jefferson County Metro Government, Ky.

The Honorable Patricia S. O’Bannon  
Supervisor  
Henrico County, Va.

The Honorable John O’Grady  
Commissioner, President  
Franklin County, Ohio

The Honorable Dolores Ortega-Carter  
Treasurer  
Travis County, Texas

The Honorable Toni H. Pappas  
Commissioner  
Hillsborough County, N.H.

The Honorable Julia Patterson  
Councilmember  
King County, Wash.

The Honorable Toni Preckwinkle  
President  
Cook County, Ill.

The Honorable Victoria Reinhardt  
Commissioner  
Ramsey County, Minn.

The Honorable Dave Roberts  
Supervisor  
San Diego County, Ca.

The Honorable Christopher T. Rodgers  
Commissioner  
Douglas County, Neb.

The Honorable William J. Ryan  
County Legislator  
Westchester County, N.Y.

The Honorable Judith Shiprack  
Commissioner  
Multnomah County, Ore.

The Honorable Dave Somers  
Councilmember  
Snohomish County, Wash.

Theresa Speiker  
Chief Assistant County Administrator  
Contra Costa County, Calif.

The Honorable Robert Steele  
Commissioner  
Cook County, Ill.

The Honorable Shelley Goodman Taub  
Commissioner  
Oakland County, Mich.

The Honorable Mary Rose Wilcox  
Supervisor  
Maricopa County, Ariz.

The Honorable Denise Winfrey  
Board Member  
Will County, Ill.
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