

# Cabinet secretaries, federal agency expo to headline 2023 NACo Legislative Conference

#### by Charlie Ban senior writer

NACo's Legislative Conference has always served as a meeting place for county and federal officials, but 2023's edition, set for Feb. 10-14, will widen the scope of that interaction for 2,000 local elected leaders.

A federal agency expo at the Washington Hilton in Washington, D.C. Feb. 13 will bring over 100 federal officials representing 50 offices from 28 agencies in one place, ready to engage with conference attendees. That includes the Treasury Department, the Department of Agriculture and the Forest Service, the Federal Communications Commission, the Department of Transportation, the Environmental Protection Agency and more.

General Sessions will of-



Buttigieg

fer a variety of perspectives from leaders in the executive branch.

Transportation Secretary Pete Buttigieg and Jack Markell, U.S. ambassador to the Organisation for Economic Co-operation and Development, will address the Feb. 13 General Session. Buttigieg is a former mayor of South Bend,



Ind., where he served from 2012-2020.

That session will also include a panel discussion among Presidential Senior Advisors Gene Sperling and Mitch Landrieu and White House Deputy Chief of Staff John Podesta, moderated by Susan Rice, director of the Domestic Policy Council.

Treasury Secretary Janet Yellen will address county officials at the Feb. 14 General Session.

Yellen served as chair of the Federal Reserve from 2014-2018. She served for three years of the Clinton administration as a member of the Federal Reserve Board of Governors and

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## Boot camps train newly elected county officials

#### by Charlie Ban senior writer

Springfield County, Md.'s councilmembers seemed to be stepping on rakes every way they walked.

They ignored conflicts of interest, flouted open meetings laws and just couldn't do anything right. Michael Sanderson, the executive director of the Maryland Association of Counties, was fine with that. The fictional county was a cautionary tale for the 60 newly elected county officials starting in 2023: Don't do what Commissioner Donnie Don't does. That buffoonish behavior at the association's Winter Conference in January illustrated exactly what not to do, and that would be a more memorable lesson than simply modeling good behavior.

"A lot of people are coming into office with no experience, they've just been campaigning, and we want to let them know that this isn't going to be

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## High-school students step into county commissioners' shoes

by Meredith Moran staff writer

Eleven Knox County, Tenn. high-school students are serving as "junior commissioners" in a county effort to get the next generation excited about local government.

The three-month program will give teens the opportu-

nity to sit in on county board meetings, including a zoning hearing regarding land use policies; participate in direct constituent services such as town halls and take part in a mock session where they'll get to make motions, argue points and vote, according to Knox County Commissioner Larsen Jay, who planned the concept. "What we're trying to do is break down the barrier of knowing what your local officials do, and if we can kind of give them a taste for what public service looks like, then I think the politics won't seem as scary or unobtainable," Jay said.

### Janet Yellen to address NACo members

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as the chair of Clinton's Council of Economic Advisers from 1997-1999.

The conference opens Friday, Feb. 10 with the all-day CIO Forum, with sessions touching on cybersecurity, infrastructure, data-sharing and digital equity.

Members of NACo's 10 policy steering committees will meet Saturday, Feb. 11 to receive federal updates on their issue areas and pass interim policy resolutions guiding NA-Co's advocacy efforts. A firsttime attendees breakfast will help new conference-goers get a handle on the various offerings and opportunities.

On Feb. 12, members of NACo's Rural Action Caucus



Treasury Sec. Janet Yellen Photo courtesy of Treasury Department

(RAC), Large Urban County Caucus (LUCC) and Western Interstate Region will discuss



USAGE	PERCENT
Transmission and distribution:	66.2 percent
Treatment:	17.6 percent
Storage:	10.1 percent
Source:	4.6 percent
Other:	1.6 percent

Source: Center for Sustainable Systems, University of Michigan 2021 "U.S. Water Supply and Distribution Factsheet." Pub. No. CSS05-17

matters that transcend steering committees. Educational workshops will offer best practices for implementing the American Rescue Plan Act. Bipartisan Infrastructure Law and Inflation Reduction Act, using harm reduction strategies in substance abuse and more. Attendees are invited to a conference-wide Super Bowl IVII event.

Feb. 13 will also feature summits addressing broadband, solutions for the country's mental health crisis and wildfire resiliency and public lands management.

Following the Tuesday, Feb. 14 General Session, members will head to Capitol Hill for a group picture and meetings with their federal representatives. Others can attend the RAC Day of Action at NACo's office located at 660 N. Capitol Street NW, focusing on the 2023 farm bill. CN

Learn more and register at https://www.naco.org/ events/2023-legislative-conference.

## Turnover leads to brain drain

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like running a Rotary meeting there are ethics laws, procedures and things like that," Sanderson said. "There's an adjustment, and we want to make it smooth. We have a pretty big wave of new folks starting at the same time this year, so we had an obvious window to help them get started."

While NACo is still compiling local statistics on the 2022 election, anecdotal evidence suggests roughly a change in one-third of the seats every four years, with that figure potentially rising as state term limits take effect. That means a significant portion of the experience and institutional knowledge leaves county courthouses and makes education for public officials a priority.

The Maryland association still sends everyone home with a three-ring binder packed with reference materials, but Sanderson said some of the most valuable learning came when he mixed the rookies with veterans and got them talking shop.

"They sit around the table and talk about how you conduct yourself at the grocery store when that neighbor suddenly is pestering you," Sanderson said. "They really are hungry for that kind of advice and guidance and not getting it from a random person, not from their county, but just somebody who's done this kind of stuff before."

Ralph Patterson knew his way around the Charles County, Md. courthouse, usually when he'd come to visit his mother, now state Del. Edith Patterson, who was a commissioner for eight years. He took office in January, and pivoting from 17 months of campaigning to governing was daunting. and so too was his apprehension before the training.

"I was always afraid that was going to be like a graduate-level class, where you'd be sitting there trying to drink from a firehose," he said. "They made everything digestible. They know we're getting hit with a lot at once, so they were careful not to pile on too much."

Chief among his concerns was learning about state legislative issues and how he could best communicate their local effects to his constituents

"They didn't tell us how to vote, but they basically showed us the pros and cons of those issues," Patterson said.

Brandy Grace brought her experience as Milliard County auditor to her job as CEO of the Utah Association of Counties, and that has guided her revision of the association's educational programs. She has 56 new elected officials in the 2023 cohort

"I thought about everything I wished I had known back then," she said about developing the curriculum. "The most important thing was strategically timing the lessons to they're coming when they're really needed, rather than trying to learn everything at once."

Utah county officials start off with a lesson on the legal requirements to run meetings and manage governmental records, with a primer on the state legislative process. In March, they reconvene to learn about property values and the overall ecosystem of the local public sector.

"I try to help them understand the various elected roles so they kind of know who's responsible for what in their county, how we all incorporate," Grace said. "We talk about property documents being recorded, then the assessor

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President Publisher Chief Public Affairs Officer Brian Namey Public Affairs Coordinator

Denise Winfrey Matthew Chase Charlie Ban Alyxa Hawkins

**Editor and** Senior Writer Mary Ann Barton **Digital Editor** and Senior Writer Junior Staff Writer 202.942.4223 Meredith Moran FAX 866.752.1573 **Design Director** Leon Lawrence III

ADVERTISING STAFF Job Market/Classifieds representative **National Accounts** representative Mary Ann Barton

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### Junior Commissioner applicants identified local needs and plans to address them

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A 2022 study conducted by think tank Next100 found that respondents ages 18-36 viewed a petition as having more impact than working in government. Jay said he thinks the disconnect comes from a lack of understanding about what local government does. He hopes junior commissioners can bridge that gap.

"When I have engaged directly with the next generation of leaders, those [high school] juniors and seniors who are figuring out who they are in the world and what impact they're going to make, they're interested, they're fascinated, they want to know how sausage is made and they want to get engaged," Jay said.

"When you connect with them and that light bulb goes off and they realize, 'Wait a second, this is my elected official standing here right in front of me — I have direct access to them,' they realize that you can start nudging your community right here, right now, instead of waiting for some sort of big national 'whatever' that they're never going to be able to touch on a scale of Washington and that sort of top-tier politics."

Jay said he's wanted to create something that would connect youth to local politics ever since he visited a local high school to learn more about its robotics program and ended up speaking to students about his role as a county commissioner.

"They started asking me... 'What do you do? How do you do it? What is a commissioner? Why do I care?' And I had a couple of dialogues where you can see the interest and you can see it wasn't like, 'Here's a boring politician cutting a ribbon, here's a guy who's actually taking an interest in us,' and I just kept thinking, 'How do you engage that?"

While a loose idea to educate young people on the inner workings of local government had already been planted, it was low voter turnout in 2022 at the local and state level that propelled the Junior Commission into reality, Jay said.

"I got so frustrated and went,



Knox County, Tenn. Junior Commission participants pause for a photo at the Knox City County Building Jan. 23, the day the program launched with an orientation and meeting. Photo courtesy of Larsen Jay

'Wait a second, less people are voting, less people are getting involved, less people want to run for office and we have a really divided, jaded community about civic leadership, which is really public service at its core, so forget all the people who are not getting engaged, tell me who is,"' Jay said. "And that's when I just sort of remembered, you've got this huge population of young people who, it's not about commodities and money and sort of superficial things — it's impact.

"They want to know the impact that they're going to make, and they're going to go work for people who have an impact in the community, they're going to go follow and support people who are going to actually do something."

The choice to only open the program to high school juniors and seniors was an intentional one, according to Jay.

"It's an age when they're thinking, 'What am I going to do in the world? What does it look like after high school?"" he said. "Obviously, it could be college, career, military, but they're at a point when they're starting to understand that there is a government around them, a society — that they fit in a community. We really felt like anything sophomore and below, your world is still pretty much taken care of by your family — there's not a lot of interaction.

"You're not driving yet, so you don't really understand driving laws, you're not really paying for stuff yet, so you don't really understand taxes, so it was kind of an age when we felt like they were actually having engagement with their community and could understand that this stuff doesn't just happen, it happens because of the glue of government."

To get the word out about the program, the Board of Commissioners partnered with Knox County schools, connecting with high school teachers, principals and guidance counselors and expanded their reach through local newspapers, a radio station and even went old-school with flyers.

Applicants had to share something about themselves and answer why they want to be a junior commissioner, why they think local government is important and were asked to identify an issue or need in their community and provide an idea to address it. Receiving around 70 applications with only 11 slots, each county commissioner had to choose one applicant who lives in their district to be a junior commissioner.

Knox County Commission Chair Courtney Durrett chose Gabriela Sánchez Benítez, a Fulton High School junior, to mentor. Durrett said Benítez's answer regarding a Knox County issue and proposed solution is what made her stand out.

"It was incredibly well-written, she was very thoughtful," Durrett said. "She went into very intricate detail of how to address the problem that she gave, which actually was a lack of a relationship [between the] government and the community — I liked that because it really hit home with the whole purpose of doing this program."

Benítez's proposed solution was strengthening the bond between community and government through funding more events that aren't related to party affiliation and are instead an opportunity for residents to become educated on what resources local government can offer. Durrett said she's excited to be involved in the Junior Commission program and that she's seen firsthand the need for more education about local government for youth through her previous job as a high school government teacher.

"I know personally the disconnect that our students have with local government and the basic apathy for it," Durrett said.

"It's all this attention on national-level politics, but especially in education, there's little to no focus on local government, so this program will really bring awareness to exactly how important local government is to their daily lives and how it affects them."

Anand Patel, a junior at Farragut High School, will work under Commissioner John Schoonmaker. Patel said he's been interested in politics and debate for as long as he can remember and is looking forward to learning more about everything that goes into being a county commissioner.

"I'm really excited to get to be a part of it, because I see local politics as just as important as national and global politics — it affects our day-to-day lives more," he said.

## Anti-violence program encourages young people to consider consequences

#### by Meredith Moran staff writer

Safe and Sound, a violence prevention collaborative in Hillsborough County, Fla., recently launched a yearlong program aimed at young people to prevent community violence.

Firearms are now the leading cause of death for U.S. children and teens, surpassing vehicle-related deaths according to the Centers for Disease Control and Prevention. The program works with young men in Hillsborough County who have been arrested on gun charges, which can include possession of a firearm, gun-related threats and stealing that involves a firearm, according to Safe and Sound Executive Director Freddy Barton.

"What we've been working on is making sure the curriculum addresses, 'Do you understand not that life is about the choices you make, it's about the consequences of those choices?" Barton said. "You pick up a firearm in anger and you think that this is the only path, and you end up firing that bullet — that bullet may not necessarily have the person's name on it, but once it hits someone, it does, and you can't take that life back that was taken once you've fired."

The program is part of Hillsborough County's broader effort to address community violence. The county's \$200,000 allocation will also fund a short film to raise awareness of the consequences of gun violence and a community response team to provide support for county residents in the aftermath of losing a loved one.

Since its launch about three months ago, none of the six participants have recommitted an offense or had any probation violations. Youths without solid support systems typically reoffend within 18 days, while fewer than 20 percent of teens who have gone through Safe and Sound have re-offended following completion of programming.

"When you build a program where the kids have buy-in and they feel that they have a voice, they come, they participate," Barton said. "We've had our youth who are part of our program helping to lead community discussions on community violence and they talk about how and why they made the decisions that they did in an effort for us to figure out what we can do to prevent another kid from doing it, so we continue to do that work, and so far it's working, but we know that we've got so much more to do."

The first six months of the program runs on a three-phase plan, the first of which focuses on education surrounding community violence, which Safe and Sound sources from trauma centers and its educational partners, followed by personal experience awareness where participants engage with those impacted by community violence and the final phase is centered on preventing participants from recommitting a firearm-related offense, which can mean anger management or moral reconation therapy, depending on what each individual needs, Barton said.

"We do what's called 'layered education,' so imagine it as taekwondo - everyone comes in at the very beginning and you go from white belt to yellow belt, you have to go through stages," Barton said. "So, we create our curriculum so that some of it is self-paced, and then there's a group layer on top of it, so everyone when they come into the program is going to be working on, 'Here's the anger management curriculum.' Someone may be on Day One of this and someone else is maybe on Day Four, but everyone when we get to group level talks about the same thing."

The final six months of the program prioritizes mentorship, Barton said.

Only 31 percent of the teen boys who have participated in Safe and Sound's programming have an active male mentor in their lives, data shows, so Barton said the organization knew that mentorship had to be an integral aspect.

Most mentors come from Safe and Sound's faith-based partners. Other partners include the Board of County Commissioners, the Children's Board of Hillsborough County, the county's sheriff's office and public defender's office.

"Kids don't have that advocate for them sometimes, so we brought in the mentorship component to do two things one just to stand up for these kids to say, 'Judge, I know this young man, I'm working with him and I'm going to show up to court for this young man," Barton said. "The second reason is to give them that consistency, so once they exit out of the youth gun program after that six months, that mentor is going to stay connected with them weekly. 'How are you doing in school?

"If you're 16, 17, 18, let's try to find you some type of positive employment, whether it's part-time or whatnot, let's get you to the interviews, let's talk about how you're feeling this week.' So that's going to be our tracking that we're going to see, to make sure two things happen — one, that they don't reoffend and two, that they're starting to just change at least one thing about themselves for the positive."

The program runs out of the organization's reporting center, which was created out of funding from a 2020 Department of Juvenile Justice grant and serves as a 90-day alternative to incarceration for male teens who have committed non-violent offenses. Eligible youth attend school during the day and then go to the center from 3-8 p.m. to be in a structured, supervised environment. The center provides its youth transportation to and from programming as well as meals.

Thaddeus Wright, Safe and Sound's reporting center manager, got involved with the organization after hearing about its mentoring opportunities at his church, he said.

"One of the things that I've learned from working here is when the kids initially come in with their parents, their first interaction with us, they come in kicking and scratching," Wright said. "They don't want to be here, they don't want to participate in anything, they think it's a waste of time. And we basically have to beg them to step foot into the center. After about two weeks, the funny thing is, they start calling, 'Hey, I want

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### Mentorship earns plaudits in Hillsborough County's violence prevention program

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to make sure you're coming to pick me up today.'

"One kid in particular...his first day coming in, he couldn't stand the place, he hated it. Then we had a three-day class about relationships and the morning of the second day, his mom called and was like, 'Hey, I want to make sure you're coming to pick up my son.' I was like, 'Yes, why do you ask?' 'Because he couldn't stop talking about the program last night and he called me this morning at work and wanted to make sure that Mr. Thaddeus was coming to get him.' So, we did something to turn a light on in his head and he was excited."

Yasmin Smith's son completed his time through the resource center in 2022, but she said that he enjoyed Safe and Sound so much that he asked to go back, so he continues to spend time at the facility. Her son's favorite part of Safe and Sound is the mentorship.

"He said, 'I like being around the guys —they show me man stuff like changing tires or tying ties and telling us about how to be better men when we grow up," Smith said. "So, whatever they're doing in that program, I just hope it never closes down, because my son--he loves it, and I just want him to remain a participant."

His grades have improved and he's started collecting trash for the elderly people in their apartment building.

Participants take part in the center's existing services — including life skills and job readiness training, mentoring, tutoring and group and individual counseling — in addition to other elements specifically related to community violence, including going to trauma centers and funeral homes and speaking to those who have experienced the death of a loved one as a result of community violence.

"When they sit in front of an individual who's lost a family member to violence, the question from that mother is, 'Why did you want to hurt my child or take my child's life away?" Barton said. "And their response is, 'Well, I didn't do that. I didn't shoot your child,' Yeah, but you picked up a firearm and you could have — do you understand the pain that I have in my life?"

Plans are in the works to have participants paint a mural alongside Hillsborough County residents who have lost someone to community violence, where they'll talk through their respective experiences.

Safe and Sound also partners with men from Florida's Corrections Transition Program (CTP) who have spent anywhere from 24-33 years in prison for a life sentence related to community violence. They participate in an exercise with the program's teens that involves a mirror.

"I tell them, 'Look at yourself in the mirror, you're young. you're full of life. You've got all the possibilities in the world in front of you," Barton said. "Now they put the mirror down and I have the [CTP] gentlemen stand in front of them and I say, 'Now, think about if you make the choice to pick up a firearm in anger and you cause a destruction of life — the next time people in your community who love you, care about you, they see you, you look like these gentlemen here - you age that much.

"You're 50, 60 years old, and all that time in between has been taken from you, so understand that when you make these choices, you're not just affecting yourself, you're affecting your family, your community, those who love you, those who know you.' So, we're putting all of these pieces together so that kids understand that this is not as glorious as you see in media and the rap videos and social media. This is really serious and important."

Barton rejects comparisons to the reality television show "Beyond Scared Straight," which shows at-risk youth the "harsh reality" of incarceration.

"We don't treat this program like a detention center." Barton said. "When you come into our facilities, we have basketball courts, we have a huge field, kids can go outside and play, we have a computer lab that was set up in part with the NFL as part of a social justice component, so this is not going to be a place that feels like you're being penalized ... We don't take this approach where we're getting in your head and say, 'You're screwed up.' We don't believe in that — it's about educating them about the consequences of their choices." 🖸

## State associations pace newly elected officials to avoid overwhelming them

#### From TRAINING page 2

values them, then the auditor determines the tax rate and the treasurer sends out the tax bill. A lot of them haven't worked in the public sector before, so we try to put it all together for them."

The association partners with Utah State University to use extension offices throughout the state for seminars, which run for a few hours. September includes a budgeting workshop and the students celebrate their first year in office in December. From there, county officials can take enrichment classes through Utah State on specific topics.

Classes were online for Idaho officials in 2020, when the Idaho Association of Counties debuted its formalized County Officials Institute, and after a soft in-person launch in 2021, the association took the show on the road in fall 2022, holding classes in Latah and Bonneville counties. The institute's course catalog covers 18 credit hours of core courses and 12 hours of electives.

"We'll touch on planning and zoning, ethics and the basics, but we come back and give them a chance to work more hands-on with topics once they've had some time in office," said Kristin Cundiff, director of operations for IAC, who has guided the program during her tenure. "We can talk about different scenarios and hypotheticals."

While it's geared toward

the first-year commissioners, Cundiff said she sees plenty of experienced officials coming back for more.

"We've had some people take classes five times in the last 10 years because they learn something new every time," she said.

That kind of mixture of the blank slates and the experi-

enced officials is better than she had ever planned, and Sanderson aims for the same mix in Maryland conferences.

"We try to put the new people in tables with state senators with county government experience and give them a chance to really hear it from all perspectives," he said. "There's super-high value for the brandnew elected official who used to sell used cars, and now they run a jail. Suddenly they're the ones being handed the keys for the first time and that takes some getting used to. We just try to surround them with good teachers and good information."



Idaho Association of Counties Government Affairs Director Sara Westbrook prompts newly elected officials to share their work in a training session. Photo by Jessica Roth



# UPCOMING EVENTS

## 2023 WESTERN INTERSTATE REGION CONFERENCE

May 17-19 Washington County, Utah



## 2023 ANNUAL CONFERENCE & EXPOSITION

July 21-24 Travis County/Austin, Texas



# High Performance Leadership Academy changes game for human rights advocate

#### by Charlie Ban senior writer

When Spencer Chiimbwe moved to South Africa from his native Zambia in 2001, he was living practically on the opposite side of the world from Rockland County, N.Y.

But 21 years later, after living in a country just seven years past the end of apartheid, he became the county's human rights commissioner, bringing with him a career's worth of human rights work that just needed a little something extra to take him over the top.

Chimbiwe's penultimate point in his career — that has spanned international development, academia, service to both a member of Congress and the state Senate — was in the county's American Rescue Plan office, helping allocate COVID relief funding.

"You kind of wonder how we nabbed this guy," County Executive Ed Day said when announcing Chiimbwe's nomination in November 2022.

As human rights commissioner, Chiimbwe will lead investigations into discriminatory practices related to housing, employment, race, creed, age, national origin, marital status, sexual orientation, gender or disability.

"I have been inspired by the social justice conversation that spoke to my conflict and governance work experience from around the world," he said during his nomination.

"I have never been so sure of the power and vision for humanity in human rights work than now."

Despite that broad resume, Chiimbwe said what made the difference in finding his role with the county was his work in NACo's High Performance Leadership Academy. That, he said, is what made him pursue a leadership role.

"The academy brought leadership to me as a possibility within the country framework," he said.

"I thought it was only for people in high level management," but he saw the opportunity to make the jump.

He considered himself more of a public policy practitioner until a colleague suggested he take the 12-week online course.

"It's not that I doubted my confidence, but I hadn't em-

braced my empowerment," he said.

He did when it was time for the county Legislature to approve his nomination, though. It was there that he made the leap from government analyst to leader.

"When you know your material, you're judged by how you engage with the other leaders and how you talk," he said. "I was able to stand before the Legislature and meet them with calmness and confidence."

Despite his career experiences, which include work as regional coordinator for nine South African counties, work with the organization Action for Conflict Transformation, plus his work with the ACTION Support Center and the United African Congress, he had to reframe that experience.

"[The academy] has given me the cultural competence to understand where people are coming from and it has given me the humility to unlearn some of the things that I have learned," he said.

"Yes, I have a global frame of reference but contextualizing my global frame of reference into a local setting, that's where my skills will come in."

Coming to South Africa in 2001, he saw a country still figuring out its social balance, but knew relitigating the past would not necessarily lead to a better future.

"You could feel the social debris of apartheid," he said. "I worked with these friends, I sat in those forums, I listened to the people that participated and the Truth and the Reconciliation Commission. I'm hopeful that every generation has its own challenges, and the challenge is for them to collectively come together and say 'How can we address the challenges of our time?' We're not going to tell you to address the challenges of 1994, focus on the challenges of 2023."

Chimbwe's approach to the commission will stress collective ownership of human rights work, a proactive and consultative approach to mobilizing resources to turn ideas into action, while finding unity in diversity.

"Consultative approaches are a remedy to long-lasting solutions to human rights or any other undertaking," he said. "Government in many ways can seem inaccessible and unapproachable, but my vision is to make human rights work be as visible and accessible in the county."

He knows he'll get some pushback and is prepared for people to not understand what he's saying, and admits his accent may be part of that.

But it may also come from his message diversifying residents' understanding and inclusion of human rights.

"You have to be you, have to be ready to have this skin in the game and understand that people are going to push back against you and people are going to tell you what you don't want to hear," he said.

"Human rights do not belong to one group only," he noted.

"We are wrong to say if we think, if we talk about human rights, we think just Black or Latino. We shouldn't be dismissive of other groups that have got human rights concerns because it's been dominated by only specific groups. We have to 'outstretch the market' and let everyone embrace human rights, that's what it means."



Spencer Chiimbwe (left) greets Rabbi Shragi Greenbaum at Agudath Israel's November 2022 legislative reception. Photo courtesy of Agudath Israel

## TikTok: It's hip, it's fun and it's a security risk

#### by Rita Reynolds

Introduced in September 2016 by a Chinese companv and in the United States in 2018. TikTok allows users to create and share short videos that include music or other audio in the background.

It's become a popular social media platform for users to share their talents, comedy, lip-syncing, vlogs and more, allowing users to promote their talents and brands to make money.

Media, celebrities and politicians have used it in marketing campaigns to reach younger audiences, and businesses and organizations weren't far behind.

Local governments have hopped on, too. Health and human services departments spread information about prenatal programs along with COVID-19 updates. Some have promoted official campaigns and messages, such as mental health awareness, voter registration and other civic engagements.

But it has its downsides. Security concerns have grown over how user data is being used, and are further magnified by the fact that TikTok was developed and has its base in China.

The Trump administration tried to ban TikTok in 2020 but was overturned by the higher courts.

On Dec. 2, 2022, FBI Direc-

tor Christopher Wray warned that TikTok's privacy and data collection policies could allow for the capture of sensitive, personally identifiable information and that data could be accessed by the Chinese government for use other than permissions given by the user.

The FBI called TikTok a risk to national security in testimony before the House Homeland Security Committee in Novemmation on Americans..."

At least 25 states have banned TikTok on state-issued devices, all citing privacy concerns.

Many counties are now following a similar course of action. In a recent discussion on the NACo Tech Xchange, many counties have either banned TikTok use by employees on work devices or are in discussions to take that approach.

collection and storage practices need to be concerning unless or until they can be aligned with U.S. data privacy laws."

So, what can a county do? Options vary from banning TikTok completely, or having employees stop the use of Tik-Tok on county-owned devices. Not only is it the responsibility of counties to understand the concerns and evaluate the risks, but it is also vital that credentials in the current county password management tool, and change at least annually in accordance with our county password management practice.

2. I understand posting videos where sensitive county information is displayed is prohibited (e.g., HIPAA, PII, etc.).

3. I will ensure I use the In-Private browser window via internet on any county device to limit tracking (preferred as anti-virus software is running).

4. If I use a personal device, I understand that my location and cookies via Internet will be tracked (not as secure).

5. I will exit the TikTok app or website once I am done using it to avoid running in the background.

6. If I leave my department, I will verify with my management that my TikTok account has been de-activated prior to my last day working

#### Other recommendations

 Not allowing TikTok on corporate devices and barring personal devices with the Tik-

"There are county data security and privacy concerns, constituent data security and privacy concerns, and the perception that if we used it for our government purposes, it means we are comfortable with its use, so they should be OK with it." - DeKalb County, Ga. CIO John Matelski

#### ber 2022.

Security InfoWatch helped project light on the difference between TikTok and other social media platforms:

"The experts say TikTok is different. [Facebook and Twitter] are based in the U.S. and are using it to market products or sell data.

Law enforcement typically must go through the courts to get access.

China doesn't require that and could easily track data for the purpose of gathering infor-

"There are county data security and privacy concerns, constituent data security and privacy concerns, and the perception that if we used it for our government purposes, it means we are comfortable with its use, so they should be OK with it," said DeKalb County, Ga. CIO John Matelski.

"With the fear of cyber backdoors, hacking, facial recognition, location tracking, spyware and other personally invasive technologies at the forefront of everyone's mind, TikTok's data

counties take a perspective that sends a positive message of safety and privacy to county residents.

If a county does allow use, employees should be aware of and agree to several key points: • I acknowledge that I am aware of the security risks associated with using TikTok for the county and will ensure the following:

1. I will use a unique username and password (at least 14 characters including letters and numbers), store my

#### TikTok: Safety tips From TIKTOK page 8

Tok application into sensitive areas.

• Recommending users decline TikTok's prompts to access their phone contacts, which happens routinely. Once granted, this provides some contact information (e.g., name and phone number) for capture or review. TikTok's Privacy Policy does state that the company may collect additional information about users from other publicly available sources.

• Warning users against using other social media accounts to create a new TikTok account. This could provide TikTok with personal information from other apps, including demographic data and social network connections.

• Practicing basic social media hygiene. Do not post too much information about family/friends, work and professional information, location, or other sensitive information. No not to reveal personal information in comments or direct messages.

• Reviewing third-party app permissions in the TikTok security menu (under manage app permissions) to ensure any connected apps are known and should have access to data. Deny any apps that are not recognized or not necessary. This list should be empty.

• Using mobile device management tools on corporate devices to monitor what applications are installed.

• If using a "bring your own device" model, enroll devices into mobile device management software that allows for work-related apps and information to be containerized. This will separate work and personal app data and allow for remote data deletion in the event of a security incident. TikTok will have access to camera and phone applications that may allow it to collect environmental intelligence, even if it doesn't have access to sensitive business information due to containerization.

*Rita Reynolds is the chief information officer at NACo.* 



## WALTON COUNTY, FLA.

Created by: Alyxa Hawkins

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**BEACHES:** This county is known for its beaches, which sit along the coast of the Gulf of Mexico.

**BRITTON:** Within the county sits the highest point in the state of Florida, Britton Hill, at 345 feet.

**CHOCTAWHATCHEE:** The county contains Choctawhatchee National Forest, a U.S. National Forest established in 1908 by President Theodore Roosevelt.

**DEFUNIAK:** The county seat is DeFuniak Springs.

**EDEN:** Added to the National Register of Historic Places in 2021, Eden

Mansion sits in Eden Gardens State Park. This 18th-century mansion was used in the filming of the 1972 horror film "Frogs." **EMERALD:** The northwest part of Flor-

ida where Walton County is located is known unofficially as the Emerald Coast. This is a roughly 100-mile-long stretch of Florida that sits on the Gulf of Mexico.

**FLORIDA:** Walton County is located in the "panhandle," in western Florida.

**GOLF:** Fancy a game of golf on vacation? Walton County features numerous championship-tier golf courses. **MIRAMAR:** With a population of 8,002, Miramar Beach is the largest city within Walton County.

**REDBAR:** When on vacation to one of Walton County's beaches, a dinner at the Red Bar in Grayton Beach is a must-do.

SCUBA: Want to make scuba diving part of your vacation? Dive30A has deployed artificial reefs within the Gulf of Mexico for visitors to dive around.

**SEAFOOD:** The area is also known for its locally caught Gulf seafood. Visitors can even charter fishing trips and catch their own dinner while visiting the county.

**TRUMAN:** The 1998 film "The Truman Show," starring actor Jim Carrey, was filmed in the resort town of Seaside within Walton County.

UNDERWATER: Off the coast of Grayton Beach State Park sits the Underwater Museum of Art or UMA, North America's first permanent underwater sculpture park. This museum was created through a partnership between the Cultural Arts Alliance of Walton County and the South Walton Artificial Reef Association.

**WALTON:** The county is named for Col. George Walton Jr., who served as secretary of the Florida Territory in 1821.



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# Familiar Faces network explores behavioral health systems of care at Texas meeting

#### by Nina Ward

Bexar County, Texas, a Familiar Faces Initiative Peer-Learning Site, models effective cross-sector data-sharing and familiar faces programming to divert residents with behavioral health conditions from justice system involvement to treatment.

The name of the initiative, Familiar Faces, refers to individuals who frequently cycle through jails, homeless shelters, emergency departments and other crisis services. Over time, these individuals become familiar faces to county workers in these sectors.

The Familiar Faces Leadership Network, a cohort of 13 elected officials, participated in a peer exchange in Bexar County to learn how the county partners with leaders across sectors to support a robust behavioral health continuum of care.

#### Developing a behavioral health system of care

The Southwest Texas Regional Advisory Council oversees the trauma and emergency health care system in 22 counties, including Bexar. Over the last decade, council leadership has partnered with local hospital systems to address increases in the number of mental health patients within their emergency health systems.

A study revealed that the behavioral health crisis was more pervasive than initially understood — the same individuals were frequenting all hospitals, not just a single location. To tackle the challenge, the advisory council created the Southwest Texas Crisis Collaborative, a behavioral health care system, representing Bexar County, the City of San Antonio, all major health care systems, philanthropy, public safety leaders and behavioral health providers.

The collaborative shares information across participating entities through an Organized



The Familiar Faces Leadership Network participates in a recent peer exchange in Bexar County, Texas.

Healthcare Agreement. The shared data is used to identify familiar faces for targeted programming, gaps across the system and solutions to improve system efficiency and outcomes. All participating entities contribute data and funding to support the sustainability of the system.

## Addressing social determinants of health

Through partnerships, Bexar County operates a co-responder team, mobile crisis response unit and Restoration Center a 24-hour. one-stop diversion center where law enforcement can drop off individuals in need of crisis care who have access to the minor medical clinic or sobering unit. These services divert individuals with behavioral health needs from the criminal legal system to providers that can address the full spectrum of social determinants of health.

Haven for Hope is a transformational campus for people experiencing homelessness and serves 1,700 people a day. The Familiar Faces Leadership Network toured the campus, which was designed as a "small town," offering services from an acute medical care station to a barber shop. The courtyard, a low-barrier shelter, is open to anyone who needs a safe place to sleep and offers three meals a day, laundry services and mental health care. Transitional housing is available for those engaged in treatment and housing and financial planning. Over 13,000 clients have moved to permanent or other transitional housing since the campus first opened in 2010.

#### Support for Justice Involved Individuals

Behavioral health services are also available to individuals who are arrested and not immediately deflected. The Justice Intake and Assessment Annex, located at the county jail, screens people for potential diversion at booking. The Prosecutor's Office at the annex is open 24/7, so that



The Familiar Faces Leadership Network participates in a discussion during a recent meeting in Bexar County, Texas.

people who are eligible for diversion are processed quickly through the system. The Office of Pretrial Services is also located within the jail and available to individuals while they await charges. Furthermore, Bexar County operates the Reentry Center one block from the exit of the jail where people returning to the community or the public can connect to services; the top four services provided are:

• Food, hygiene and clothing assistance

- ID recovery
- Mental health services
- Utility support

Bexar County ensures availability and access to services that address people's social determinants of health through county investments and partnerships that support a comprehensive behavioral health system of care. More information about Bexar County's efforts (https://familiarfaces. naco.org/resources/case-study*bexar-county-texas/*) and the Familiar Faces Leadership Network are available on the website: https://familiarfaces. naco.org/. This peer exchange was generously supported by Arnold Ventures. CN

Nina Ward is the senior program manager for behavioral health and justice at NACo.

## PROFILES IN SERVICE

#### ASHLEY LEHUALANI KIERKIEWICZ

**NACo Board Member** Council Member County of Hawai'i, Hawai'i

Number of years active in NACo: Two

Years in public service: Four

**Occupation:** Public servant, changemaker and mother

**Education:** Bachelor's in Political Science, University of Hawai'i-Hilo

**The hardest thing I've ever done:** Organizing emergency response initiatives during a volcanic eruption and the COVID pandemic.

Three people (living or dead) I'd invite to dinner: The Dalai Lama, Coco Chanel and Catherine the Great.

A dream I have is to: Serve in the U.S. Congress.

You'd be surprised to learn that I: Used to have my own radio show —"Teen Talk with Ashley" — during high school.

**My favorite way to relax is:** Surf, go to the beach with my kids and read a good book.

**I'm most proud of:** Activating a network of 40+ Resilience Hubs throughout Hawai'i Island



#### KIERKIEWICZ

to support community connection, economic development and disaster response.

**Every morning I read:** What's happening in the world via the Apple News app.

My favorite meal is: Lox and bagel with all the fixings.

My pet peeve is: When there is no follow-through on a commitment.

**My motto is:** Life is too short to never see what you're capable of. Train, build, create and obsess.

The last book I read was: "Principles: Life & Work," by Ray Dalio

My favorite movie is: "Tommy Boy"

**My favorite music is:** Anything I can dance to!

My favorite U.S. president is: Hawai'i Boy, Barack Obama.

My county is a NACo member because: Relationships across the country are invaluable and it is incredible to share an island's perspective at a national level to influence public policy.

#### GET TO KNOW...

#### Welcome,

#### Benzie County, Michigan

Benzie County, Mich. was created in 1863 as Unszigozbee County and was later renamed for the French phrase "Riviere Aux Bec-Scies," or "river of saw-bills [ducks]." Measuring roughly 361 square miles, Benzie is the smallest county in Michigan and has only one traffic signal — and it's part-time. According to the 2020 census, the county's population is 17,970. In all, 304 residents live in the county seat of Beaulah.

Over 36 percent of the county is publicly owned land, including the national park Sleeping Bear Dunes National Lakeshore, which is known for its scalable Dune Climb and was named "the most beautiful place in America" by ABC's "Good Morning America."

**Benzie County, Michigan** 

#### Benzie County

features more than 100 lakes, the largest of which is Crystal Lake, measuring at 9,854 acres. Located in the village of Beulah, the lake has also been referred to historically as "Cap Lake," for the whitecaps on its surface. The county is proud of its Betsie Valley Trail, which was formerly a track along the Ann Arbor Railroad line and has since been turned into a spot for hiking, skiing and biking.

The Michigan Legacy Art Park, a 30-acre sculpture trail, is also located in the county. The park was created in 1995 by artist David Barr, who wanted to create an expression of Michigan's history through art with nature as a material. Gateway to Black Eden, a steel

sculpture created by Detroit artist M. Saffell Gardner, intended to reflect the African American lake resort experience in America prior to the Civil Rights Act of 1964, will be the park's newest artwork in its permanent collection when it's installed this year.

"Get to Know" features new NACo member counties.



#### THE MOST ADVENTUROUS THING I'VE EVER DONE IS:

A month of surfing and exploring Indonesia.



BEAUFORT County, S.C.



The county's seal features a live oak, for the distinctive tree the South is known for

the county's natural resources and marine ecology

a fish for the importance of the seafood industry to the county and an image of a home to highlight Lowcountry architecture.



Blue and green were chosen as the colors to represent the county's waterways, marshes and maritime forests.

Would you like to see your county seal featured? Contact Meredith Moran at mmoran@naco.org.



## Saving on health costs feels better.

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Save 15% at the medical walk-in clinic located in select CVS Pharmacies® using the Live Healthy Prescription Discount Card

## BRIGHT IDEAS | HAMILTON COUNTY, OHIO Hamilton County Creates 'Safe Sleep' **Initiative to Prevent Infant Deaths**

#### **PROBLEM:**

From 2017 to 2021, 67 percent of infant deaths in Hamilton County, Ohio were a result of unsafe sleeping; 2020 marked the worst year, with 21 sleeprelated infant deaths.

#### **SOLUTION:**

Create a prevention program so county employees can educate families about updated sleep and health practices for infants.

#### by Meredith Moran staff writer

Hamilton County, Ohio Job and Family Services launched a Safe Sleep initiative in an attempt to curb infant deaths related to unsafe sleeping, including co-bedding and improper sleep positioning. The public health campaign included the re-training of county employees to updated practices, education outreach and providing swaddles and sleep sacks to caregivers in need.

"It was just so critical, because obviously it's such a vulnerable age for young children, and we want to see all of our children grow up thriving and healthy, and we know we have to start right from the beginning to make sure that happens," said Margie Weaver, director of Children's Services. "We can't assume that families have all the resources they need."

From 2017 to 2021, 67 percent of infant deaths in Hamilton County were a result of unsafe sleeping and 2020 marked the worst year in almost a decade, with 21 sleep-related infant deaths. Stressors from the COVID-19 pandemic, like social distancing and burnout, exacerbated the county's problem with unsafe sleep practices, Weaver said.

"I mean being a parent is exhausting, you're filled with anxiety and fear and worry, and during that time with



Hamilton County Jobs and Family Services workers hold up safe sleeping supplies and clothing for the "My Baby Is Worth It" campaign. Photo courtesy of Jane Prendergast

COVID, you didn't have people in your life --people were separated from people who typically could have been a support to them," Weaver said. "They were working long hours and didn't have somebody at home, or a grandparent or [other] relative to help support them in caregiving."

Job and Family Services partnered with Cradle Cincinnati and Queens Village, both local organizations dedicated to infant health, on the initiative, and Cradle Cincinnati trained all the Services staff on safe sleep practices and education. Moving forward, the Services staff will retrain under updated practices as research on safe sleep continues to evolve and each new hire will be trained in safe sleep practices, according to Weaver.

"We were pretty alarmed by the increasing numbers," she said. "In child protection, we're always charged with assessing safe sleep practices with families as a proactive or preventative measure with every family we encounter, and so we thought we really needed to rekindle those practices to make sure that our staff are aware of 'What are safe sleep practices?' -- they change all the time -so we wanted to make sure that people understood and that we were taking time to educate, even if that wasn't the reason they were interacting with that family.

"So that that was constantly in their framework -- if there was a child 2 and under, they were talking about that with the caregivers."

In Hamilton County, from 2017 to 2021, almost seven out of

every ten sleep-related infant deaths were Black babies. Hamilton County Job and Family Services provided Queens Village, which focuses specifically on racial disparities in birth outcomes, with \$250,000 in funding.

"[Cradle Cincinnati and Queens Village] are the experts in this area and really have done a deep dive and have invested a lot in research and education around community support and infant mortality in general and we ended up partnering with them about

seeking solutions and what we could do in this space," Weaver noted.

hcjfs.org/safesleep

#SafeSleep

WILTON COUNTY

JOB & FAMILY SERVICES

Hamilton County Job and Family Services also took an existing approach, the county's 513Relief Bus, and applied it to its infant health educational outreach plan.

The 513Relief Bus was created out of the pandemic and traveled to lower income neighborhoods throughout the county to educate people on specific benefits and emergency funding they could be eligible for through public assistance.

"A lot of CARES Act dollars, a lot of emergency assistance dollars were out there at that time and we were looking for ways to connect with the community and make sure that we could quite frankly get those dollars out to families in need, because a lot of those families may not have typically come to us for public assistance or even known, 'If I'm in an emergency or a crisis I could be eligible for these dollars," Weaver said.

Hamilton County Job and Family Services provided those that attended the neighborhood 513Relief Bus events

> with an educational one-pager with tips on safe sleep, like the "ABCs"--"Baby sleeps Alone, Baby sleeps on its Back and Baby sleeps in a Crib"--and handed out safe sleep supplies, including swaddles and sleep sacks that were purchased by or donated to Job and Family Services.

"We're trying to be as proactive as we can, given our role in the community in terms of helping educate parents beforehand, or anyone, because oftentimes in child protection, if a child can't safely be with their parents, we're asking grandma or aunts or uncles, other people in their lives, to take care of them, and we can't assume that they understand everything around safe sleep practices, either," Weaver said.

"Families need support from every way and any way they can get it, so we really wanted to supplement what was already out there for families," she said, "and if we can prevent one tragic situation then it's worth it." CN

The county's Safe Sleep initiative was a 2022 Achievement Award winner in the Children and Youth Category.



#### **CALIFORNIA**

• ALAMEDA **COUNTY's** Board of Supervisors has voted to adopt a Fair Chance housing ordinance, which would ban landlords from running criminal background checks on housing applicants. Alameda is the first county in the country to pass such a law, which will require a second vote to be formally adopted. The cities of Oakland and Berkeley passed Fair Chance ordinances in 2020 and a UC Berkeley study of 41 formerly incarcerated people found that 33 percent of respondents were able to find housing as a direct result of the protections.

#### **FLORIDA**

• POLK COUNTY recently launched Moms with Monitors, a program that provides pregnant and post-partum county residents with free blood-pressure monitors and education. The aim is to improve maternal health outcomes and reduce infant mortality disparities. The program has provided nine clients with blood-pressure monitors since its creation in December and is made possible through a partnership between the county's health department and the



#### **CALIFORNIA**

• **SAN DIEGO COUNTY** has introduced **hydroponic gardens** to the culinary and horticulture reentry service programs at the sheriff's department to keep inmates up to date on industry standards and increase their chances of employment upon release. "Not only are we offering skills for our folks who are part of our vocational programs, but a part of this is also an individual healing journey," Patricia Ceballos, the reentry services manager, told *The San Diego Union-Tribune*. "People who are working through some very difficult challenges in life; we build programs and support systems around them that allow for spaces to talk about their feelings, their life experience and how that correlates to growing fruits and vegetables and herbs."

League of Women Voters of Polk County.

#### **ILLINOIS**

LAKE COUNTY'S R.U.O.K. (Are You OK?) program, a telephone wellness check carried out by the sheriff's department for residents who live alone, recently saved an elderly woman's life. Three Lake County deputies went to the 77-yearold woman's home after she didn't respond to calls and was reported as "sounding tired" on the previous day's checkin call. They found her on the floor, unresponsive and unable to move, and took her to the hospital for treatment. She was believed to have been in that condition for 18 to 24 hours and is expected to recover.

#### MICHIGAN

WASHTENAW COUNTY

is set to launch a program to help local small businesses impacted by COVID-19 with \$1 million in Federal Cares Act funding. The **Small Business Activator Growth Program** will grant eligible businesses —those who were forced to close due to the pandemic and are now reopening or those who have functioned with five or fewer employees since March 2020 — with \$5,000 and free business assistance.

#### **NEVADA**

EL CONDADO DE CLARK ha lanzado nuevas páginas de redes sociales dedicadas a brindar información en español.

CLARK COUNTY has launched new social media pages dedicated to **providing information in SpaI nish.** The social media pages will provide information on topics like affordable housing, child welfare and senior services.

"We hope to ensure that all of our residents are better equipped with the latest information about our services and programs — and to deep-





#### INDIANA

Photo courtesy of the San Diego County Sheriff's Department

**DELAWARE COUNTY** has launched a new program, in partnership with local manufacturing companies, that aims to help alleviate the county's labor shortage and employ formerly incarcerated people. The Judicial Users Manufacturing Partnership (JUMP) was created by a former Delaware County Probation Department employee and recently received a \$60,000 grant from the Ball Brothers Foundation to hire a program coordinator. Employers participating in the program have committed to pay the workers \$15 an hour.



FLORIDA

• VOLUSIA COUNTY is receiving \$37.6 million from the state to **restore beaches** from damage caused by hurricanes Ian and Nicole. The county is considered to have been hit the hardest by the hurricanes, with a 2022 report of more than \$858 million in damage. **FLAGLER** and **BREVARD counties** will also receive funding from the state, \$17 million and \$3.2 million, respectively.

Photo courtesy of City of New Smyrna Beach

#### From NEWS FROM page 14

en engagement with our community," said Board Chairman lim Gibson.

#### **NEW YORK**

Since the SULLIVAN COUN-**TY** Legislature eliminated bus fares in August 2022, transit system ridership has risen by 133 percent. Ridership climbed to 210 passengers per day from 90 since the county ate the cost of the \$2 fare and doubled bus frequency.

#### OHIO

The MEDINA COUNTY Park District has signed a 10-year lease with Cathy's House, a local nonprofit that provides housing for men recovering from substance abuse disorder, to occupy one of the district's properties, which includes a "farm in the city."

Cathy's House will be re-

sponsible for maintaining the house, which will increase the organization's hous-

ing capacity by nearly 43 percent, The Plain Dealer reported, and pro-

gram clients will work the farm, feeding themselves and providing produce to nonprofit Feeding Medina County.

#### **UTAH**

With short-term rentals increasingly causing a nuisance and code enforcement staffing stretched thin, WEBER COUNTY has hired a firm to help enforce relevant rules and handle complaints from the public, The Standard-Examiner reported. The contractor will identify short-term rental operators who haven't properly registered with the county, which the county estimates at 700-plus.

#### VIRGINIA

Although **ARLING-**TON COUNTY sheriff's deputies already perform 15-minute health and wellness inmate checks, equipping them with biometric sensor wristbands will offer more health feedback, WTOP News reported.

Charlie Ban and Meredith Moran compile News From Across the Nation. Does your county have news we should know about? Contact cban@naco. org and mmoran@naco.org.



Staff and board members with All Good Northwest and members of the Gresham Chamber of Commerce cut the ribbon Jan. 13 for the Rockwood Bridge Shelter. Photo courtesy of Multnomah County

#### OREGON

**MULTNOMAH COUNTY's** Joint Office of Homeless Services has opened a "bridge shelter" — a low-barrier, temporary 44-room motel shelter bridging the space between the streets and a home.

The project is a partnership with shelter services nonprofit All Good Northwest and offers a place to stay while people leaving homelessness are waiting for their permanent supportive housing to become available.

"Oftentimes, people who are incredibly vulnerable and who are still on the streets or in shelters — they may have a housing placement come up," said Andy Goebel, All Good Northwest's executive director. "And if we can't find them, if they don't have a place to transition, then we can lose track of them, and they can lose that opportunity."

Households will be referred for placement in the bridge shelter from Multnomah County's coordinated entry system, a by-name list of people experiencing chronic homelessness who are prioritized for supportive housing based on factors like behavioral health needs, disabilities and length of homelessness.

#### **ON**벌M

#### **NACo STAFF**

Chief Information Officer Rita Reynolds wrote the forward for a chapter in the book Securing the Nation's Critical Infrastructure.

Andrea Bassil is now director of human resources. • Abbas Al Husseini is now chief technology officer. • Farhana Fayez is now IT manager. Dorina Tota is now system

administrator. Tylette Wilson is now D365 Specialist.

Nastassia Walsh is now director of programs and operations for the Counties Futures Lab.

• Arabella Pluta-Ehlers is now senior program manager for children, youth and families. • Chelsea

Thomson is now senior program manager for behavioral health and justice.

• Kevin Shrawder is now senior analyst, economic and government studies. • Stacy Nakintu is now senior analyst for research.

Bassil

Favez





Pluta-Ehlers





Thomson

Nakintu

 In addition to becoming a program director at NACo. **Rashida Brown** was reelected as an advisorv neighborhood commissioner in Washington, D.C.







Al Husseini





## 2023 NACo LEGISLATIVE CONFERENCE

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