



MARYLAND COUNTY TELLS LOCAL STORY OF BLACK MIGRATION. PG. 5



3 COUNTIES RECOGNIZED FOR 'BEST PRACTICES' IN FINANCE. PG. 11



TRAINING MORE THERAPISTS TO DIAGNOSE AUTISM. PG. 12

NATIONAL ASSOCIATION *of* COUNTIES

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FEBRUARY 18, 2019

Sacramento County reducing black child deaths

by **Charlie Ban**
senior writer

County government welcomed Phil Serna with a punch to the gut. Over the last eight years, he and the rest of Sacramento County, Calif. have fought back.

Early in Serna's first year as a county supervisor in 2011, the Board saw an analysis of 20 years of data on child deaths in the county. Chief among the takeaways was that African American children were dying at twice the rate of any other ethnicity — 102 per 100,000 children. White and multiracial children were next — at 48.5 and 48.0 per 100,000.

"As a novice to county governance and the Board, quite frankly I wasn't prepared to

See *CHILD* page 3



Jewish Family Service CEO Michael Hopkins speaks after the San Diego County Board of Supervisors voted to lease the former county courthouse to the group for \$1 to house asylum seekers crossing the border from Mexico. Photo by Chris Jennewein/TimesofSanDiego.com

San Diego County OKs asylum seekers shelter

by **Mary Ann Barton**
editor

Asylum seekers crossing the border from Mexico into San Diego County now have a place to stay before meeting their sponsors after the federal government abruptly discontinued its "Safe Release" program, leaving local governments and non-profits to fill the void.

"When they stopped the program we had a lot of people, mostly families, being dropped off at McDonald's or the bus station with no way to get to their sponsors, it was a very unfortunate situation," said San Diego

County Supervisor Greg Cox, who also serves as president of NACo.

"We didn't want to see those families tossed into our neighborhoods without any support or guidance," Cox said.

The county also didn't want any problems with safety, homelessness or public health. Non-profits stepped in to make space for the asylum-seekers and had to move five times over a short time period.

That led to the county board of supervisors approving the use of an old county courthouse for

See *SHELTER* page 2

NACo responds to State of the Union

by **Mary Ann Barton**
editor

Passing legislation in the 116th Congress to rebuild the nation's infrastructure is "not an option, it's a necessity," President Trump said Feb. 5 in his State of the Union address before Congress.

"Both parties should be able to unite for a great rebuilding of America's crumbling infrastructure," he said to applause.

County officials across the country were likely cheering that statement as well.

NACo Executive Director Matt Chase, in NACo's official

response to the annual address, echoed the president's remarks. "One of the greatest opportunities for bipartisan action at the federal level is reinvesting in America's infrastructure," he said. "For counties of all sizes — rural, urban and suburban — infrastructure is at the top of our priority list. This includes advanced broadband, water infrastructure and workforce housing."

"Counties own and maintain 46 percent of all public road miles and nearly 40 percent of all public bridges," Chase

See *UNION* page 2

HHS announces HIV/AIDS initiative

by Valerie Brankovic

Starting in 2020, 48 counties with high rates of HIV/AIDS will receive direct funding and resources from the U.S. Department of Health and Human Services (HHS).

The plan is titled "Ending the HIV Epidemic: A Plan for America." The department's primary goal is to reduce new HIV infections by 75 percent over the next five years and by 90 percent over the next 10 years.

To achieve this objective, the initiative will focus on improving early diagnosis of HIV infections, expanding treatment options and enhancing and deploying rapid response capabilities upon the detection of HIV/AIDS clusters. The agency indicated it would take specific

steps such as adding resources to the 340B Drug Pricing Program and increasing HIV/AIDS treatment capacity under the Ryan White Program — both of which are NACo priorities. Finally, HHS also outlined plans to convene an HIV Health Force to create local teams to oversee the initiative in each jurisdiction.

To date, congressional appropriators have not discussed potential funding levels for HHS' initiative. However, President Trump could offer more detail on program funding in his FY 2020 budget proposal, which he is expected to release in March. **CN**

Valerie Brankovic is a legislative assistant in NACo's Government Affairs department.

Rebuilding infrastructure a 'necessity,' Trump says



President Donald Trump delivers his State of the Union address Feb. 5 at the U.S. Capitol. Official White House photo by D. Myles Cullen

From UNION page 1

noted. "We are involved in operating 78 percent of all public transportation systems and a third of the nation's airports."

"Delivering safe, dependable transportation infrastructure requires meaningful local-state-federal partnerships," he said. "We will work with our federal partners to preserve local decision-making, stream-

line federal regulations and secure direct federal investments in local infrastructure projects."

Trump's speech was delivered before a joint session of Congress and watched by nearly 47 million people on the heels of an unprecedented partial shutdown of the federal government that was not mentioned by the president.

In addition to infrastruc-

ture, Chase noted an "endless" laundry list of other priorities for counties, such as the growing substance abuse epidemic and widespread disaster recovery, which "need a reliable federal partner."

"We are on the front lines of serving our communities, providing key services like emergency 911, law enforcement, health, human services, community development, infrastructure and more," he said. "We need a steadfast federal partner to pursue our shared goals and seize the opportunities ahead."

"America's counties are strengthening our communities every day. We look forward to continuing to work with the Trump Administration and Congress as we build stronger counties that result in a stronger America." **CN**

Former county courthouse shelters migrants

From SHELTER page 1

immigrants seeking asylum who have sponsors. Typically, people who have sponsors spend about 72 hours in a shelter. Migrants will have access to the building once they are released by immigration authorities. About 93,000 migrants claimed asylum in the United States in fiscal year 2018.

The Board voted 4-1 late last month to lease the old county courthouse building for \$1 to a non-profit so they can use the building as a shelter. One of the non-profit's network groups, Jewish Family Services, will be responsible for the costs of opening, operating and maintaining the shelter.

The measure was proposed by Cox and fellow Supervisor Nathan Fletcher.

"It's a good day," Fletcher said after the vote. "The county of San Diego is stepping up and showing to not only address the asylum issue with compassion and humanity, but also to ensure public safety, public health and that we do not compound the homeless situation."

Meanwhile county officials are working with their counterparts in the city and the state to come up with more long-term solutions, Cox said.

"These are migrants who have been deemed by the federal government to have a credible claim for asylum," he said. "They are legally in this country. They have to have a sponsor and in most cases they're outside of California. They're going all over the country. I had a chance over the Christmas holidays to go on a tour of the current location. It

was a real eye-opener. They're usually here 24 to 48 hours. Non-profits have come together to work with them to find out where they're going, arranging for bus transportation or airfare to get them to their sponsor. Their court dates will be wherever their sponsors are located. Our goal is to assist the non-profits to provide a safe waypoint to help them as they move to their sponsor's location."

The former county courthouse is slated to eventually be demolished, and in its place, new affordable housing will be added; the shelter for asylum seekers is slated to stay open until the end of the year and won't interfere with the timeline for the new development.

The old courthouse opened in 1961, replacing a courthouse built in 1888. **CN**

SNAP/STATS

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**2019
RICK PERRY**
Energy Secretary



**2018
SONNY PERDUE**
Agriculture Secretary



**2017
DAVID SHULKIN**
Veterans Affairs Secretary



**2016
JEH JOHNSON**
DHS Secretary



**2015
ANTHONY FOXX**
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Cultural brokers serve as valuable intermediaries for Sacramento County social services

From CHILD page 1

see that kind of data in my first few months,” Serna said. “I asked what the county had done prior and there wasn’t an adequate response. There really hadn’t been a concerted effort to focus on that disparity.”

Serna rallied the county government around reducing the number of African American child deaths, aiming for a 10-20 percent reduction by 2020, through an effort that became the Black Child Legacy Campaign.

“We were definitely armed with ample information and data, and the county had the infrastructure to understand the nature of the challenge, but it was still a very complex subject,” Serna said. “But our responsibility isn’t. Welfare of children is our highest charge as a county.”

In 2013, a commission study broke the leading causes of death into four categories: infant sleep deaths, perinatal conditions, child abuse and negligent homicide and third-party homicide. Those deaths were clustered in seven parts of the county, places where the racial disparity in death rate was most pronounced, and those seven neighborhoods became the focus for the campaign.

The Board approved a charter for a steering committee to guide the county’s efforts, and in 2015 started allocating \$1.5 million annually toward social service outreach targeted geographically. The First 5 Sacramento Commission, which allocates money from the Big Tobacco settlement toward services that support children from birth to 5 years old, has added nearly \$14 million. That has gone to providing social services specifically for those areas to improve access and to educate the public about risk factors.

It has meant bringing social service providers into the neighborhoods where they are most needed. For instance,

when an elementary school closed because of falling enrollment, the building became home to a dozen different social service organizations, all under the same roof. The county contracted with the Sierra Health Foundation to direct the objectives drawn up by the county’s steering committee.

By the end of 2016 — the last year for which data is available — the county had made progress reducing the number of African American deaths in all four categories. That included just two years of county and First 5 spending on programming.

Compared to the county’s Child Death Review Team’s baseline year of 2012, which recorded 24 total African-American child deaths, only nine children died in 2016, with a dramatic reduction in infant sleep-related deaths (three in 2016, 10 in 2012) and a modest reduction (six in 2016, 10 in 2012) in perinatal condition deaths. There were no child abuse and neglect homicides in 2016 for the first time in that stretch, down from a high of five in 2014. Black infants deaths have decreased by 45 percent in that four-year time-frame.

“Numbers are dropping, but that’s because we’ve gone after the low-hanging fruit, infant sleep deaths,” Serna said. “It’s going to be tougher to get at things like the complexities of homicide.”

The time is approaching for the Board of Supervisors to reallocate money to the Black Child Legacy Campaign, and Serna is confident the county will continue its commitment.

“I would think anyone would be hard pressed to say it’s not worth our investment in time, energy and finances,” he said. “This cannot be connected to one politician, and it’s too important to tie to one budget cycle, but we know we can’t make those kinds of investments in a vacuum.”

Cultural brokers

One of Sacramento County’s most effective programs has been the introduction of cultural brokers, who serve as intermediaries between Child Protective Services (CPS) and families. From that position, they’re tasked with muffling some of the emotional tension that comes when the family unit is on the line.

“Because of the challenges of the overrepresentation, there’s a distrust in relation to

government entities,” CPS division manager Kim Pearson told the Board of Supervisors. “As a result of that distrust, families will not connect or engage the way we’d like them to.

“We’ve seen throughout the nation that children of color don’t receive the same services as other children,” so cultural brokers are there to make sure that doesn’t happen, and that resistance to county intervention is met with effort from the brokers to mitigate that resistance.

“Often families will call their cultural broker before they call their caseworker,” Pearson said later.

Ledonna Lee started as a cultural broker in September 2018.

“One of the most common things I am hearing from families is ‘my social worker just doesn’t understand what I’m saying.’ There’s a major communication barrier — they could be saying the same words but walking away with two different interpretations of what was said,” she said. “A cultural broker shifts it from ‘their side-our side’ into something more collaborative. We’re all working towards the same goal.”

Finding more advocates in whom families can feel comfortable is paramount.

“What I enjoy about being a cultural broker is watching parents let their guard down a bit,” Lee said. “It usually takes a few contacts before a family opens up to me. When I first call them, they see me as an extension of the department, and by the time I get involved, they’ve been dealing with something for months, so tensions are a little high.”

Hillanda Martin, one of her clients, agreed. Before meeting Lee, she felt like her social worker misrepresented most of what she’d say. In fact, her social worker did not put in her request for a cultural broker for months, and when she finally heard from Lee, she wasn’t sure what she was getting.

“When I heard ‘county CPS,’ I was like, she works with ‘them,’” she said. “I got to know her, and I got comfortable.”

Lee said that took some work on her part.

“I am transparent and vulnerable. I share with my families to know I’m someone they can trust,” she said. “I show them that I represent them well. It’s hard because we don’t have much time, so it’s all accelerated. I might be new to the CPS world, but I’m not new to the work of advocating for my people, supporting them in the community. When I explain that I am there as an advocate for you, to bridge the gaps and get over the barriers so you can get your kids home, they open up to me.”

Martin was sold once she was convinced the truth was being heard. “It took for her speaking up for me. I had been saying the same things from the beginning,” but it was Lee’s advocacy that demonstrated that Martin had someone working on her behalf to reunite her with her infant son.

The brokers underscore the necessity of cultural competence in service delivery. It can



Sacramento County Supervisor Phil Serna speaks to Lisa Miller, executive director of CELI, Inc., which is housed in the former Fruitridge Elementary School. Photo by Charlie Ban

See CHILD page 7

Supreme Court to consider case involving use of public comments

by **Lisa Soronen**

The State and Local Legal Center (SLLC) filed an amicus in *Kisor v. Wilkie* asking the Supreme Court to overturn *Auer v. Robbins* (1997). In that case the Supreme Court reaffirmed its holding in *Bowles v. Seminole Rock & Sand Co.* (1945) that courts must defer to an agency's interpretation of its own regulations.

In *Kisor v. Wilkie*, the Federal Circuit deferred to the Veterans Administration's (VA) definition of "relevant" when determining whether a veteran's claim for benefits can be reconsidered.

James Kisor is a Vietnam veteran who participated in Operation Harvest Moon. In 1983 a VA psychiatrist, while noting Kisor's participation in this operation, determined he didn't have PTSD. Kisor was denied

disability benefits. In 2007, Kisor was diagnosed with PTSD and the VA gave him full disability benefits prospectively. Kisor also asked the VA to "reconsider" his case and provide him with an effective date of benefits of 1983.

Per regulation, VA's receipt of "relevant official service department records that existed and had not been associated with the claims file when VA first decided the claim" allow an application to be reconsidered. Kisor claimed that his Combat History document and other paperwork from 1983 that document his participation in Operation Harvest Moon were such records.

Kisor didn't argue that these records show that he was diagnosed with PTSD in 1983. Instead he claims that these records were "relevant because they speak to the presence

The Supreme Court will hear the case on March 27, with a decision expected at the end of June.

of an in-service stressor, one of the requirements of compensation for an alleged service-connected injury." The VA claims they are not "relevant" because "they addressed the matter of an in-service stressor, which was not 'in issue,' rather than the issue of whether he suffered from PTSD, which was 'in issue.'"

Kisor argued for a broad definition of "relevant" and the VA argued for a narrow definition. Deferring to the VA, the Federal Circuit adopted the VA's narrow definition of "rele-

vant" noting it isn't "plainly erroneous or inconsistent" with the VA's regulatory framework.

The SLLC amicus brief argues the Supreme Court should overturn *Auer*. "By demanding deference to an agency's interpretation of its own regulations, *Auer* provides a powerful incentive for agencies to abandon the notice-and-comment process that facilitates dialogue among federal, state and local governments. This, in turn, invites dramatic shifts in federal policy with each new administration — and tends to result in policies that lack the clarity and wisdom that public participation can engender.

Worse still, when agencies do engage in notice-and-comment rulemaking under the *Auer* regime, they do so knowing that by crafting ambiguous regulations they can expand their own power to unilaterally

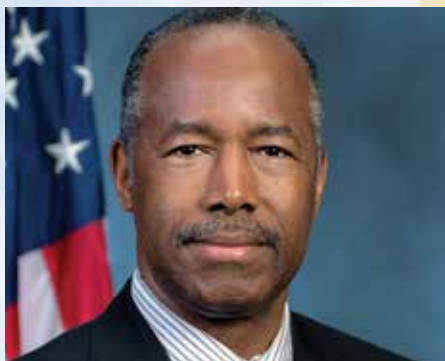
dictate federal policy through subsequent interpretation."

The Supreme Court will hear the case on March 27, with a decision expected at the end of June.

Allyson N. Ho, Kathryn Cherry, and Elizabeth A. Kiernan of Gibson, Dunn & Crutcher wrote the SLLC amicus brief which the following organizations joined: NACo, the National Conference of State Legislatures, the Council of State Governments, the United States Conference of Mayors, the International City/County Management Association and the International Municipal Lawyers Association, the Government Finance Officers Association and the National School Boards Association. **CN**

Lisa Soronen is the executive director of the State and Local Legal Center.

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JUST ANNOUNCED!

Featured Keynote | Hon. Ben Carson

U.S. Secretary of Housing and Urban Development

Dr. Benjamin S. Carson, Sr., M.D., was sworn in as the 17th Secretary of the U.S. Department of Housing and Urban Development on March 2, 2017. Appointed by the President, and a member of his Cabinet, the Secretary advises the President on housing issues, creates and implements policy, and oversees all programs in the Department.

Prince George's County, Md. tells local story of black migration

by Mary Ann Barton
editor

Each February, Dennis Doster is in the middle of the busiest time of the year as the manager of Prince George's County, Md.'s Black History Program.

"We've been in existence since 1982, so we've been doing exhibits for Black History Month since the late '80s," said Doster, who holds a Ph.D. and manages black history events year-round for the county, a



Dennis Doster speaks at opening reception for exhibit.

suburb of Washington, D.C. "This is a process we take about a year to do. The luckiest thing for us is most of our stuff is done in house within our organization." Most of that "stuff" includes research, writing and creating exhibits.

Doster and his team recently unveiled a large exhibition tied to a theme promoted by the Association for the Study of African American Life and History, based in Washington, D.C. The association founded Black History Month in 1915 and develops themes each year to celebrate African American heritage. This year, the theme is black migration. The national association usually gives plenty of notice — a year or more — about the themes in order for anyone organizing an event to plan ahead.

The Prince George's County exhibit this year tells the local story of unprecedented

numbers of African Americans moving to the urban North from the rural South in search of a better life. The county exhibit explores the factors spurring black migration and immigration as well as the resulting changes in society.

How did Doster and his team do it?

"The easy part was telling the story of 'the great migration,' but the more challenging part was doing the research on history connected to our county," he said.

Doster and the research team focused on local history, searching through old newspapers in Baltimore and Washington (*The Baltimore Afro-American* and *The Washington Post*) and looking at how migration and immigration have impacted the history of Prince George's County.

"We looked at the 1960s to the present, because that's the time period when there was a mass movement," he said. "Prior to that, in Prince George's County, blacks were in the minority, less than a third of the population."

By 1990, African Americans made up the majority of the county. In addition to looking at the numbers, he also looked at the impact, including the growth of black-owned businesses and the influence of black politicians.

The exhibit features two former county officials: Floyd Wilson and Wayne Curry. Doster interviewed Wilson, the first black member of the County Council, who was elected in 1974.

"He had migrated from Louisiana to Washington, D.C.'s Howard University," Doster said. As part of the exhibit, a waiting room at Union Station's train station in DC was recreated.

Curry, who passed away in 2014, served as the county's first black county executive; he served as chairman of NACo's

Large Urban County Caucus.

In addition to looking at newspapers from back in the day and interviewing Wilson, Doster and his team also gathered "time capsule" type artifacts such as farm tools and yearbooks from the 1960s and '70s that are on display in the exhibit, to tell the story of the changes in the county.

After working on getting the exhibition up, Doster helped get the word out about it by promoting it with commercials, short videos pushed out to social media and on the county Parks and Rec social media pages. An opening reception was held in late January and included speakers, food and music. A local profes-

sor spoke about black migration and a state delegate spoke from a personal perspective as someone who migrated to the region from the Caribbean. **CN**

If you're interested in finding out more about how to create your own black history programs, contact Doster at: Dennis.Doster@pgparks.com.



Photo on display in Prince George's County. *U.S. News & World Report*, 1969; photo by Roland Freeman



CONNECTING THE UNCONNECTED

.....

NATIONAL
COUNTY
GOVERNMENT
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APRIL 2019



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Embracing race helps buy-in

From CHILD page 3

be as simple as placing children them in a culturally similar foster environments if they must be removed from their homes. And, generally, recognizing that race plays a large role in a lot of interactions.

“Talking about anything that has to do with race in America is extremely volatile, but I think the cultural brokers will neutralize that volatility,” Lee said. “We won’t be so afraid to say this is a black family, I’d like a black social worker, I can talk to you because you look like me.’ I think that’s okay, but I think we are sometimes afraid to admit that.”

What’s most important is getting children back into their homes, and for Lee, that means connecting the family and child protective services.

“I think cultural brokers will make a big difference, because we can see both sides,” she said. 



ALBEMARLE COUNTY, Va.

Designed by Sam Clark
Painted by Mrs. T.J. Randolph IV

Albemarle County was formed in **1744** and was named for Willem Anne van Keppel, 2nd Earl of Albemarle. Best known as home to **Thomas Jefferson**, the county decided to develop a seal in 1950 that would be meaningful for this area of historical significance to the state.

The County of Albemarle has been known in the past for its fine **farming lands** and **scenic beauty**.

The seal emerged including a reference to the **University of Virginia** which was founded by Thomas Jefferson.

In the background of the seal can be seen the beautiful skyline and **Blue Ridge Mountains**.

In the center of the seal, a scale holding equal weights denotes the **justice** which any government in the United States must provide.

Since Albemarle County has no official flower, the seal includes the beautiful **dogwood bloom**, which is the state flower.



If you would like your county’s seal featured in “Behind the Seal,” contact Charlie Ban at cbn@naco.org.

PROFILES IN SERVICE

PATRICIA WARD

Board Member
Director, Community Development and Housing
Tarrant County, Texas



WARD

Number of years involved in NACo: 30

Years in public service: 33

Occupation: Public Administration

Education: MA Urban Affairs/BA Political Science

The hardest thing I’ve ever done is: Say goodbye to my Dad/loved ones.

Three people (living or dead) I’d invite to dinner are: My parents and Jesus.

A dream I have is to: Travel the world.

You’d be surprised to learn that I: Love to cook.

The most adventurous thing I’ve ever done is: Go rafting in Colorado.

My favorite way to relax is to: Have dinner with friends.

I’m most proud of: My family.

Every morning I read: Emails and the Fort Worth Star-Telegram newspaper.

My favorite meal is: Too many to name just one.

My pet peeve is: Lying.

My motto is: “Always do the right thing, then you can handle anything.”

The last book I read was: *Apartment in Paris*.

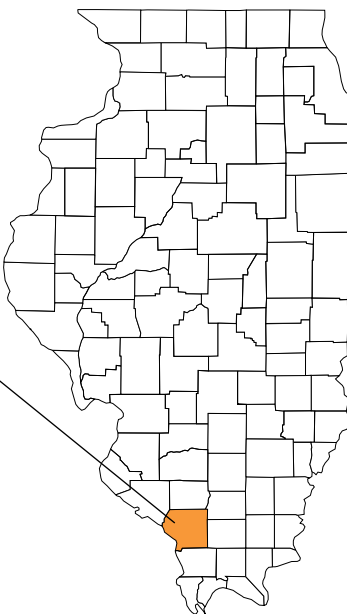
My favorite movie is: *Goldfinger*.

My favorite president is: George Washington.

My county is a NACo member because: NACo provides education through networking and training to counties across the United States.

GET TO KNOW...

Jackson County, Ill.



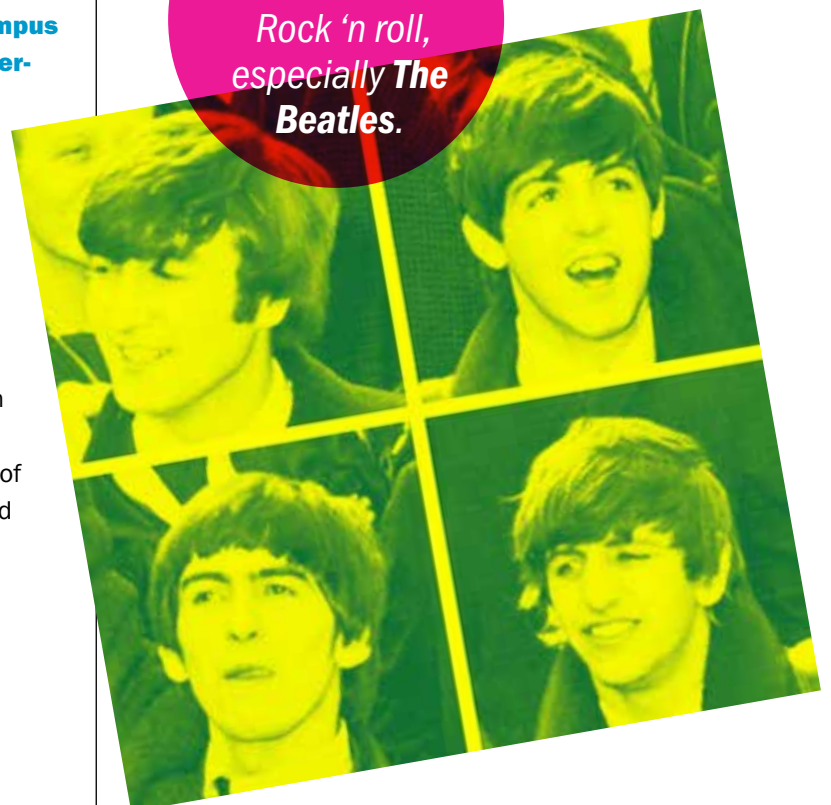
Welcome, Jackson County, Ill.

Jackson County was founded in 1816 and is named for former President Andrew Jackson. The most populous city in the county, Carbondale, is **home to the main campus of the Southern Illinois University Salukis**. The university enrolls students from all 50 states and more than 100 countries.

A large portion of the Shawnee National Forest — the single largest publicly owned body of land in the state of Illinois — is located in Jackson County. Over 1 million people visit the 289,000 acres of forests, wetlands, canyons and ridges each year.



My favorite music is:
Rock ‘n roll,
especially *The Beatles*.



Public hearing set to help define WOTUS

by **Zach George**

As the U.S. Environmental Protection Agency (EPA) and U.S. Army Corps of Engineers (Army Corps) prepare to release the Trump Administration's proposed new definition of the "Waters of the United States" (WOTUS), the agencies are providing opportunities for the public to engage in the rulemaking process. EPA and the Army Corps will hold a public hearing on the proposed new WOTUS definition. EPA and the Army Corps plan to solicit input and feedback from key stakeholders as they work to finalize a new WOTUS definition.

Public hearing information: A public hearing on the proposed WOTUS rule is scheduled for Feb. 27-28 in Kansas City, Kan. Counties interested in speaking on the proposed rule are encouraged to register in advance for a three-minute speak-

ing slot. The Feb. 27 session of the public hearing will convene at 4 p.m. (local time) and will conclude no later than 8 p.m. The Feb. 28 session will convene at 9 a.m. and will conclude no later than 12 noon. The public hearing will be held in the Wyandotte Ballroom of the Raradon Convention Center, 520 Minnesota Ave., Kansas City, Kansas 66101. The deadline to register to speak at the hearing is Feb. 21: <https://bit.ly/2t6BGL9>


Trump Administration's Proposed WOTUS Definition:

On Dec. 13, the U.S. Environmental Protection Agency (EPA) and the U.S. Army Corps of Engineers (Army Corps) released a prepublication version of a proposed "Waters of the U.S." (WOTUS) definition to replace the 2015 WOTUS rule issued under the Obama Administration. EPA stated the intent of the proposed definition is to provide a "clear, understandable and imple-

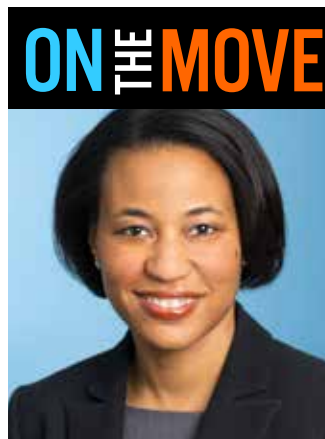
mentable definition of "Waters of the U.S." that clarifies federal authority under the Clean Water Act." The announcement comes a little over a year after President Trump signed an executive order directing the EPA to withdraw and rewrite the 2015 rule. EPA will accept public comments for 60 days once the definition is officially published in the Federal Register, which is expected to occur within the next week.

The new proposed definition would create six categories of regulated waters and includes 11 exemptions. The six categories of WOTUS include: traditional navigable waters; tributaries; certain ditches; certain lakes and ponds; impoundments; and adjacent wetlands. The proposed rule specifies that if water does not meet one of the six listed categories, it will not be considered a WOTUS and clarifies that certain other waters will

also no longer be considered a WOTUS, such as ditches, features that are only wet during rainfall events, groundwater, stormwater control features, wastewater recycling infrastructure built in uplands, converted cropland and waste treatment systems. NACo is currently analyzing the pending rule.

On Feb. 4, NACo held a webinar with the State and Local Legal Center on the proposed WOTUS rule featuring Samuel Brown, a former EPA attorney and current partner at Hunton Andrews Kurth LLP. Brown provided a summary of the proposed regulation and the potential implication on state and local governments. Watch the webinar here: <https://bit.ly/2SSmpCR>. 

George is a legislative assistant at NACo; Julie Ufner, associate legislative director, contributed to this article.



Daniel

NACo STAFF

- Associate Legislative Director **Daria Daniel** discussed federal workforce development funding on a workshop panel at the National Skills Coalition Summit in Washington, D.C. Feb. 5.
- Director of Program Strategy **Jay Kairam** gave a NACo 101 presentation to the Idaho Association of Counties meeting Feb. 4-5.
- Program Manager **Nastassia Walsh** presented the Stepping Up campaign to the Howard County (Md.) Health Department Feb. 13.

register now

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LEADERSHIP

EDGE

Setting a Vision Is Hard, Not Impossible

by Tim Rahschulte, PhD

If you always do what you've always done, you'll always get what you've always gotten. This is a losing proposition because everyone and every organization is looking to get better.

When it comes to needing to get better, whether that need is due to advancements in technology, global market pressures, fluctuating economies, customer demands, shifts in employee demographics or other variables, your need to change is inevitable. And if you've ever tried to bring about change in anything, you know it's hard. John Kotter, the Harvard Business School professor and guru of organizational-change management, said: "Guiding change may be the ultimate test of a leader." That's true.

Over the years, dozens of seasoned executives and effective change agents have been asked why change is so hard. A great explanation came from Marc Varner, the global chief information security officer at YUM! Brands. He said: "Change is hard because, like water and electricity, people follow the path of least resistance."

People like comfort. They like predictability. They like to know what's going on and what's going to happen. This, in part, is what separates great leaders from everyone else. The best leaders are those who know that greatness isn't found along the path of least resistance but in their ability to cast a compelling vision of a future state and help others navigate there together. This is the opposite of least resistance. It's the most difficult. It's the ultimate test of a leader.

While change is hard, it's important to know that change is not impossible. Here's how you can increase your likelihood of success with the change en-

deavors necessary to realize your envisioned future state:

- Spend time among those you're asking to change to help write the compelling vision and reason for the change.
- Gain the support of upper, lower, and lateral managers — you're going to need it.
- Keep the big vision always in mind but proceed with small, incremental steps toward your goal.
- Aim for early wins and continual wins along the journey.
- Broadcast those wins in celebratory fashion to build momentum over time.

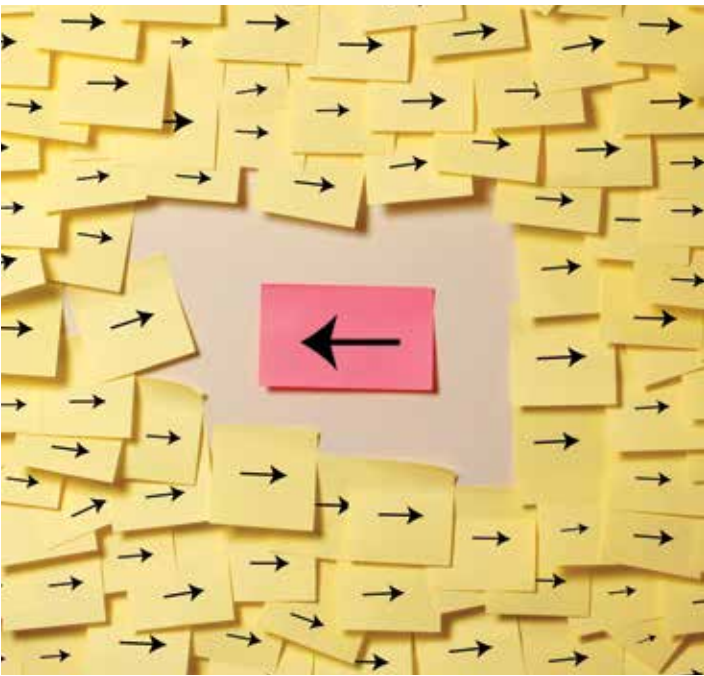
Kotter and others have found that when these efforts are implemented effectively, they dramatically increase the probability of you and your team successfully overcoming the challenges of change and realizing envisioned future-state goals.

Before leaving this rule, let me offer a bit more about the importance of communication. The communication aspects of bringing about change and realizing a big vision will seem overwhelming. As the

leader, you'll often wonder why you need to keep explaining the vision and need for the change over and over, again. The answer to that question is that people affected by the change won't embrace the rationale and adopt the change at the same time or for the same reason. You'll have early adopters, and you'll have laggards, and you'll likely have some who will never adopt the change at all.

John Marcante, the chief information officer at Vanguard, said: "You always have to communicate and reiterate — many more times than you would think is necessary." When you think you have communicated to the point where you can't possibly have to say it again, communicate it at least two more times, and then you're likely almost to the point where people understand the need for the change and can communicate it themselves to others.

Realizing your vision is grounded in effective communication. It needs to be inspiring, inspiring and motivating.



In short, your communication needs to be compelling, consistent, and always focused on bringing about increased clarity, confidence, and community. And you'll need to communicate the vision of the future, how you're going to get there, and the importance of each person in realizing that future state often. Without effective communication and the efforts noted above, your chances to realize your vision will

be derailed by resistance. This blueprint illustrates and highlights the difficulty of leading change and yet the possibility of successfully doing so. [CN](#)

Tim Rahschulte is the CEO of the Professional Development Academy and chief architect of the NACo High Performance Leadership Program (naco.org/skills). He is the co-author of "My Best Advice: Proven Rules for Effective Leadership."

WORD SEARCH

JEFFERSON COUNTY, Pa.
Created by: Mary Ann Barton

B J S L O Z N M V C P S Y Q A C Z D W P
O R N K B H B A T O O K G B G R O S O C
H V O T I L Z M I U R H K V C S Z M N W
H B I O W E W U V R L X G D V P O Y W N
J P F L K P F B F T O S S B Y O P L Y G
B Q F F W V I B B H M T H E N F Y A I S
L P S J Y G I H C O I U C S W K P E N Y
U T U M G D E L Y U E Z H I Q N S U W K
M T C J X A B J L S F I Q G V M X C W U
B P X F L G Y O E E N T N E D I S E R P
E S X T Z K Q H Q E J L D M V G N B J C
R R H S P F F L O R L R E J B S R R H J
Y L N C A E L W P J Q Z T L Z M Z A W Z
G S A Z X A V H R W D Z W P I K Q B I A
Y O C U B L T B B J S H I U U D W G Q R
L R Y E R K O G T V F O R E S T C H T A
P Z S T P E T P V V U L Q O N W T G M C
A A H Z O D L T E K R A M Z U S E S H D
B J G Q M K C P U N X S U T A W N E Y O
Q P U U H O G V H R P O T M C T R Q E C

- BARBECUE:** If you're ever in town, stop by Devil's BBQ, which has garnered five stars from reviewers.

BASEBALL: BWP Bats, a baseball bat factory, is located in the county.

BROOKVILLE: The county seat.

CAR: Robert E. Twyford designed and built the first four-wheel drive car in the early 1900s in Jefferson County.

COURTHOUSE: The Jefferson County courthouse will celebrate its 150th anniversary this year on Sept. 13. It was built in the Italianate style in 1869 for \$86,413.

FOREST: The borough of Brookville bills itself as the "gateway to Cook Forest," a nearby state park.

KNAPP: Moses Knapp was one of the first settlers in the county. He built a log home there in the early 1800s.

LAUREL: The Western Pennsylvania Laurel Festival is held each year in the county. It includes wine tastings, a parade and a pageant.

LUMBER: A large industry in the county for many decades.
- HEALTH:** More than 17 percent of the county's population is employed in health care and social assistance jobs.

MARKET: The Hazen Flea Market in the county is held rain or shine May through October.

MOONSHINE: Blackbird Distillery is a major tourist attraction, attracting tourists who want to try its old-fashioned moonshine.

PUNXSUTAWNEY: Punxsutawney is a borough in the county and ground zero for Groundhog Day festivities, attracting 20,000 people. "Punxsutawney Phil" is the name of the groundhog, which predicts when spring will come.

PRESIDENT: The county is named for President Thomas Jefferson.

VICTORIAN: The county seat of Brookville features a charming restored Victorian Main Street with quaint shops, restaurants and striking architecture.

Tell Your Story

TALK TO

CN

CountyNews

WRITERS...

Give us a call at 202.393.6226
or email us at cnews@naco.org
and we'll be in touch.

Looking forward to hearing from you,
Mary Ann and Charlie

MONEYMATTERS

Best Practices in Action

by Mike Mucha

While some can talk about “best practices,” others know how to walk the walk as well. In 2018, GFOA recognized nine governments, including three county governments, for translating GFOA recommendations into practice.

The County of San Diego, Calif., Travis County, Texas and Mecklenburg County, N.C. can all serve as a model for other county governments going forward in establishing financial policies, budget monitoring, and using electronic signatures.

All three documented their approach, the templates and tools that were used, and any lessons learned along the way for GFOA's Award for Excellence program.

Each government provides an excellent example of a government converting theoretical guidance to practical implementation for the benefit of the organization and the communities that it serves. Here's a look at all three:

County of San Diego, Calif.

• **Best Practice in Achieving a Structurally Balanced Budget, Adopting Financial Policies, Multi-Year Capital Planning, and Sustainable Pension Benefit Tiers.**

For over a decade, the County of San Diego has worked to strategically align assets and liabilities to mitigate both short- and long-term risks and needs.

This has engrained a discipline within county leadership throughout the organization to be consistently mindful of long-term risks when evaluating immediate needs and opportunities. Specifically, the County has taken a long-term approach to align and match assets to growing liabilities, which has resulted in a strategic increase in fund

balance done in conjunction with managing growing liabilities in pensions and capital infrastructure renewal.

The County leveraged unanticipated property tax growth during the housing bubble to fund these liabilities. The execution model included:

- A comprehensive review and codification of financial policies
- Review and evaluation of short-term needs through the assessment of discretionary services while also considering alternate service delivery models
- Reducing and avoiding new liabilities in the pension and capital areas through the use of recurring and nonrecurring revenues

As a result, the County was able to:

- Prepay \$422.1 million towards retirement-related costs since 2006
- Avoid \$1.2 billion in costs related to OPEB and implement lower retirement benefit tiers
- Avoid \$1.0 billion in financing costs by paying cash for capital improvements over a 10-year period

Travis County (Auditor's Office), Texas

• **Best Practice in Using Electronic Signatures**

The Travis County Auditor's Office created an online, fillable form with digital signature capabilities to streamline the process of obtaining “related party” disclosures from current and former County employees in accordance with Governmental Accounting Standards Board Statement (GASB) No. 62 requirements. The single form incorporated both the actual disclosure certification as well as the list of vendors for the employee to review and check off to indicate any association with a particular vendor.

The prior related party disclosure process was cumbersome and inefficient for both the employee and the Auditor's Office staff, which contributed to delays in receiving the completed disclosures.

Before the form's rollout, the Auditor's Office would email two files to employees for completion, the disclosure form and the vendor list.

Employees would review the vendor list and indicate any vendor with whom there was a relationship and save that file.

Then, the employee would complete the form and manually sign it.

The employee would then return both to the Auditor's Office via inter-office mail, fax, or scanning/emailing. Once received, the Auditor's Office would create a digital file of the returned disclosures to archive them.

The project accomplished the following:

- Replaced manual signatures with digital signatures
- Reduced or eliminated a unnecessary or redundant process activities
- Reduced paper use associated with the process
- Expedited disclosure submissions

Mecklenburg County, N.C.

• **Best Practice in Budget Monitoring**

GFOA recommends that all governments establish a formal set of processes for comparing budget to actual results to monitor financial performance. Budget monitoring should include analysis of a diverse set of indicators to best inform the analysis and facilitate evaluation of a government's overall performance. Establishing and conducting regular budget monitoring provides organizations the op-



portunity to promptly adjust for any significant variances to ensure continuity of program/service delivery.

In 2015, Mecklenburg County experienced a drastic drop in federal revenue for one department. Although the Finance Office and Office of Management and Budget (OMB) regularly analyze major revenues from an organization-wide perspective, it was apparent that a more consistent approach was needed to monitor budgets at a department level, and communicate issues early to all decision makers in the organization.

As a result, the Quarterly Budget Monitoring and Reporting Process was developed by the county's OMB to systematically monitor revenue and expense trends, provide early warning for potential budget issues in the current budget, and consistently communicate financial status throughout the organization.

The basic steps of the process are:

1. Preparation of an initial report by OMB analysts, including revenue and expense projections, vacancy trends, and select performance metrics and observations
2. Meeting with each department to refine draft report, incorporate feedback, and share observations
3. Conduct a team review and discussion of all depart-

ment budgets by OMB along with assistant county managers during the third quarter to help inform budget decisions

4. Compile final report that includes both an organization-wide perspective and department level perspective.

5. Present final report to the county manager and executive leadership team which include observation and projections that are used extensively during annual budget deliberations by both departments, OMB and executive leadership.

GFOA is currently accepting applications for the 2019 Awards for Excellence to recognize governments that have demonstrated best practice implementations of financial management.

If your government has demonstrated best practice in financial management we encourage you or your finance officer to apply.

Applications will be accepted online at www.gfoa.org/afe through March 1.

For more information on the three governments listed, above, please visit www.gfoa.org/afe or contact GFOA at (312) 977-9700 or at research@gfoa.org.

Mike Mucha is the deputy executive director and director, Research and Consulting, for the Government Finance Officers Association.

BRIGHT IDEAS HENRICO COUNTY, Va.

Training More Therapists Breaks Logjam for Parents of Autistic Children

PROBLEM:

Demand for autism screenings overwhelmed supply of therapists, causing long waits.

SOLUTION:

Train county therapists to perform screenings.

by **Charlie Ban**
senior writer

The window of opportunity to do the best for an autistic child can be narrow — by the time they've fallen far enough behind developmental benchmarks, the chance to get them proper therapy is fading. Adding in closing program eligibility only adds pressure, like the Henrico County, Va., Parent Infant Program, which provides support services for children with developmental delays up to age 3.

"Most referrals we would get is for speech," said Bernita Sykes, an early intervention local system manager for the county. "A child would be two years old but he's not saying much, or they don't make sense, they're just repeating sounds. They might have high-level skills in some areas, but not foundational skills."

From there, the child would be referred for an evaluation, but qualified diagnosticians were in short supply, with wait times as long as six months.

"To see a developmental pediatrician or someone who has the credentials to do that, the demand is so high and the resources are so low," Sykes said. "By the time they could see someone, they had aged out of the program before they could get in for a visit."

In stepped Donald Oswald. The director of diagnostics and research at Commonwealth Autism, he helped train the

county's parent infant program therapists to diagnose autism, adding six diagnosticians to the county and reducing the wait times for families to see someone. He also served as a "coach" for the clinic. The training process takes several months, and cost \$15,000, all covered by grants.

"We felt like we could relieve the pressure in the community by doing that," Sykes said. "Having that diagnosis may allow insurance to pay for services more, or it may open the door for some additional services."

All in the nick of time. With the American Academy of Pediatrics pushing for children to be screened for autism as early as 18 months, and documentation showing positive outcomes for children whose autism intervention begins before the age of 2, there's even more of a rush to begin therapy if needed.

"The literature is very clear that the kids who have the best outcomes are those who get started early and have intensive

speech therapy, occupational therapy," Oswald said. "This program is devoted to catching kids early."

But Henrico County's program is more than just diagnoses. For a developmental pediatrician who has never met the kids, "They don't know what their home life is like," Sykes said. "Our therapists are already working with kids, and each child has a case worker with a social work background. If you have so many other issues in the house on top of this diagnosis — 'I don't know if my lights are going to be on,' issues like 'I'm going through a divorce, I'm living in a one-bedroom house with three families...' We hope to develop more targeted outcomes with the family."

"We're in the home and we're treating them, it just makes sense."

That's one of the benefits Oswald sees to Henrico County's approach.

"These therapists have an existing relationship with the chil-

dren and the families, and that makes a big difference for the families they serve," he said.

That also opens the door to better continuity and long-term planning with the family to help adapt to live with a child who is autistic.

"One of the saddest things was my first evaluation, a 28-month-old. She was silent, she wasn't saying a word. I'd never been around a child that age that wasn't making noise. The mother didn't know if she was hurting, if she was happy, if she was sad. She didn't know how to get her to request what she wanted... We're in there, trying to work to figure out how to get to a point of functionality."

The team of six county therapists has learned to support one another in this new function, because they find themselves being the bearer of bad news at times.

"A diagnosis like this can be overwhelming, it's something families will have to handle for the rest of their lives," Sykes

said. "They come back and are still processing how a family's emotions run. They pour themselves into these assessments."

Through the first year of screenings, the county team had delivered eight autism diagnoses. Overall, the increased manpower has helped cut the wait time for an autism screening to one month, from the previous six-month average. The assessments are free to parents, with subsequent therapy sessions typically billed to Medicaid or private insurers, with early intervention funding available to cover some of the gaps in coverage. **CN**

Henrico County's Early Intervention Autism Clinic was named Best in Category for Children and Youth programs among 2018 NACo Achievement Award Winners. Does your county have an innovative program? Enter it for NACo's 2019 awards through March 25. Visit <https://www.naco.org/topics/awards-programs>.



the HR DOCTOR

With Phil Rosenberg

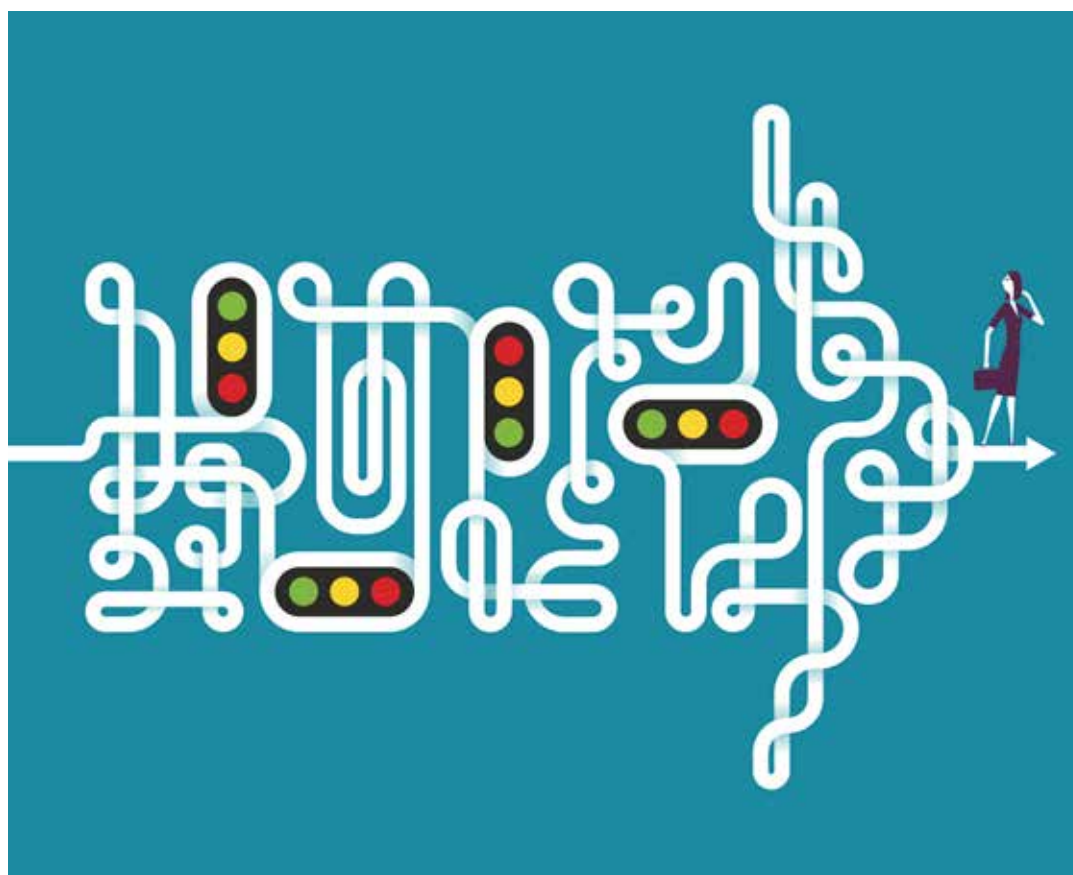
Phil Rosenberg

What would cause a generally logical and competent HR Doctor and his beautiful wife Charlotte to trade in their well-functioning truck and van, purchased only four years earlier, for new vehicles at the same time? Certainly, it was not for the sole purpose of making the Toyota dealer ecstatically happy, although that was likely one of the results. Likewise, it was not because the two vehicles in the Rosenberg fleet were extremely old and on the verge of general breakdowns. Rather, in the years since our truck and van were purchased, an array of safety features have become available which Charlotte and I both agreed should be mandatory in our personal vehicles (not to mention in everyone's vehicles).

So it was that we drove into the Toyota dealership in the white truck and a white van. Later that day — much later after what we began to regard as a hostage drama in progress — we left in a new white truck and a new white van. This time they were full of all sorts of new safety features. These included blind spot monitors, cruise control systems that adapted to speed changes by the car in front, emergency braking, adaptive high beam headlights to reduce the blinding LED glare we throw into the eyeballs of oncoming cars, rear cross traffic alerts and lane departure warnings.

Of course, these improvements were "options" available only if you spend more money on the upgraded models such as the "limited" model versus a "base" model. I'm still convinced that the word "limited" referred to our credit reports as much as to the vehicles! At some point, probably in the

Safer Cars – Safer Careers



not too distant future, market forces, regulations and common sense will result in these and more safety items being standard.

While I am not that old — at least when measured in geologic time — I remember my mother's brand-new 1958 Chevy which had seatbelts, but as an option. Interestingly enough, I also remember that shiny Bel-Aire model came with an astounding three-year, 36,000-mile bumper-to-bumper warranty. With dramatic headshaking at the sales manager, I expressed some exaggerated disbelief that our two 2019 model still only carried three-year, 36,000-mile warranties! That's progress, I thought.

In the month since we bought these vehicles, I have been laboriously reading through the several hundred pages of owner's manuals written more by attorneys than by consumers.

During this reading project, an important HR epiphany suddenly came to me. I realized that all of these safety features are just as relevant and just as important in shaping a person's career success as they

are in arriving home safely after avoiding playing bumper cars on the commute to and from home and work.

No reader of the HR Doctor articles should have any doubt about my view that the most dangerous facet of our lives — the number one obstacle to enjoying success, happiness, health and indeed longevity — is hubris or arrogance.

As we move forward in our careers, all of us can be blinded by the glaring lights of possible professional fame or pathways to promotion or retirement to the point where we might lose sight of the importance of moving forward toward specific destinations or goals. If only our careers featured some form of adaptive cruise control and high beam headlight capabilities to recognize dangers ahead and immediately address them to avoid trouble. Blinding arrogance makes us feel that we are more important than we are or that others are less important. That arrogance helps us avoid losing the weight of obesity, not stop smoking, not ever ride a motorcycle without a helmet or ride in a car without wearing a seatbelt.

Our careers head directly for

The number one obstacle to enjoying success, happiness, health and indeed longevity — is hubris or arrogance.

trouble when, without realizing it, we inflict harm on other people or, as is often said metaphorically, "throwing someone else under the bus" lest we ourselves be blamed for a serious mistake at work. This is again a factor of a symptom of the disease of arrogance. How wonderful it is when there is a mechanism in our lives and our careers which warns us that we might be inflicting harm and prevent that from happening in the first place. This doesn't only apply to cross traffic or lane departure warnings which would otherwise move us away from our basic sense of right and wrong.

In fact, we do have "devices" in our careers that help us maintain a path of doing the

right thing and serving others with innovation and humility. A very important one is called "family." These are people we love and who depend on us to guide them as their role models. We overwhelmingly accept this responsibility to be their "GPS device" to guide them. Knowing and accepting that responsibility helps us focus on doing the right thing for them. That, in turn, reduces arrogance in our behavior and our language.

Another safety device is closer to our workplace. Having a workplace mentor as a role model gives us someone we can look to as an example. Most of the time that person is a positive model for us, consciously taking time to help us grow and develop into an excellent executive or supervisor. In fact, these are often people who do not have an obligation at all to even act as a mentor. These positive role models will be kindhearted enough to see something in me that I didn't see myself. They may be in a position to offer me a chance, accompanied by advice, tutoring and constructive criticism, to achieve success in a new and perhaps risky assignment.

Then, too, there are negative role models, whose behavior we observe and consciously say to ourselves that we will not behave that way, speak that way, or manage by bullying or intimidation. These are the keepers of arrogance. Our conscious rejection of their examples can keep us focused on our own conduct and prevent us from running our careers off the road. Any seasoned HR professional will have great amounts of experience with such people, often helping them see their impact of their behavior on others and showing them how to straighten their course. Other times, that HR colleague will be a leading force in their departure from the organization.

See *DRIVE* page 15

NEWS FROM ACROSS THE NATION

CALIFORNIA

SACRAMENTO COUNTY is one year into its \$5.1 million program designed to house and offer wrap-around **social services** to residents who are costing the county the most money in the use of social services. A man in the program who used more services than any other homeless person in the county (to the tune of \$150,000 per year), secured an apartment, a job and a car and recently graduated from “re-entry court,” a criminal justice realignment program, *The Sacramento Bee* reported. The program was approved two years ago by the Sacramento County Board of Supervisors as one prong of a major multimillion-dollar, four-part initiative to curb homelessness. The program, called Flexible Supportive Re-Housing, was initially budgeted for \$5.1 million to run for 18 months through June 2019.

GEORGIA

DEKALB COUNTY CEO Michael Thurmond recently proposed committing \$9 million in additional contributions to strengthen the **county’s employee pension fund**. The contributions will be made annually over the next five years to help reduce the county’s unfunded pension liability. “DeKalb County’s goal is to get the employee pension fund on firm financial footing,” said Thurmond. “The proposal is a long-term strategy to strengthen and stabilize the employee pension fund and ensure financial integrity in the fund going forward.”

IOWA

SCOTT COUNTY hopes to decrease the number of **auto**



thefts committed by juveniles by putting first-time offenders face to face with their victims and hold the youth accountable for repairing the harm they caused, *Quad-City Times* reported. “All court proceedings would be put on hold” while the juvenile has three months to complete the agreed-upon plan. The program is modeled after similar programs in New Zealand and Oakland, Calif., that have been effective in lowering recidivism and providing satisfaction to the victims and promoting accountability.

KANSAS

The state House in Kansas recently advanced a bill to

authorize four counties — **THOMAS, RUSSELL, JACKSON** and **DICKSON** — to hold votes on **raising sales taxes** to cover local projects, the *Ottawa Herald* reported. The money would pay for economic development, and work on roads and infrastructure. If passed, the increases would have a limited time span.

MARYLAND

• **OAKLAND COUNTY’s** workforce development arm has created a program to help local businesses retain workers due to today’s **competitive job market**, *The Oakland Press* reported. The program will give employers access to a success coach, who will connect employees to resources to help with various issues such as stress management, affordable childcare, public benefits, relationship management and other topics.

MINNESOTA

• After a boulder fell off a landscaping truck and killed two people, the **DAKOTA COUNTY** Sheriff’s Office decided to hire a full-time officer to **enforce safety rules for**

commercial trucks, which are increasingly common on county roads as they haul gravel and construction supplies to new developments, the *Star Tribune* reported. Improper load securement is a top problem, a special duty deputy told the newspaper. Funds from the county’s transportation budget will pay for the new position.

• A **WADENA COUNTY** employee who was overpaid **\$18,000** said he plans to pay it back, the *Duluth News Tribune* reported. The employee was hired to serve as both county highway engineer and county coordinator, with



funds coming from two different budgets. County commissioners set a \$6,000 cap to resolve the issue, approved the hiring of accountants to investigate the matter and prepare necessary tax forms for the employee. The employee said he’s eager to pay the money back in order to avoid paying taxes on money he didn’t actually earn.

NEVADA

Prompted by a medical incident that landed the county manager in the hospital, **LYON COUNTY** commissioners have given themselves a little more personnel flexibility. They passed an ordinance giving the Board the authority to **appoint an interim county manager** in case he is unable to perform his duties. The one-day absence of the county manager prompted examination of the existence ordinances, which gave no guidance. The board can now appoint an interim manager at a regular meeting, the *Reno Gazette Journal* reported, or call an emergency meeting with three days’ notice.

NEW YORK

OSTEGO COUNTY is cen-



Pictured (l-r): Chester County Commissioner Terence Farrell; Ashley Orr, Chester County Health Department, Jeanne Casner, director, Chester County Health Department, Commissioners Michelle Kichline and Kathi Cozzone; and Erin Brown, Chester County Health Department.

MARYLAND

• Since the launch of WalkWorks ChesCo!, in April 2017, **CHESTER COUNTY** residents have registered more than four billion steps in the program. The program is designed to promote, educate and empower county residents to adopt a **healthier lifestyle** one step at a time. It started as a response to the national Healthiest Cities & Counties Challenge. Participants in the program stayed motivated by 18 competitions.

tralizing its arraignment system for after-hours arrests.

Anyone arrested within the county when courts are no longer in session will be arraigned in the lobby of the Otsego County Sheriff's Office in Cooperstown, rather than a town's jurisdiction. *The Cooperstown Crier* reported that town and village judges and public defenders would be placed on monthly rotating on-call schedules for arrests made at night, on weekends or during holidays.

NORTH CAROLINA

Another county jail is thinking twice about housing immigration detainees. The **FORSYTH COUNTY** jail will stop accepting detainees from U.S. Immigration and Customs Enforcement when its contract with the federal government ends April 30. *The Winston-Salem Journal* reported that Sheriff Bobby Kimbrough Jr. said the sheriff's office "never will be an extension" of immigration services. Kimbrough said U.S. Marshals can continue to keep their fugitives in the jail.

OHIO

Faced with costs of prosecuting four suspects charged in the slayings of eight people that could total one-tenth of its annual budget, **PIKE COUNTY** could use some financial help, and Ohio's attorney general is in favor of giving it. Dave Yost thinks the state should cover the majority of the costs, which would still leave the county picking up \$1 million. That total would include defense lawyers who are experts in death penalty cases, investigators and expert witnesses.

"It's a budget wrecker for a small town," Yost said. "Justice shouldn't be a matter of how much pocketbook you have."

The Associated Press reported that Ohio lawmakers will need to approve that spending, which it did for an initial \$100,000 in 2018. The sheriff's office has spent \$600,000 on the case so far.



VIRGINIA

Dogs looking for a home are making some friends and getting some exposure through a new program with the **CHESTERFIELD COUNTY** Sheriff's Office.

The dogs are paired with officers who are walking the beat through a new patrol program, Community PAWtrolling. The canines are adorned with yellow "adopt me" bandannas.

Sgt. James Kuzik told Richmond's CBS affiliate that the dogs also help "build the bond" between police and the community.

"They're very approachable. The children are wonderful, not only do they talk about the dogs, they talk about issues in the community," he said.

OKLAHOMA

OKLAHOMA COUNTY Sheriff P.D. Taylor and Commissioner Carrie Blumert will create a **citizens' advisory board** in an effort to help improve community relations between the sheriff's office and the public.

The Oklahoman reported that the county will develop an application process for residents interested in serving on the board and that various community groups will help select board members.

PENNSYLVANIA

Correctional officers and lieutenants at the **CENTRE COUNTY** prison will wear **body cameras**, following approval of a contract with a camera and software supplier.

"This is really about officer safety and inmate safety," Commissioner Steve Dershem said. "It allows both groups to function together in a comfortable environment ... with the knowledge that if there is something going on that we'll have a record of it ... and be able to review it and make better decisions."

The cameras will continuously record in 30-second intervals without audio, and when an incident with an inmate occurs, the officer will tap the camera to save that 30 seconds and record video and audio going forward. State law says that video recording

of incidents can only be obtained after an official investigation has been completed, or when the footage would not compromise a law enforcement investigation, *The Centre Daily Times* reported, and every incident will be reviewed by prison administration and



WASHINGTON

SNOHOMISH COUNTY has allowed Amazon to test **autonomous delivery robots** on the sidewalks of one of its neighborhoods. Six robots, called "scouts" have been rolling around sidewalks at a "walking pace" and navigating around obstacles, including pedestrians and pets. The cooler-sized scouts are out and about during daylight hours on weekdays, Bloomberg reported.

they will decide whether to release it.

News from Across the Nation is compiled by Charlie Ban and Mary Ann Barton, senior writers. If you have an item for News From, please email cban@naco.org or mbarton@naco.org.


Safety devices in our careers

From HR DOCTOR page 13

Not only at work or in the family, a caring mentor can change the course of a child's life by being a coach, and a source of support whom a child may trust as much, sometimes perhaps more, than a family member.

Another wonderful safety device in our careers is the deliberate adoption of philanthropy as a way of acting and thinking about how to improve your community and yourself. Philanthropy itself can be a very effective treatment for arrogance. In fact, in careers and in life, it is indeed better to give — better to do something to help with the education or safety of kids or senior citizens, for example — than it is to receive. There is absolutely no shortage of opportunities in the world to make a charitable difference. That kind of involvement also exposes a person to wonderful and successful mentors.

In my own personal case, I learned as an only child growing up in a family where mom had polio. I learned early on that how I behaved in helping her made a huge positive difference in her life. At the same time, even while being a small kid with limited resources and few if any formal credentials, I got to work with her in charitable endeavors and meet many caring people. Those memories have shaped my life and stayed with me always.

So it is that "safety devices" in our careers can keep us from being injured in a kind of career "accident" which could have been avoided. 

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