

2015 Annual NACo Conference

February 21 – 25, 2015

Trip Report By: Brandon Elefante, Member of the Honolulu City Council

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**2015 Annual National Association of Counties (“NACo”)
Marriott Wardman Park Hotel, 2660 Woodley Road, N.W., Washington, D.C. 20009
Report by: Brandon Elefante, Member of the Honolulu City Council**

BACKGROUND

The National Association of Counties (“NACo”) is a national organization that represents 3,069 counties across the United States. The City and County of Honolulu is a member of NACo. NACo was founded in 1935. Its primary mission is to promote sound public policies by pursuing excellence in public service to “produce healthy, vibrant, safe and resilient counties.” In addition, conference attendees have the opportunity to hear from key speakers about how federal policies affect counties.

This year’s conference was held in Washington, D.C. Majority of the conference sessions were held at the Marriott Wardman Park Hotel, 2660 Woodley Road, N.W., Washington, D.C. 20009 and some sessions were held at the U.S. Capitol. The conference began on February 21, 2015 and ended on February 25, 2015.

The conference attracts county elected officials from across the U.S. In addition, some notable guest presenters included U.S. Vice President Joseph “Joe” Biden Jr. I hope this information will provide you with a better understanding of the role of NACo and the impact that our Federal Government can have on counties.

Saturday, February 21, 2015

Arrival day in Washington, D.C. and Conference Sessions

I stayed at the Omni Shoreham Hotel on 2500 Calvert Street, N.W., Washington, D.C. 20008. The hotel was a five minute walk from the conference hotel. I took the Metrorail to Woodley Park-Zoo/Adams Morgan station from the Washington D.C. Reagan International Airport. The Metrorail was only a five minute walk to the Omni Shoreham Hotel.

*Note: I arrived in Washington, D.C. at 10:17AM. I did miss some morning sessions.

***Transportation Steering Committee: Airports Subcommittee Meeting
1PM to 2PM***

I attended the Transportation Steering Committee session. Dr. Emilia Istrate, NACo research director began the presentation and highlighted these points:

- You can research various airports by using www.naco.org

The discussion then transitioned to airport priorities:

Annie Russo and Faye Malarkey Back

Airport Funding Tools and Other Information

- \$3.35B Congress Airport Improvement Program (“AIP”)
 - \$3.32B actually awarded
- 7.5% excise tax on airplane
- Airports have two to three years to use entitlement money
- Current authorization ends on 9/30/2015
- There is a shortage of commercial airline pilots
 - 86 airports have a decrease in departures
 - Pilots wages have increased
 - Decline in quality of new hires
 - Pilot certificates are down
 - 18,000 employees are retiring
- Essential Air Service
 - FY2015 \$250 Million (“M”) in funding
 - www.takeflighttomorrow.org
 - Encourage people to be aviators or be a part of the airline industry
 - Student loans for flight training is expensive

Transportation Steering Committee: Transit/Rail Subcommittee

Jim Healey, moderator

2PM to 3PM

Bill Terry, APTA, Senior Legislative Representative

Trends:

- In third quarter of 2014, there were 55M trips taken
- 1.4M trips per day on bus/rail
- 2014: 71% transit initiatives on the ballot across the country
 - 41/58 passed
 - There is a trend that there is a willingness to be taxed in order to enhance the transportation network
 - 14 Cities with Bus Rapid Transit (“BRT”)
- 2015: Eight more cities expand; increase in BRT
 - More folks into the urban area
 - 24 cities have light rail
 - Six more in 2015 (i.e., Houston, Sacramento, and Portland, are a few to name)
 - 18 street car projects
 - Heavy rail in New York City, San Francisco, and an extension in Boston
- APTA advocates for economic development
 - Transit impacts high growth in business sectors
 - Guerilla in the room: How did we transition to the next Surface Transportation Bill?
 - Passing the gas tax is an option
 - May 31, 2015: Current MAP-21 extension expires
 - There are a number of freshmen folks on the Hill (in Congress)
- Important to communicate what transit means in our community
- Number of freight and rail tragedies have made the news recently
 - Working on rail safety legislation

Transportation Steering Committee: Highway Subcommittee

3PM to 4PM

Out of all the subcommittees relating to transportation, this session had the most attendees.

- Reauthorization Bill
 - Short term: Extend MAP-21 and Highway Trust Fund (Set to expire in May 2015)

Jessica Monahan, NACo Staff

- Gave an update about what's happening on the Hill
 - Now is the time to influence policy decision makers
 - 2015: ½ of Congress is new
 - It is critical that we stop “kicking the can down the road”

There was a short presentation about an autonomous vehicle. There is interest in this technology but no significant movement on this issue. The remainder of the session was an open forum for attendees to share issues and ask questions to NACo staff. There was some discussion on the following issues:

- County roads
- Toward Zero Deaths (“TZD”)
 - 0 fatalities on our highways
 - NACo supports establishment of federal TZD grant program
 - Implement proven safety practices and programs
 - Tied to reauthorization of federal funds
 - Federal Trust Fund
 - Need a long term funding source
 - Need to fix the Federal Trust Fund (need to get money in the fund)

Sunday, February 22, 2015

***Community, Economic and Workforce Development Steering Committee: Economic Development Subcommittee and International Economic Development Joint Task Force Meeting
10AM to 11AM***

Dr. Emilia Istrate, NACo Research Director opened the session with information about how we can track our county online through the Economic Tracker. [See Exhibit A]

- Some key highlights from the worksheet:
 - Top Five Specialized industries for our City and County of Honolulu:
 - Federal Government \$10.8B
 - Insurance Services \$1.2B
 - Hospitals \$1.2B
 - Telecom Services \$945.7M
 - Management and Consulting \$793.5M
 - Average pay in 2012 is \$41,056
- Gross Domestic Product (“GDP”) increased by 2.4% from 2013 (comparison made to 2014)
- Housing market is cooling down
- Four economic indicators

- GDP
- Unemployment Rate
- Home Prices
- Jobs
 - In 2014, job growth accelerated
 - 863 counties have not recovered yet since the recent recession
- Overall, there was \$25M in economic development across the nation

The session also included a panel discussion:

- One third of exports has contributed to economic growth
- America has the largest economy
- 90% of loans go to small businesses
- Small businesses are critical
- When large contractors get contractors, small businesses also get work as well
 - (E.g., GE and Honeywell)
- What role does import/export banks play in our country?
 - Helps with regional development and payroll tax
 - People benefit from import/export financing
 - One county had a goal of 150,000 new jobs with \$8B in new revenue
- There are 300,000 small businesses that export today
 - Germany exports six to seven times more than the U.S.
- 80% of purchasing power is outside the U.S. borders
- Political climate on the Hill:
 - “Crony capitalism” only benefits a few companies
 - Export goods and jobs
 - Congress has the authority to reauthorize power to import/export banks

***Update from U.S. Department of Commerce, International Trade Administration
Ashley Zuelke and Felicial Dullam***

- President’s goal is to export goods/services
 - \$2.3 trillion (“T”) U.S. exceeded in goods and services
 - Five year growth
 - Need to focus, streamline, increase export financing, open markets, and collaboration among county governments

***Community, Economic and Workforce Development Steering Committee: Workforce
Development Subcommittee***

11AM to 12PM

***Carrie Hughes, Senior Labor Policy Advisor for the House Education and Workforce
Committee (Democratic staff)***

- Ms. Hughes provided committee updates
 - 75% of youth funding goes to support outside youth

- Children need to be in school longer
- Youth Promise Act
 - Grant to provide “seed” money on how to reduce crime and get kids out of crime
- Workforce Innovation and Opportunity Act Update
 - Blanche Sharp, Mark Jacobs, and Orrin Blanche provided updates:
 - Passed law last year
 - Working on implementation and rule making
 - Training current members
 - Need employer engagement and it is better to train on the job
 - Governors have more authority over counties

First Time Attendees Orientation

1:30PM to 2:30PM

NACo Executive Director Matthew Chase

NACo President Riki Hokama

Deborah Cox, NACo staff

Emilia Istrate, NACo staff

Karon Harden, NACo staff

- Vision of NACo is to “Achieve healthy vibrant and safe counties across America.”
- NACo is non-partisan
- It was established to represent county governments as institutions
- 3,069 county governments
 - 22% are represented at the annual NACo conference
- Headquarters in Washington, D.C.
- Why counties matter?
 - 40,000 elected officials in county governments
 - Large county like Los Angeles to a county in Texas that represents 72 people
 - 10 policy steering committees and 13 lobbyists
 - Federal government pays to build things → counties have the responsibility to operate and maintain them
 - Advocacy:
 - 1) Large urban county caucus
 - 2) Rural action caucus
 - 3) Western regional (15 states from the west)
 - Altogether, it forms a “Mini-Congress”
- Mid-term elections
 - Most spent; lowest voter turnout
 - 16 more seats went to Republicans in the House; 10 more seats went to Republicans in the Senate
 - Republicans control Congress

- Tax bonds and Medicaid are some priorities
- President Hokama is working hard on the Surface and Transportation Reauthorization Bill
 - Last reauthorization → funding cut by 30% for transportation initiatives
- 84 members of Congress are former county officials
- Dr. Emilia Istrate briefed the new attendees on how to use the NACo database and find economic tracker reports, etc.
- Dan Gillison briefed the new attendees on solutions and innovations for counties
 - Need to focus on leadership and business development
 - “People don’t know how much you care until you show them how much you care.”
 - Shared future dates of NACo Conferences
 - Feb. 20 – 24, 2016
 - Feb. 25 – March 1, 2017
 - March 3 – 8, 2018

Monday, February 23, 2015

Opening General Session

9AM to 10:30AM

United States Vice President Joe Biden

NACo President Riki Hokama

Mr. Jason Grumet, Founder and President of the Bipartisan Policy Center

Vice President Joe Biden

It was an honor to hear United States Vice President Joe Biden address the delegates at this conference. He shared a lot of information about initiatives that the Obama Administration is advocating for and about his personal political career and the impact counties have on people.



- Vice President Joe Biden began his political career as a New Castle County, Delaware council member
 - He shared his story about going door-to-door to meet constituents
- Counties have an impact on people
- Employment rate is down from years ago (5.7%)
- Deficit down by two-thirds
- International monetary fund raised to 3.6%
- Foreigners see the U.S. as a best place to invest
 - Boston Consulting Group—survey conducted last year found that investors said they would come back and invest in the U.S.
- Workers are three times more productive than China

- Cheap energy and we have the top research universities
- Need to do two things:
 - Invest in our workforce—need more skilled workers
 - Wife, Jill, is a community college professor
 - Invest in infrastructure—need a modern infrastructure
 - 28th in the world in transportation infrastructure
 - According to the Society of Engineers, America needs to invest trillion of dollars in the next 10 years
 - Six out of 10 jobs in the next 10 years need a college degree
 - \$1.3M jobs in IT
 - \$63,000 average salaries
 - Need 600,000 registered nurses
 - Need 100,000 skilled manufacturers
- Community colleges are the best kept secret
 - Education dominated the 20th century
 - America provides universal education from Kindergarten to 12th grade
 - Provided in every geographic region
 - The rest of the world caught up to America's standards
 - Need to invest in education; especially in community colleges
 - Obama Administration's goal is to be the best educated country
- Everyday we move 52 million tons of goods = \$46 billion dollars
- Counties don't have much resources; need to grow America
 - TIGER grants (Federal Highway Funds) \$4 billion in 2009
 - Need to cut "red tape" and reduce the amount of years for projects from three to five years to one and ½ years
 - Federal government is committed to public transportation
 - Need more private financing
 - Great Britain is 30%
 - America is 3%
- In conclusion, Vice President Biden shared these main points:
 - Need a skilled workforce
 - Education is key
 - Invest in modern infrastructure
 - Both education and infrastructure is what built our American economy
 - Focus on the middle-class
 - Wealthy people will do well
 - Poor people will have a way up

Showed NACo video: <http://www.naco.org/legislation/Pages/Counties-Matter.aspx>

NACo President Riki Hokama

- Live Healthy (new program for healthcare)

- Savings for the county
- Free for the county if county is a NACo member
- Partner with CVS Caremark

U.S. Trade Ambassador Michael Froman

- Public service is about providing things and getting things done
- 761 residents Sloat County in Minn. to LA County \$10M
- Losing 800k jobs a month in five yrs.
- Unemployment rate increased towards 10%
- Increase in exports
- \$2.5B last year in exports to goods and services
- Factory Employment is going up
- Need to create jobs for the future that America wants → good paycheck
- Obama's trade economics
- More money for the middle class in their pockets
- Spillover effects of trade
- \$1 on Agriculture export goods = \$1.22 it will generate
- 300,000 of firms that export; 98% export
- Will we have the opportunities to see what we make overseas
- Restrictions; trade barriers
- Asia/Pacific—Trans-Pacific-Partnership (TPP) 12 countries; \$23B/year
- When trade is fair our business can compete
- Secure bi-partanship support re: trade agreement
- U.S. needs to take the lead
- 25,000 billion songs were downloaded on iTUNES (since 2002)
- One out of five companies are on the Fortune 500 companies
- In today's global economy the only constant is "change"

Mr. Jason Grumet, Founder and President of the Bipartisan Policy Center

- Our history is deeply rooted with working together
 - Opportunities to rebuild relationships
 - Solutions
1. Increase participation in elections
 2. Address dark money—disclosures
 3. Focus on the people that come to Washington
 4. 113 days that Congress was in session (less amount of days)
 5. Need to have members be on the floor longer and in session
 6. Encourage members to travel together to forge relationships
 7. Bring back earmarks (ban earmarks is step in the wrong direction)

8. President Johnson; advocated for Civil Rights Bill; Democratic Committee; focused on Republican Support; A senator wanted a NASA research center in Purdue and got it. Bill passed.
9. Transparency and Private
10. Sunshine Law—Drives people away from the people
11. Need to trust members of Congress; Members need to trust each other
12. Bring the support and knowledge forward to The Hill

End of Opening Session

Workshop Block 1

10:45AM to 12PM

County Economic Tracker 2014

Dr. Emilia Istrate, Director of Research for NACo

Mr. Nicholas Lyell, Senior Research Associate

The County Tracker 2014 shows how each county economy has fared over the past years and where they stand in 2014. We will look at GDP, home prices, unemployment, job creation, and average wages to gain an understanding of each county economy across the nation. At this workshop we will review the major findings of the County Tracker Research Report and then dive into the information on their county's profile and how the information can be used.

- Job growth accelerated in 2014
- 4% growth rate
- Recovery was sluggish
- Honolulu had a faster growth
- 124 county counties with more than 1/2 million folks
- 1/2 if jobs are in large counties
- National Economy as a supply chain
- Mid-size counties (50k to 500k) have share of manufacturing jobs
- Small counties have agricultural jobs

Annual measures

1. U-rate
 2. Jobs
 3. Economic Output (GDP)
 4. Median Home Prices
- 65 counties have not fully recovered
 - Honolulu has not recovered
 - Annual Wages in 1/2 of County Economies declined

Five Specialized Industries for Honolulu

1. Federal Government \$10.8B
2. Insurance Services \$1.2B
3. Hospitals \$1.2B
4. Telecom Services \$945.7M
5. Management and Consulting \$793.5M

[Refer to Exhibit A]

Workshop Block 2

1:45PM to 3PM

The Impact of Changing Interest Rates on County Budgets

Mr. David Keen, CFO, NACO, Moderator

Mr. Richard Gould, Treasurer, Greene County, OH

Mr. David Messerly, Chief Financial Analyst, Director, Global Investor Relations

Mr. Jim Powell, Senior Vice President, Multi-Bank Securities, Inc.

Mr. John Tuohy, Deputy Treasurer, Arlington County, VA



A panel will address government and investment policy restrictions and educate attendees on how treasurers invest. Audiences will gain insight on how treasurers approach respective investment opportunities, learn about the economic factors involved, absorb best practices and hear about helpful tools and smart strategies for dealing with investment challenges.

Mr. Richard Gould, Treasurer, Greene County, OH

- 60% of General Funds comes from sales tax than real property tax

Mr. John Tuohy, Deputy Treasurer, Arlington County, VA

- Have a diversified portfolio (repositioned portfolio)
- 20% of four to five year space
- Shorten up and less interest rate risks
- Predicts that interest rates will go up next year
- Water/Sanitation 40 yr. timeline

Mr. David Messerly, Chief Financial Analyst, Director, Global Investor Relations

- Support members' needs for finding and liquidity for finance and housing development in regions
- 12 banks are independent
- Joint and several obligations (all banks share the obligation of the debt)
- Have an affordable housing program (FHLBANKS contribute 10% of earnings to AH program)
- 2/3 of what they do is three years or less

Goal: Raise awareness of how interest rates have an impact on county governments

30 year mortgages (in the high threes currently)

- By end of next year we will be near 5% (projected)

Strong economy has an impact on mortgage rates.

- Last few years hard to get mortgages
- Renting v. Buying (need to watch this comparison)
- Housing appreciation (have gone up in the last few years)
- Generally, three to four percentage increase in appreciation
- Housing appreciation will be stable in the next few years
- Avoid holding money in a pool; be diversified with investments of funds
- *Interesting to note* that the treasurer has to develop relationships with brokers and collaborate with other county treasurer
- Takes awhile to develop relationship with broker

There was a question that was asked if there were an increase to the interest rates will it make government cost more?

A: Mr. Powell mentioned that the low rates could cause inflation

Below are other notable points made by the panel:

- Banks getting out of public funds

- Letters of credit (not allowed in Ohio and Virginia)
- Texas can use letters of credit

Workshop Block 3

1:45PM to 3PM

Crafting a Strategic Communications Plan for your County

Mr. Todd McGee, Public Relations Director, North Carolina Association of County Commissioners and President of NACo Information Officers and NACo Board member

Mr. Jessie Beyer, Communications Manager and Business Analyst, Blue Earth County, MN

Dr. Jacque Lambiase, Associate Professor and Interim Director, School of Strategic Communication, Texas Christian University

Workshop participants will have the opportunity to learn about the importance of and foundation for building an effective strategic communications plan. Dr. Jacqueline Lambiase, Associate Professor and Interim Director of the School of Strategic Communication at Texas Christian University will share her expertise on crafting a measurable comprehensive communications plan for counties. Additional panelists will share insight on the development of their County's plans to provide best practice examples for other counties to replicate.

Dr. Jacque Lambiase

Importance of Communication Planning

- Most of the attendees were elected county officials
- Content Marketing
- You can be your own media company/platform
- Having your communication game in order is important
- Have a plan that supports the mission of your county
- Shared an example of zoo director in San Francisco that mentioned blame zoo guests for causing the animal to kill someone. Should have express condolences to the person first
 - San Francisco lost court of public opinion and attendance
- Plan ahead to prepare for crises
- Be more proactive than reactive
 - It shows that you're on your game
- Know areas of responsibility
- County officials are not an essential part of people's lives
- People come to you when they need something
- Paradigm Shift

1. Stories that you tell should be integral to the discussions that to go on in the community
2. You must listen. Data set must be sound good.

A very short history of storytelling...

- People remember the best stories and tell them (started with camp fires and print media)
- Internet is personal and is hyper rich
- The internet gives you metrics in digital spaces that you didn't have before
- Find out people consistently sharing your content
- Measurement
- People are visual
- Photos with a few captions are effective
- Think about recurring stories and themes
- Need credibility, facts, and emotions

I had to leave at 3:50pm to attend a session at 4pm session on the Next Generation Business meeting.

Next Generation NACo Business Meeting 4PM to 5PM

The primary purpose of the NACo Next Generation is to provide a grassroots forum for young county officials to network, become engaged in NACo and develop a new generation of association leaders. The network will identify and serve the unique educational and professional development needs of young officials, and draw on the talent, ideas and expertise of young officials to inform NACo's strategic plan and programs and services for the future. It is targeted for young elected officials under 35 years old. More information can be found online at:

<http://www.naco.org/NextGen>

- Also in attendance was Hawaii County Councilmember Greggor Ilagan and Kauai County Councilmember Arryl Kaneshiro
- Chair Ben Rogers addressed the attendees
- Vice Chair Buddy Boe explained about the initiatives for the next generation of leaders
- Also, Commissioner Lee May, who help found this chapter in NACo shared a few words with the attendees
- Members also voted on new officers for the next year.
 - Chair Buddy Boe
 - Vice Chair Alisha Bell
 - Treasurer Laura Montoya
 - Secretary Efren Carrillo

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This session was a great opportunity for me to meet other young elected officials. Many of them share the same challenges as we face here in Honolulu.

Tuesday, February 24, 2015

Meeting with the Federal Transit Officials at 10:30AM to 12:30PM at the Federal Transit Administration Office.

I attended a separate meeting not relating to the NACo Conference. Moreover, that meeting was part of Resolution 15-19, CD1. This can be accessed online at:

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-161540/RES15-019.htm>

Our report can be found on the City's Docushare website as Council Communication 118:

<http://www4.honolulu.gov/docushare/dsweb/Get/Document-163445/dspage06645139914039894280.pdf>

Capitol Hill Briefing | All Health is Local: Medicaid and the Role of Counties in Local Health Systems U.S. Capitol Visitor's Center 2PM to 3:30PM

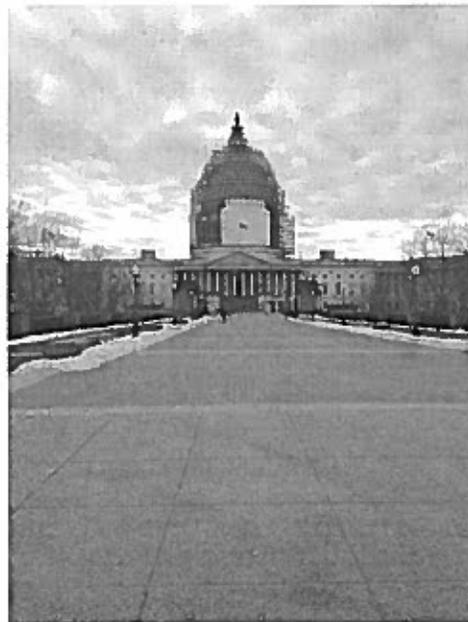
Also in attendance from our Hawaii delegation were my colleagues, Maui County Council Chair Mike White and Maui Councilmember Michael Victorino.

- How real world federal policy and programs play at the county level
- Overall seeing increase in behavioral issues (mental illnesses)

Dr. Bob England (Director of Metro Phoenix, Public Health)

BobEngland@mail.maricopa.gov

- How public health works
 - Get a feel for why it matters
 - Public health is not healthcare
1. It's what we do to ensure a healthy public life
 2. Think about our public transportation system



- Ensure safe environments and health hazards
 - Work with schools and other areas
 - Infectious disease has declined in the 20th century
 - Local county funding is less than \$3 per person per year
 - 70% is pass thru from federal funds
 - Obesity has gone up across the country
1. Most chronic diseases is associated with obesity
- Need to look at past
 - Biggest tool healthcare is antibiotics
 - Past -- re: infectious diseases
1. Put in sewers, infrastructure, etc.
- Need to look policy and have flexibility
 - Phoenix conducting outreach to universities, etc.
 - crucial that we sustain funding and be proactive

Edward B. Michalik, PsyD

Mental Health/Development Disabilities Administrator

Berks County, PA

- We are partners (all healthcare and behavioral, substance abuse, and mental health is local. It starts at home)
 - \$83M for local Medicaid funds
 - Improve access to recipients
 - Strict standards
 - Provide audits
 - Realized \$4B in savings over the past years
 - \$9B pumped into safe and affordable housing
 - Difficult to find safe housing
 - Built networks across PA
1. Certain required services
 2. Reduced alliance with state institutes
 3. More mentally people in prisons
 4. Address all populations and services
 5. No one gets turned away
 6. Had fraud and some criminal cases for people who taken advantaged of the system
 7. Consistent benefits
 8. Do a lot of process and problem solving
 9. Police officers are trained to deal with mental illnesses

- Healthhomes
- Better coordination for people to get services.
- Reflect on our own lives

10. People need to trust their county/public health officials

Dr. Donald A. Haney, Administrator

Thornapple Manor/Barry County Medical Care Facility

Barry County, Michigan

- Look at whole person
- Michigan 25% are obese
- Facilities are very rural in nature
- Spread residents (have own personal rooms)
- How do address those costs:

1. Matching funds
2. Certified public expenditure program

- Long term care

Dr. John Shannon, CEO

Cook County Health and Hospitals System

Five million people (A big county)

- Two hospitals, training/research
- County jail

Budget

- \$1.5 billion
- 6,700+ budgeted FTEs
- Cook County taxes represent less than 15% of CCHS revenues
- Per member (Affordable Care Health)
- Big portion of the revenue

1. Managed Medicaid Revenue
 - Medicaid Health Plan

- One million ambulatory registrations per year
- Largest provider of cancer care
- Giving \$500M of uncompensated care
- In 2014 could early enroll folks

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- Setup network providers; partners
 - Attempting to align tools
1. Hospitals
 2. Healthcare
 3. County Jails
 4. Medicaid Plan

Wednesday, February 25, 2015

I met with our Hawaii Congressional Delegation on Capitol Hill in their respective offices. The purposes of these meetings were to meet and greet. In addition, we discussed issues pertaining to our Honolulu Rail Transit project and the U.S. military downsizing in Hawaii and how that may impact our local economy.

This was my first time visiting our Hawaii representatives in Congress. I also ate in the cafeteria as well and met other folks from across the nation visiting their representatives as well.

- *The Honorable K. Mark Takai, U.S. Congressman*
 - The meeting was approximately 45 minutes
- *The Honorable Brian Schatz, U.S. Senator*
 - The meeting was approximately 45 minutes

There were no other scheduled events for the day. This concluded the NACo Conference.

City Council
City and County of Honolulu

CLAIM FOR TRAVEL REIMBURSEMENT

Date: May 15, 2015

Traveler: Councilmember Brandon Elefante

Event: 2015 NACo Conference *Legislative*

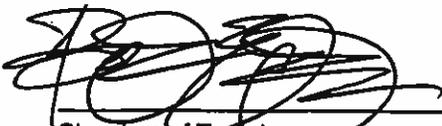
Location: Washington, D.C.

Dates: From February 20, 2015 To March 1, 2015

February 25

Description	Amount	Notes:
1. Registration Fee		
2. Airfare	926.10 <i>433.10</i>	
3. Hotel	1566.36	
4. Meals		
5. Ground Transportation		
6. Tips		
7. Other		
Other		
Other		
8. Adjustment		
TOTAL REIMBURSEMENT	2492.46 <i>433.10</i>	

This is to certify that the above data, based upon receipts submitted to Council Administrative Support Services via a CCLTRVL02 form, is accurate. Further, I am claiming reimbursement for expenses associated with a trip in which City business was conducted and personal funds were used to advance payment:



Signature of Traveler

May 13, 2015

Date