



NACo kicks off Legislative Conference

by Mary Ann Barton
editor

County officials from around the country are in Washington March 2-6 to find solutions to some of the issues most important to their constituents, including infrastructure, affordable housing, economic development, disaster mitigation, the opioid and substance abuse crisis and much more. The 2019 NACo Legislative

See **CONFERENCE** page 2



Fitness instructor Mitchell Smith-Bey leads a procession in Mecklenburg County, where a county health program teamed with the faith community and was recognized for a major heart health initiative. See story, Page 4. Photo by Lauren Woods

Major victories for counties in funding bill

by Jack Peterson

President Trump has signed into law H.J. Res. 31, a 1,165-page, \$333 billion spending package for FY 2019. The omnibus package includes appropriations bills for the following seven agencies: U.S. Depart-

ments of Agriculture, Commerce, Housing and Urban Development, Interior, Justice, State and Transportation.

The president's approval of the legislation averted another partial government shut-down and follows the September 2018 passage of five other

appropriations bills totaling \$991 billion in FY 2019 appropriations. Combined with the spending measure signed Feb. 15, the \$1.324 trillion in appropriations for FY 2019 tops the \$1.3 trillion contained in the FY 2018 omnibus bill.

The FY 2019 spending pack-

age features major victories for county governments across dozens of federal programs. The legislation encompasses several key wins for counties, including:

- Opioid epidemic response:

See **FUNDING** page 2

County service nets Olympic gold medalist

by Charlie Ban
senior writer

Dick Fosbury wasn't trying to change history when he adjusted the way he jumped, he was just looking for a few extra inches.

But he did, and in winning the 1968 Olympic gold medal in the high jump, the "Fosbury Flop" became the standard bearer for how the event was contested.

Likewise, 50 years later, he

isn't aiming for anything revolutionary as he starts his term as a Blaine County, Idaho commissioner, but he does want to make something of the years he has spent involved in the county in different professional and public service capacities.

Born and raised in Oregon, he met his wife, "an Idaho girl," in Eugene and moved to Blaine County 42 years ago, starting a civil engineering firm.

That wasn't long after his win



Fosbury

in the Mexico City games while a student at Oregon State, which, although it made him

a household name in the sport on a stage that transcends track and field, didn't bode well for a professional athletic career.

"It was the height of the amateur era," he said, years before athletes could be legally paid for their performances. "My opportunity was my profession. I was the first in my family to graduate with a college degree, and while sport was an exciting activity for me, and it's

See **OLYMPIAN** page 3

Nearly 2,000 attend conference

From CONFERENCE page 1

Conference takes place at the Washington Hilton and on Capitol Hill in Washington, D.C.

Nearly 2,000 elected and appointed county officials will participate in steering committee meetings, workshops, press briefings and meetings where they will hear from federal elected and appointed government officials.

Speakers addressing NACo members will include Sen. Joni Ernst (R-Iowa), Labor Sec. Alexander Acosta, White House Senior Counselor Kellyanne Conway, AOL founder Steve Case, HUD Sec. Ben Carson, USDA Sec. Sonny Perdue, Sen. Amy Klobuchar (D-Minn.) and Sen. Marco Rubio (R-Fla.).

On Capitol Hill Tuesday,



Conway

county officials will take part in a number of briefings and press conferences including meetings on creating healthy communities, a transportation briefing on the FAST Act, a press conference on Payment in Lieu of Taxes (PILT) and Secure Rural Schools (SRS) and a briefing on health care in county jails. **CN**

SNAP/STATS

TOP ST. PATRICK'S DAY PARADES IN THE UNITED STATES

RANK	COUNTY/CITY	STATE
1	New York County (Manhattan).....	N.Y.
2	Cook County (Chicago)	Ill.
3	Chatham County (Savannah).....	Ga.
4	Suffolk County (Boston).....	Mass.
5	Orleans Parish (New Orleans)	La.

Source: Fodor's

FEMA appoints county officials to national advisory council

by Brett Mattson

Before his Feb. 13 resignation, Brock Long, administrator at the Federal Emergency Management Administration (FEMA), appointed 10 new members to serve three-year terms on FEMA's National Advisory Council, including three officials representing county governments.

NACo Past President Brian Desloge of Leon County, Fla., along with Juan Perez, director of the Miami-Dade County, Fla. Police Department and Kevin Staley, the retired deputy director of Mecklenburg County, N.C.'s Emergency Management Services Agency, were all appointed to serve on the advisory council.

The federal advisory committee of up to 35 members encompasses state, local, tribal and private sector emergency

management communities. Committee members are expected to attend the advisory council's two annual in-person meetings. Its goal is to ensure input and coordination across these different groups in order to advise FEMA on all aspects of preparedness, response, recovery and mitigation for natural and man-made disasters.

Additionally, FEMA is now accepting applications for 12 open positions. All appointments are for a three-year term beginning in September 2019. *Applications must be received on or before March 15.* The open positions must represent the following professions:

- Disabilities and access and functional needs (one appointment).
- Elected state government official (one appointment).
- Emergency management

- (one appointment).
- Emergency medical provider (one special-government employee).
- Non-elected local government (one appointment).
- Non-elected state government (one appointment).
- Public health (one special-government employee).
- Standards setting and accrediting (one regular-government employee).
- Administrator's selection (three special-government employees).
- Ex Officio (one regular-government employee).

Detailed instructions on how to apply can be found at: <http://www.fema.gov/membership-applications>. **CN**

Mattson is a legislative assistant in NACo's Government Affairs Department.

Spending package boosts SCAAP funding

From FUNDING page 1

H.J. Res. 31 makes continued investments in key justice and public safety programs that help counties address the nation's ongoing opioid epidemic.

- Payments in Lieu of Taxes (PILT): The FY 2019 appropriations bill fully funds the PILT program, a majority priority for NACo and a critical source of support for public lands counties.
- State Criminal Alien Assistance Program (SCAAP): SCAAP receives a funding increase, helping states and counties recoup costs for incarcerating undocumented immigrants in local jails.

- Rural broadband: The FY 2019 omnibus package makes new investments in rural infrastructure and pilots a program to build out broadband systems in rural areas.
- Homeless assistance and economic development funding sustained: Essential federal funding streams counties use for economic development and housing assistance remain robust, including funding for the Community Development Block Grant and homeless assistance grants.

Not all programs supported by counties will see a boost in funding. Overall funding for the U.S. Department of Transportation, for example, is reduced compared to FY

2018 levels. However, FY 2018 benefited from a large, one-time investment as an initial down payment by Congress and the administration toward comprehensive infrastructure legislation. While some infrastructure programs important to counties, such as the Airport Improvement Program, will see reductions from FY 2018 spending levels, appropriations for these programs remain above the funding levels set in FY 2017 and prior fiscal years. **CN**

Peterson serves as NACo's deputy director of Government Affairs. Valerie Brankovic, a NACo legislative assistant, contributed to this article.

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El Paso County, Texas sues federal government

by Mary Ann Barton
editor

Fearing that the federal government will seize private property in order to build a border wall, El Paso County, Texas sued the federal government Feb. 20, seeking to block President Trump's declared national emergency regarding the nation's border with Mexico. The president declared the emergency Feb. 15, saying that a wall is necessary to keep out drugs, gangs and other criminals.

El Paso County Judge Ricardo Samaniego said the emergency declaration "will further damage El Paso County's reputation and economy, and we are determined to stop this from happening." With a population of 800,000, the county sits on the Rio Grande directly along the southern U.S. border.

"El Paso has always been a generous and welcoming community," Samaniego said. "El Paso County is one of the safest communities in the United States."

Speaking before Samaniego and four county commissioners at a hearing Feb. 25, Ruben Garcia, executive director of Annunciation House, a nonprofit shelter for migrant families seeking asylum, said that the declared emergency should be about the number of people who are being dropped off in the streets by the federal government, after it's determined they can seek asylum in the United States.

Fernando Garcia, director of the Border Network for Human Rights, also addressed the county judge and commissioners Feb. 25.

"When people came to Ellis Island, many, many years ago, we didn't declare a national emergency," he said. "We built infrastructure to welcome them. The county and the city should be thinking about the



Samaniego

role you have for the next few years. Opening welcoming centers — why not? Opening an immigration department run by the county. We need your institutional support."

"If there's a crisis, it's not the one that Trump is talking about," he said. "What we do have is a challenge. A challenge that is not unique — people coming from around the world...the problem we have is we are not really moving forward to deal with that phenomena in a sustained way." Samaniego said he applauds "the efforts of El Pasoans, community groups, non-profits and volunteers that have provided shelter and assistance to asylum seekers. Ultimately, however, the responsibility to provide basic assistance should fall on the federal government and not the local community."

Late last week, the county judge and commissioners were scheduled to discuss the county's legal rights and responsibilities regarding the community impact of the release by ICE of migrant children and families. They were also expected to discuss and take action to authorize the county or its chief administrator to use county resources to respond to the release of migrant families by ICE.

Others suing the federal government over the border wall matter include the state of California, the Sierra Club and the American Civil Liberties Union. **CN**

Professional, community involvement added up

From OLYMPIAN page 1

always been an influence, my career path has always been to become an engineer."

While operating his engineering firm, Fosbury also served as the city engineer for the Blaine County towns of Ketchum and Sun Valley. He also served on the local transit system board for 12 years, further bolstering his involvement in the community.

He sold his share of his business to his partners more than a decade ago, but the recession limited his local work and he began working on the corporate speaking circuit — the demand for his services being a testament to his athletic legacy — and conducting track and field camps around the country.

"The building stopped around here for a while," he said. "I mostly worked outside of the county for a while."

An appointment to the Blaine County's planning and zoning board put him on the other side of the table from where he stood representing engineering clients over the years. His planning and zoning board term gave him a chance to help shape the county's comprehensive plan for development.

"That really got me thinking about how I could serve the county," he said. "When I added it all up, I had a lot of experience and involvement in the community, and I felt like I could do something with that."

Fosbury made an attempt at elected office in 2016, losing a state House race by 126 votes.

"It was a lesson in campaigning and a blessing in reality," he said, noting that county government service will keep him closer to his farm in southern Blaine County.

Fosbury's primary victory in May 2018 effectively handed him the seat, which gave him plenty of time to spend getting oriented, attending budget meetings. It also gave him time, as the president of the Olympic alumni association, to plan the 50th anniversary

THE FLOP

Prior to the late 1960s, high jumpers would launch themselves into the air and kick their legs to add momentum or roll sideways over the bar.

Fosbury launched himself backwards, twisting headfirst over the bar, immediately improving his own performances and legitimizing a technique that had not caught on in the sport. At the 1968 Summer Olympics, Fosbury used that technique to clear a personal best height of 2.24 meters, then an Olympic record.

Steve Taylor, assistant track

and field coach at the University of Richmond, recently acquired a cache of *Track & Field News* magazines and traced Fosbury's influence.

"Back in 67, they were writing 'What is this guy doing?' 'Can it work...?' Taylor said. "A year later, he became the standard. It seemed like everyone was doing it his way."

By 1980, 13 of 16 Olympic finalists were using the "Fosbury Flop" and it remains the standard technique for one of athletics' most venerated events.



Dick Fosbury at the 1968 Olympic Games in Mexico City.

celebration, honoring the national track and field team that traveled to Mexico City for the games.

"It's been a fairly smooth transition," he said of the time since he took office Jan. 14. "I'm the low man on the totem pole on the Commission, but I'm learning things pretty quickly. The biggest challenge is finding out just how broad county services are, there are a lot of different departments."

He recognizes the value of well-trained and experienced county staff, and wants to make sure they aren't priced out of a housing market that can easily be dominated by second homes and hasn't fully recovered from the recession.

That all ties back to his basic philosophy that has driven him.

"I want to be part of government that is by the people and for the people," he said. "Part of that is recognizing who our

people are and where they want to be. We've lost parts of our community, the tradespeople, and we want to bring them back."

Blaine County, in central Idaho, is pushing to break the 22,000-resident mark and is among the more diverse counties in the state.

"The community is small enough that everybody seems to know everybody," he said.

The county's recreation opportunities attract a lot of visitors, and the post-secondary education level is high, with 40 percent of residents having earned a bachelor's degree. It's also ensconced in federally-managed land, challenging the county budget.

Less than two months in, he's not treading water yet.

"I'm new and my phone and email haven't buried me so far," he said. "I know that will change in another several months." **CN**

County, faith community team up for heart health

by Pamela Mann
and Josef Burkart

First settled in the 1750s, when the leading cause of death in Southern Colonial America was Malaria — one in four Anglican missionaries died within five years of arrival in the Carolinas. Mecklenburg County, N.C. residents would turn to local healers and minister-physicians for a cure to their ailments.

In 2018, the residents once again looked to local faith-based organizations to tackle the current leading cause of death in the area and in the nation, cardiovascular disease (CVD). Mecklenburg County's Village HeartBEAT (VHB) program, led by the county health department, worked to reduce the incidence of cardiovascular disease risk factors among high-risk African American populations. The program won Aetna's Healthiest Cities and Counties Challenge grand prize and was awarded \$500,000.

"It was a program that started out very small, but as the program developed, more and more citizens got involved and I can tell you that Mecklenburg County is a much healthier place because of Village HeartBEAT," said Mecklenburg County Commissioner Chairman George Dunlap.

The county program targeted faith communities with a goal to access 24,000 church congregation members and 6,000 community residents. The project expanded the number of participating faith communities, enhanced the network of partner organizations, connected members to community-based social services and provided training for 600 "health ambassadors" to create policy changes and promote healthy behaviors within congregations and local communities.

The results of the program have led to major changes in the county. Thirteen of the participating faith-based organizations adopted written indoor and outdoor tobacco-free policies, a significant step for



The local faith community was involved in a major health initiative in Mecklenburg County, N.C. to help tackle cardiovascular disease.
Photo courtesy of Mecklenburg County

North Carolina, where tobacco is a leading crop. Hub churches added 41 additional churches, bringing the total to 60 churches and 700 community volunteers. By using the National Behavioral Risk Factor Surveillance System, officials observed a reduction in smoking from 17.4 percent to 13.9 percent of parishioners.

Substituting healthier food and beverage offerings at events drove a reduction in obesity from 70 percent to 64.7 percent.

Another success is the replication of the program to other settings. Elsewhere in North Carolina, Union County has created a satellite VHB program and will participate as a new partner in future VHB strategic planning. At the national level, the Oklahoma City-County Health Department requested access to the VHB Leadership Academy curriculum, a community engagement strategy for CVD prevention and education. The international community also recognized the program through the World Council of Churches, which sponsored a three-day workshop to explore VHB knowledge, experiences and implementation strategies for church-based health promotion. By engaging the community, the Mecklenburg

County Health Department continues the long-term promotion of VHB efforts.

The American Journal of Public Health examined the partnerships available between public health agencies and faith-based organizations, pointing out that social institutions like religion are strong determinants of population health.

"That is, religious congregations and faith-based organizations are players in their communities," the article stated. "They present a visible, public face to their communities by providing leadership and capacity for service to others. These social capital assets are of special value in communities of color and of poverty and elsewhere that social and economic resources are in short supply."

The challenge

Successful public health initiatives share a few common ingredients:

- They are fundamentally rooted in principles of equity
- They address a well-defined population health risk
- They are approached by creative and strategic thinking
- They involve multi-sector partnerships

Even further, initiatives hav-

ing a lasting impact are ones that bring together members and leaders from the community in co-designing solutions that best fit their local needs. In recent years, modern health programming has been highly committed to addressing not only the "how" of adverse health occurrences, but also examining the "why" behind these underlying characteristics.

When mixed together, the Aetna Foundation, in partnership with the American Public Health Association and the National Association of Counties, sought to discover the best replicable public health initiatives with the Healthy Cities and Counties Challenge.

In 2016, the Healthy Cities and Counties Challenge commissioned cities and counties of all shapes and sizes to make positive public health gains within their communities. This two-year competition distributed up to \$1.5 million in prize monies among 50 city governments, local municipalities, health departments, educational institutions and other entities who leveraged the power of collaboration to unlock scalable health solutions. While the topics of the Challenge were broad — with issues ranging from

health behaviors to community safety, built environment, social-economic factors and environmental exposures — the goals were specific: participants had to promote community-wide involvement, share best practices through an ongoing learning network, and demonstrate measurable achievements to social and physical determinants of health.

Throughout the course of the competition, HCCC highlighted the role counties play in setting policies and resourcing programs that drive positive health outcomes, wellness, and public safety within their jurisdictions. During a press conference when the winners were announced, NACo president Greg Cox said, "Our winners and runners up have demonstrated the ability of counties to transform the communities they support. Organizations and leaders at the county level are in a unique position to champion the needs of local residents and join community partners in the effort to improve health outcomes for all residents to make a positive health impact."

Challenge winners and runners-up were organized into two groups based on popula-

Mecklenburg County makes health strides

From **HEALTH** page 4

tion size and were selected with assistance from an Advisory Council of public health leaders including elected officials, professors and physicians. RAND Corporation evaluated improvements in the social determinants of health and identified the most promising practices with potential for replication.

Here's a look at the county runners-up.

Hillsborough County, Fla.'s Garden Steps Initiative

Health is being recognized as an emerging focus area for Metropolitan Planning for Transportation (MPOs). The project identified food deserts and walkability as two of the city's biggest problems. In order to address these concerns, the project created community gardens with easy pedestrian and bicycle access in identified food deserts. The Hillsborough County MPO aims to be a model for the other 26 Florida MPOs

and targets the city of Tampa, which is the largest city in Hillsborough County and is the third most populous city in Florida.

Danville, Va. (and Caswell County, N.C.)'s Danville / Pittsylvania County United Fund

The Health Collaborative mobilized its action teams to study, create, and implement a youth agricultural program; address healthy eating and physical activity in and around schools and worksites; work to increase SNAP redemptions at local farmers' markets; and adopt and implement a Complete Streets Policy for the City of Danville and walkability projects in the counties.

Waco-McLennan County, Texas' Community Efforts to Increase Consumption of Locally Grown Fresh Foods

Waco-McLennan County helped residents in three ZIP codes access and eat healthy foods in the following ways: promoting current resources of

fresh and locally grown food, hosting nutrition education sessions and utilizing community health workers to connect residents to resources and fresh produce delivery.

Chatham County, N.C.'s Leveraging Partnerships Built Through the Comprehensive Plan

Chatham County Public Health Department and Chatham Health Alliance worked on a multilevel initiative to target obesity, the leading health issue identified in the area. These two entities, along with numerous stakeholders, drafted a localized Comprehensive Plan that was unique to Chatham County residents. It included a "health in all policies" approach to encourage health behaviors in numerous aspects of life. **CN**

Pamela Mann is a program manager, Health, in NACo's County Solutions & Innovation department. Josef Burkart is a Health associate in the CSI department.

Supreme Court to decide groundwater Clean Water Act

By **Lisa Soronen**

If a state or local government discharges a pollutant from a point source to a navigable water it must obtain a permit under the Clean Water Act (CWA). But what if that pollutant is conveyed in something—say groundwater—between the point source and the navigable water? Must the state or local government still obtain a permit? That is the question the Supreme Court will decide next term in *County of Maui, Hawaii v. Hawaii Wildlife Fund*.

The county injects treated wastewater from wells into the groundwater. Some of it reaches the ocean. The Hawaii Wildlife Fund sued the County arguing it was required to obtain a permit under the CWA for the discharges.

A party must obtain a CWA permit if it discharges a pollutant from a point source to a navigable water. Wells are point sources and the Pacific Ocean is a navigable water.

But the treated wastewater in this case doesn't go directly from the well to the ocean. It is conveyed through groundwater. The Ninth Circuit assumed without deciding groundwater isn't a point source or navigable waters.

The Ninth Circuit held that the CWA requires Maui to get a permit in this case.

It concluded that the discharges in this case are point source discharges because "nonpoint source pollution" excludes, for example, roadway runoff that isn't "collected, channeled, and discharged through a point source." Here

the pollutants are collected in wells. According to the lower court, they are also "fairly traceable" from the point source to the navigable water and reach the navigable water at "more than de minimis levels."

A certiorari stage *amicus brief* joined by the National Association of Counties, the National League of Cities, the International Municipal Lawyers Association, and others, argues that if the Supreme Court adopts the Ninth Circuit's approach in this case numerous wastewater, stormwater, and water supply infrastructure nationwide will be required to obtain CWA permits, which will be difficult and expensive. **CN**

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

Here's to the health of women and girls

by **Leontine Morgan**

As we celebrate National Women and Girls HIV/AIDS Awareness Day March 10, it's important to know that women remain the most vulnerable to the infection. The theme of

eliminating HIV/AIDS and not demonize folks who are dealing with the disease. As an experienced public health practitioner, I believe it starts at the county, community, and grassroots level if we are to truly make an impact."

HIV prevention starts with ME.

this year's awareness day is "HIV Prevention Starts with Me." Nearly one-quarter of people living in the United States with HIV are women (23 percent). All women are at risk for HIV, but African-American and Hispanic women are disproportionately affected by HIV. In the United States, one in 48 African-American women will contract HIV in their lifetime, compared to one in 227 Hispanic women and one in 880 white women.

Women must get tested and take the necessary precautions to prevent new infections. There are a number of ways in which women can lower their risk of getting HIV. However, abstinence is the most effective way to prevent HIV and other sexually transmitted infections. Our greatest challenge to stop the spread of the virus is how we combat the stigma surrounding HIV and AIDS. We know that racism, transphobia, homophobia, misogyny and access to effective and adequate healthcare diminish the reach of HIV education, prevention, and treatment. County officials are natural ambassadors to bring awareness and education to their communities and combat the stigma and HIV.

Commissioner Larry Johnson of DeKalb County, Ga., shared: "We must be proactive and vigilant in educating and adopting the best practices and promising approach in building understanding to

Resources such as *womenshealth.org*, the Black Aids Institute and the Center for Disease Control and Prevention (CDC), offer a wealth of information that can be used to springboard conversations about HIV and AIDS. Further, films such as "90 Days" offer a modern approach to some of the struggles women face — especially women of color — when it comes to HIV. To learn more about how we can stop the spread of HIV together or to find a screening of the film, "90 Days," please visit our website: www.NOBCO.org and follow us on social media.

In observance of National Women and Girls HIV/AIDS Awareness Day, get tested, practice safe sex and if you have a partner who is positive, and you are negative, speak with your doctor about pre-exposure prophylaxis (PrEP). PrEP is a once-a-day pill that you can take to reduce your risk of getting HIV from sex by more than 90 percent. Remember, "HIV prevention starts with me!" We invite you to join us and let's stop HIV together. Please use these hashtags as you share this information with others: #NW-GHAAD #TalkHIV #ActAgainstAIDS #DoingIt **CN**

Leontine Morgan is a legislative and policy intern with the National Organization of Black County Officials.

WORD
SEARCH

CLARK COUNTY,
Nev.

Created by: Mary Ann Barton

ARIZONA: Before Nevada became a state, the county was part of Mohave County, Arizona Territory.

CHARLESTON: Mount Charleston is the highest point in the county at nearly 12,000 feet above sea level.

CLARK: The county was named for William Andrews Clark, a Montana copper magnate and U.S. senator.

COLORADO: The Colorado River forms the southeast border of the county.

COURTHOUSE: The county's first courthouse was completed in 1914.

DESERT: Other than forests on Mount Charleston, the majority of the county is desert.

EIFFEL: A replica of the Eiffel Tower in Paris sits in the heart of Clark County, in the midst of the famed Las Vegas Strip.

FLAMINGO: The Flamingo was the first casino to open in 1945.

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HOOVER: Clark County began to grow after completion of Hoover Dam in 1936 on the Colorado River.

HOSPITAL: The state's largest public hospital is located in the county, University Medical Center.

LINCOLN: The county was carved out of a segment of Lincoln County in 1908.

MASSACHUSETTS: The county is about the same size as the state of Massachusetts at more than 8,000 square miles.

NEWSPAPER: The *Las Vegas Review-Journal* began covering the area when it opened for business in 1909. It's the largest daily newspaper in the state and one of two dailies in the county.

VEGAS: Las Vegas is the county seat.

WEDDINGS: In 2017, more than one of every 25 marriages in the United States occurred in Clark County; wedding-related visits generated more than \$2 billion in economic activity.



NICOLLET COUNTY, Minn.

Introduced in: 2018
Created by: Kris Kathmann at Concept Design in Nicollet, Minn.

The logo for Nicollet County includes the county's full name, established year (1853) and new icon. The logo is reserved for three colors, for printing efficiencies. The logo is also designed to work in black and white. It also works in horizontal or square options for multiple uses.

The artwork that is part of the logo includes a stylized "N" which provides an outline to the shape of the county.

The blue color represents the river running along the county's border

The water element, with reeds and cattails, represents Swan Lake, which is rare and unique to the area. It's also rooted in the history of founder Joseph N. Nicollet, who mapped the area.

The green shape shows a row of fields representing the county's rural areas rich in farmland and beckons to the county's previous logo showing progression from old and new, while moving forward.

NICOLLET
EST. COUNTY 1853

If you would like your county's seal featured in "Behind the Seal," contact Charlie Ban at cban@naco.org.

CONNECTING THE
UNCONNECTED

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APRIL 2019

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NATIONAL ASSOCIATION of COUNTIES NACo

#NGCM

2019 NACo Second Vice Presidential Election



MEET THE CANDIDATES



Jeffers

Brannon 'Ray' Jeffers

County Commissioner
Person County, N.C.

Why are you interested in serving as a NACo officer?

I appreciate all the ways NACo has made me a better commissioner and I have seen firsthand how counties become stronger when we unite, and I am eager to spread that message to every commissioner across the country to get involved in NACo. I am seeking the position of second vice president as a way to give back to the organization, unite our counties to find common solutions, and energize and grow our membership.

When I started out as a new commissioner over 11 years ago, NACo served as an incredible resource for me. Through my involvement with NACo, I built camaraderie with fellow county commissioners throughout the country and learned from their experiences. I also gained valuable insight from educational opportunities NACo provided, which allowed me to bring effective solutions back to my home county.

I ran last year for second vice president and it was one of the greatest experiences of my life. I traveled all over the country to our NACo conferences. I met so many great people and heard about all the great

things they are doing back home in their counties that we can share and duplicate across the nation. I also heard their concerns and talked about how NACo could help them. Everyone I met over the last year inspired me to get back out there this year and I owe a special thanks to all my supporters, who encouraged me to run again.

In North Carolina we have taken the mantra that we are 100 counties but we are also one state. I took this approach as president of the North Carolina Association of County Commissioners and it advanced our goals at the state legislature. As second vice president of NACo, I intend to unite our members around a common purpose and work collaboratively toward solutions. Yes, we are 3,069 counties, parishes and boroughs, but we are one nation. And the more we can work together and understand each other's issues then we can move forward together as a nation.

What do you consider to have been your most important contribution to the National Association of Counties to date? What do you consider to have been your most important contribution to your state association of counties?

When I served as chair of the Rural Action Caucus, I had the opportunity to meet many officials from rural America, like myself, and hear their concerns. We share more similarities than differences and as the RAC chair I worked closely with the Large Urban County Caucus. Together we were able to examine many issues of shared concern for both rural and urban commissioners. Under the leadership of Immediate Past President Roy Charles Brooks, who was serv-

ing as the chair of the Large Urban County Caucus at the time, RAC and LUCC came together to identify common issues facing both urban and rural counties and collaborate on potential solutions. I also worked with fellow NACo members from rural counties and allied organizations to reauthorize the Farm Bill. As part of that effort, I traveled to Washington, D.C. to collaborate with other stakeholders to promote passage of the bill.

At the state level, I served as president of the North Carolina Association of County Commissioners (NCACC). As President, I led an economic development initiative to achieve sustainable growth for all counties — large and small, rural and urban. The plan encouraged rural counties to join forces with urban counterparts to find opportunities to collaborate and promote growth across county lines. I firmly believe that by working together, rural and urban counties can innovate by leveraging their unique strengths.

As part of my presidential initiative, I established a task force to examine and provide recommendations to enhance the county role in economic development. The task force engaged in discussions with experts and county officials through a statewide listening tour and economic development symposium. Through this work, I learned that a lot of opportunities are possible if we combine the strengths of the rural and urban areas. Together, we can develop regional economic hubs in all stages of production, including design, manufacturing and distribution of products and services.

As president of the North Carolina Association of County Commissioners I united commissioners in a deep purple state with vibrant rural and urban communities and

varied political views. Together, we were able to focus on a common vision of economic growth for all. I'm eager to put my skills and experience to work for NACo to find common ground and discover new opportunities for collaboration among all our nation's counties.

What do you consider to be the two or three most important challenges facing NACo in the near future on which the Officers/ Executive Committee/ Board of Directors should focus? Why?

If elected second vice president, I will focus on tying together rural and urban areas through collaborative and innovative initiatives. Two areas of specific focus I will prioritize are increasing broadband access and strengthening our nation's agriculture industry.

Increasingly, there is broad acknowledgement at the federal, state and local levels that broadband access is a community necessity. In Person County, North Carolina, we as county leaders worked with the private sector and other stakeholders to develop an innovative project to install 52 miles of fiber as part of a county-owned network that will connect most public facilities — such as county and city government buildings, public schools, volunteer fire departments, and more — to broadband. I want to work with other counties throughout the country to share and develop an inventory of best broadband practices so we can help others crack the nut on this complex issue because the future is at stake for those communities without access.

Being from rural North Carolina and a local farmer, I know the importance of agriculture to the local economy, the state and the nation. I know that

when we take care of farmers it boosts the local economy and provides a critical community benefit — access to healthy, fresh food. I want to help agriculture-producing rural counties join forces with urban counties to expand access to affordable and high-quality, fresh food.

I am part of a farming cooperative where we send our fresh produce and pasteurized meats to areas in Baltimore where food deserts exist, where residents, especially low-income families have difficulty buying affordable or good-quality, fresh food. This is just one way that rural and urban counties can work together to address needs in our communities and improve health outcomes in all our counties. Healthy eating leads to healthy living, and smart policies like this can also help reduce strains on county health services.

As NACo second vice president, I will fight for federal policies that strengthen agriculture and sustain the American family farming tradition. My personal experiences as a member of a multi-generational farming family and rural commissioner make me an effective leader on these issues. With so many things affecting the agriculture industry today, it's important that our nation's farming communities have an advocate who understands firsthand our way of life and tradition. This is what separates me from other candidates. I grew up working on our family farm, which was purchased by my great-grandfather in 1919. From a young age, I embraced the farming lifestyle, serving as president of the local chapter of Future Farmers of America and focusing on agriculture education as part of my studies at North Carolina Agriculture & Techni-



MEET THE CANDIDATES



Johnson

Larry Johnson

Commissioner

DeKalb County, Ga.

Why are you interested in serving as a NACo officer?

"Human progress is neither automatic nor inevitable... Every step toward the goal of justice requires sacrifice, suffering and struggle; the tireless exertions and passionate concern of dedicated individuals."

— Martin Luther King Jr.

Growing up in the inner city of Chicago, many of my influences were individuals committed to helping people and ensuring that everyone, including the underprivileged and underserved, had representation and their needs addressed. The NACo second vice president role will allow me to serve leaders, public servants who build their lives around helping rural Americans fight for e-connectivity, ensuring their voice is heard around Payments in Lieu of Taxes (PILT) and Secure Rural Schools (SRS). Serving as a NACo officer will give me the opportunity to continue to work with urban counties to eliminate health disparities and build strong economic job centers. As NACo second vice president, I will work with rural, urban and suburban counties to build strong global perspectives that maximize trade and cultural tourism. Serving in this capacity will allow me to work with commis-

sioners, judges, supervisors, freeholders, etc., through our great organization NACo to share information and provide resources and tools to not only make their communities better but build the members to become better public servants. It is through this lens and more than 17 years of experience in executive government that I am interested in serving as a NACo officer and humbly offer myself as a candidate for NACo second vice president. We are only as strong as the members that make up the association. I would like to be a beacon of hope and bridge builder across rural, urban and suburban lines.

What do you consider to have been your most important contribution to the National Association of Counties to date? What do you consider to have been your most important contribution to your state association of counties?

To date my most important contributions to the National Association of Counties include serving as the inaugural chair for the Health Disparities subcommittee. Under my leadership, the committee brought attention to the issues facing rural and urban Americans as it relates to the uninsured (access to healthcare), funding of our Federally Qualified Health Centers and the Medicaid funding gap.

The committee was able to make these issues a part of the NACo platform.

As chair of the Health steering committee, I had the opportunity to take a group of commissioners to the Capitol to advocate against cuts in Medicaid to medically fragile children. We brought with us to the Capital, a parent and medically fragile child in need of care who put a face to the issue. Bringing the parent

and child positively impacted the conversation and allowed us to show the importance of getting everyday citizens involved in advocacy.

During my tenure as chair of the International Economic Development Taskforce, I started a speed business networking format where I brought in country representatives from Brazil, Germany and Canada at the Legislative Conference to present on how counties can engage in international trade and tourism. At the NACo Annual Conference in Long Beach, Calif., I arranged a boat tour of the second business container port in the country which served as a learning lab opportunity for participants. This provided those who attended an opportunity to network and meet with federal officials regarding trade.

What I consider my most important contribution to my state association of counties, ACCG, was working with the association to put on the first statewide opioid summit. In May 2017, we brought collaborative partners together including top universities, experts in treatment, local agencies and homeowners associations to plan, strategize and promote promising approaches to dealing with this addiction and disease. This collaboration was so successful that we are already planning the third conference, focused on youth prevention and intervention, to be held in May of 2019 to build on the successes of the last two years that will pay big dividends and help our state get to and remain on the forefront of combating this crisis as well as provide county leaders with tools to help them deal with this issue locally.

What do you consider to be the two or three most important challenges facing NACo in the near future on

which the Officers/Executive Committee/Board of Directors should focus? Why?

The most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus include (1) helping the membership engage a digitally distracted constituency and (2) engaging Generations Y and Z.

(1) *Helping the membership engage a digitally distracted constituency.*

An article written in the *Harvard Business Review* by Larry Rosen and Alexandra Samuel looks at the issue. This is a quote from a study they cited: For the past few years, psychologists have been examining the recent dramatic changes in humans' relationship to technology. Consider a study that colleagues and I conducted in 2008 and replicated last year. We gave people in three age groups — Baby Boomers, Generation X, and the Net Generation (born in the 1980s) — a list of 66 pairs of activities to find out which ones they typically did in tandem. Questions included, for example, "Do you go online and text simultaneously?" and "Do you e-mail and eat at the same time?" In 2008, Baby Boomers responded yes for 59 percent of the pairs, on average; the numbers were 67 percent for Gen Xers and 75 percent for the Net Gen. In 2014 the percentages were higher — 67 percent for Baby Boomers, 70 percent for Gen X, and 81 percent for the Net Gen. Meanwhile, members of the iGeneration (born in the 1990s), whom we added to the second study, were engaging in an astonishing 87 percent of the paired activities, even when they found one in the pair difficult all by itself.

Addressing this issue is important for NACo Officers/Executive Committee/Board of Directors because young gen-

erations will come of age and Baby Boomers will grow older and it will be important to be able to appropriately address their respective generational needs and be able to share relevant information in a techno-savvy manner as well as find innovative ways to get and keep them involved with relevant issues addressed at the national level. NACo needs to incorporate a segment at each steering committee to update us on how technology can be used to inform, build advocacy and make the information relevant to all generations.

(2) *To further engage Generations Y and Z to enhance the resources of NextGen to increase Generations Y and Z's involvement in public policy decisions and implementation.*

There is a prevalent misnomer in our day that the younger generations are not interested in public service or politics. I think this couldn't be further from the truth. I believe that Generations Y and Z are deeply concerned with the wellbeing of the communities they live in. They might not show it in the traditional ways we're accustomed to measuring interest (i.e. writing their officials, attending meetings, etc.) but interest is shown through other means (i.e. social media engagement, hashtag activism, etc.).

The key to bringing these younger generations into a more active role in public service is through education. We cannot accomplish this engagement through traditional means, we will have to work intergenerationally. During my tenure as a DeKalb County commissioner I have worked to bridge the growing gap between generations through the creation of intergenerational centers and experiences. By fostering the interaction of youth with community elders a transmission of values



MEET THE CANDIDATES



Leinbach

Christian Leinbach

Commissioner
Berks County, Pa.

Why are you interested in serving as a NACo officer?

I attended my first NACo Annual Conference in 2008 in Kansas City. I was so impressed with the networking opportunities and the workshop sessions that I was hooked on NACo. It was also in Kansas City that I participated in the first meeting of what is today the Northeast NACo Regional Caucus. That meeting was the early planning to mirror the Western Interstate Region (WIR) in the Northeast, and this effort helped lead NACo to create the four Regional Caucuses that exist today. In 2009 I was invited to participate in the NACo County Leadership Institute (CLI) program at NYU. This was an amazing opportunity for professional development and to make lifelong friendships. I still am in contact with several CLI classmates today. From my ongoing involvement in NACo, I appreciate the many ways our staff and members work to advocate for the benefit of county government, offer opportunities to develop as county officials and learn from the experiences of each other every day. I wholeheartedly endorse NACo's mission and would be proud to lead our members in Washington and

across the country.

But I also have another reason for wanting to serve as a NACo officer, because I have come to view county government very differently during my service as a commissioner. Early in my term, I used to think that it was a stepping stone to higher office, but I have come to appreciate that county government IS the higher office. It is the level of government that still works as it was intended and interacts with residents every day. As a NACo officer, I want to help strengthen county government and ultimately help us do a better job telling the wonderful story of what county government does for our county residents every day.

What do you consider to have been your most important contribution to the National Association of Counties to date? What do you consider to have been your most important contribution to your state association of counties?

One could argue, and I do, that it's not the big things that really make lasting change in an organization. I believe it is the sum total of the small, daily, positive actions and decisions that define any organization. I've had the privilege to play a role with a great team of people to help make NACo stronger. This began in 2008 in Kansas City at the NACo Annual Conference when a group of county leaders from the Northeast started plans to form a Northeast Caucus. It continued by being elected by the members of CCAP to serve on the NACo board starting in March of 2012. And it continues now in working with the NACo Executive Committee since my election as Northeast Region Representative in March of 2014. It's the little things that in the end make a big difference. My involve-

ment on the NACo Membership Committee and winning the 2013 NACo Membership Recruiter of the Year Award reflected my strongly held belief that we cannot lead our counties alone — we need the valuable support that only our state associations and NACo provide. NACo membership also provides a synergy that a county cannot achieve on its own. That is why I continue to promote the value of NACo membership. I've joined NACo colleagues on the Hill to testify about the proposed Waters of the U.S. regulation. I spoke at a press conference on the Hill regarding the Cadillac Tax. I've met with administration officials to discuss transportation initiatives and the problems with ICE detainees. I've participated in NACo sponsored forums on the Hill to address mental illness in our county jails. These are all efforts I have had the opportunity to be part of with my NACo colleagues. Because of these efforts and many more like it I believe NACo is now the most effective local government association in Washington D.C.

At the state level, my response would be the same. "No man (or woman) is an island." Success is the sum of multiple efforts of multiple people. During my tenure as president of CCAP, I was able to promote several changes that our board and in some cases our membership voted to support.

For instance, I helped move Veterans Affairs from a task force to a committee and to move our Academy for Excellence Committee (CCAP's certificate training program for county officials) to a Board level Committee. I also helped establish our current Elections Task Force, and I helped put in place an electronic voting system for the Association's policy resolutions that allowed every CCAP member in the Commonwealth a chance to

vote on resolutions and have a voice in our policy process. CCAP, like NACo, is one of the most effective associations in Pennsylvania.

What do you consider to be the two or three most important challenges facing NACo in the near future on which the Officers/Executive Committee/Board of Directors should focus? Why?

1. Doing a better job helping county leaders tell the story of what they are doing every day to improve the lives of their county citizens. Unless someone has a reason to use a county service, most individuals are not aware of all that counties do. We need to help NACo members engage and inform residents about how counties interact with their lives every day and empower them as county leaders who are connected to constituents, their state association, NACo and all levels of government.

2. Strengthening the system of Federalism that treats county government as a critical part of the policy making effort in DC. Too often our federal leaders forget or do not understand the role counties play, and without county knowledge or input in the decision-making process, the changes they make often affect our ability to deliver critical programs and services, and worse, have unintended consequences for those we serve. Counties must have a seat at the table because we understand best the needs of citizens at the local level and can be a valuable partner to making government across all

levels as effective and efficient as possible.

What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?

1. I think one of the key steps took place last year when Kim Hall was hired, and we moved away from a focus on programs to save counties money to a focus based on determining what counties want and need. The Value of Advocacy is the clear #1 need and value provided by NACo.

2. I believe that we must continue to make certain that our membership retention efforts are always the priority. That means connecting with newly elected officials in these counties as soon as they win their elections. It also means regularly surveying members to see how NACo is meeting their needs because that is job #1 of our organization. It's much easier to retain members than it is to bring on new members.

3. If we will work to further empower current NACo member counties to better tell their story to their elected officials, media and to their constituents, we will establish NACo as the "partner" every county official needs.

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Meet the Candidates

From JEFFERS page 7

cal University. I will prioritize efforts to raise awareness both internally and externally about the economic impact of the agriculture sector and the importance of ensuring our nation's food security.

What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?

NACo's strength and influence are inextricably linked to the level of engagement of our members. The more we can encourage counties to participate actively in NACo,

the more power we will have to advocate for our federal priorities to help counties thrive. I propose launching a strategic communications initiative to activate our members to share their individual stories about why Congress and federal agencies need to act on NACo's legislative priorities. A compelling story has the power to influence policy makers and well-planned, well-placed stories can change minds.

Moreover, NACo's advocacy success demonstrates to our members NACo's value and helps with retention and recruitment. This initiative would also mobilize our members to share their individual stories about how the organization helped them grow and deliver better services for their counties back home. These compelling stories will raise awareness about the full range of benefits NACo has to offer and help grow our membership.

From JOHNSON page 8

takes place. Growth and acceptance occurs and the passing of a mantle of leadership and responsibility takes place.

What measures would you recommend to increase and retain NACo membership and to encourage broad participation in NACo by elected officials and employees of NACo member counties? What specific role would you be willing to assume to help build and sustain membership in NACo?

One measure I would recommend to increase and retain NACo membership and encourage broad participation in NACo is elected officials and employees of NACo member counties using a pop-up marketing strategy. Basically, the pop-up marketing strategy

would take one of our platform issues and wherever the county state association conference is being held in collaboration with the state association director and county leaders from that area will get together and host a town hall meeting on a key platform issue that has been adopted by the association and invite residents to come and learn how to be an advocate for that issue.

Another measure would be to connect with major colleges and universities to establish a program for CEU credits that

could eventually lead to a degree in leadership, governance or policy which builds value for NACo and its membership.

The specific role I would be willing to assume to help build and sustain membership in NACo would be to help convene key stakeholders for each issue to set up goals, timelines and strategies to complete each assignment. I am currently an ambassador who works with the membership staff at NACo to welcome and assist new commissioners to the NACo experience. So, I am already walking the talk.

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the HR DOCTOR

with Philpot & Winkeler

Fran was hired with the county in 2002 and loves her job. Last year, Fran's husband was involved in a serious car accident and his back surgery resulted in debilitating back pain and, eventually, an opioid addiction. Fran knows the stress of the addiction and the financial strain of the medical bills are the reasons for her recent anxiety and depression.

On one hand, she goes to work to get away from the stress at home, but once at work, she can't focus on the tasks at hand. Her performance has been suffering. Fran's co-workers know about the accident and have been there to support her, but she can't share what she and her family are going through.

Lately, Fran can't face the deadlines at work and has been calling in sick at least twice a week. Yesterday, someone left an Employee Assistance Program (EAP) business card on Fran's desk. Fran wonders if everyone will know that she went to EAP and she is worried about having to ask to adjust her lunch hour or ask for time off to attend appointments.

After much consideration, Fran calls and finds that she and her family members are eligible to receive six free visits, per person, per year. She is relieved to start seeing a professional two days from now.

An EAP is a free confidential counseling service offered to employees and their family members to address a variety of personal and work-related issues — including abuse of prescription painkillers, alcohol and drugs — that interfere with an employee's well-being and work performance. EAP programs may be internal, with counselors employed by the organization or external through a vendor or a hybrid approach. Regardless of the design of the



Employee Assistance Programs

program, the counseling sessions are confidential and protected by HIPAA.

The National Safety Council encourages the use of EAPs, stating that such assistance is a "cost-effective solution" and an "effective 'triage' for an employee in need." Yet, participation rates for EAP programs range from 3 percent to nearly 7 percent depending on the source, but nearly all sources agree the percentage is too low.

How can you encourage your employees to use your EAP program when they need it?

First, make sure employees are aware of the free benefit. Directors can make sure EAP program information is readily available in their departments and with every supervisor. Program information and the contact information to access services should be available on websites, the intranet, flyers, bulletin boards and well-distributed business cards, so that the contact phone number is available when a person needs it, without them having to ask for it.

Second, make sure employees know that the sessions are confidential. Confidentiality is one of employees' biggest EAP program concerns. Some employees may not know what is reported back to human re-

sources. Reassure them that usage (in the form of the number of visits used) and trends (broad categories that show general trends) are all that is reported to the organization, not any personal or individualized information.

Third, support employees attending EAP training sessions. Most EAP programs offer training, not just about their services, but on a wide range of topics. Also, employees who attend the training may be able to give the contact information to a co-worker in need. How do you know if your EAP program is performing as intended?

- The service meets the needs of those who use it. Employees don't often complain about EAP. For every single person that complains about EAP services, several others are not willing to come forward and share that they have sought service. Take any and every complaint seriously and follow up to ensure resolution. If you as a supervisor receive a complaint about EAP, let human resources or the vendor know immediately. Common areas for concerns may involve the length of the intake call, the intrusiveness of the intake call, the time to get an appointment, a lack of providers of a certain gender, a lack of appointments

after school or on Saturdays for children and families or non-local providers.

- The service is responsive. Employees get service from the EAP provider quickly. Employees may delay seeking services until its urgent. Therefore, when they call, they need to get an appointment in a timely manner. Sometimes employees may request a certain provider, or certain gender of provider, which could cause a slight delay. However, if you hear that an employee can't get into a provider for a week or more, that is a sign of a problem.

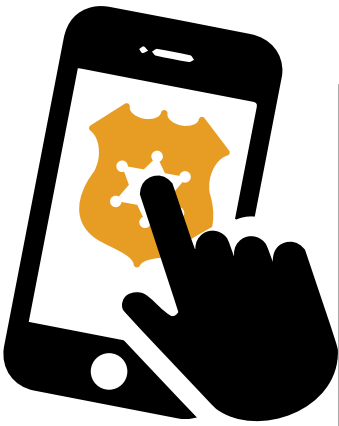
- The service is accessible. Most EAP programs offer service in person, by phone or online. However the employee feels most comfortable, the important point is that they receive the help they need, when they need it.

What other things should an effective EAP program accomplish? Federal, state and local laws may mandate a minimum number of visits specifically for emergency first responders and/or law enforcement. The program must provide those visits and should offer group sessions for critical incident/crisis events, not just an active shooter event, but in the event that an employee dies unexpectedly or a client commits

suicide. EAP should have providers who specialize in specific areas, so employees feel heard and understood. EAP should offer mandatory referrals for employee performance and work with an employer as to when such referrals should be made. The program should work with your medical plan to continue service if the short-term issue becomes a long-term concern. EAP can assist employees with a range of issues. No item is too small, and employees do not need to use all the visits if they don't feel they need to do so. EAP programs can increase productivity and reduce absenteeism, but the real benefit is taking care of the people in our organizational family, the people we work side-by-side with each day, to serve others. Serving others with care and compassion also requires public servants to care for themselves and their families. Through self-care, mindfulness, wellness, and work/life balance, we are better equipped to assist others and be highly motivated and engaged community members. **CN**

Erika Philpot is the human resources director and Rose Winkeler is the deputy county attorney for Coconino County, Ariz.

NEWS FROM ACROSS THE NATION



CALIFORNIA

TULARE COUNTY Sheriff Mike Boudreaux recently launched a new Tulare County Sheriff's Office app for all iPhone and Android users. "The Sheriff's Office is constantly looking for innovative and convenient ways to connect with the community," the office said in a statement. "And we hope this will be a useful tool in getting and receiving critical information."

The app is a new way to do many things that, until now, you would have to come to the Sheriff's Office to do. You can apply for or renew a concealed carry weapon license, report crime tips to "Tip Now," search Megan's Law, do an inmate search, check out the current "Top Ten Most Wanted Criminals," explore the Sheriff's Office social media pages, learn about job openings and more. To see the free

app, search for "Tulare County Sheriff" in your app store.

FLORIDA

- A developer in **MANATEE COUNTY** took out a full-page ad in *The Wall Street Journal* recently, offering up 900 acres for a future "city Amazon built." The ad highlights the county's proximity to Tampa and an emphasis on "old-fashioned southern hospitality." The site was offered up previously when Amazon put the word out it was looking to add a second headquarters but didn't make the cut. The company decided to split the locations between Long Island City, Queens, N.Y. and **ARLINGTON COUNTY, VA.**, but pulled out of New York after a backlash over \$3 billion in government incentives.

GEORGIA

Thanks to a \$1 million federal grant from the U.S. Labor Department, **MCDUFFIE COUNTY** is hiring 40 young men and women for a **young adults leadership program** that will offer them construction skills trade training, career development employment services, tutoring and more. The county is teaming

up with the Thomson Housing Authority as well as with other local businesses. The yearlong program is open to youth ages 16 to 24 in the county and surrounding areas.

HAWAII

A proposed state bill aims to prevent the governor and county mayors from holding down a **second job**, KITV-4 reported. The purpose is to make sure those in office serve full time and avoid potential conflicts of interest. *Hawaii Business* magazine reported last year that nearly half of state lawmakers hold second jobs. State legislators are paid \$62,000 per year and meet in session 60 days of the year, spread across four months, but also go to committee meetings and meet with constituents year-round.

KANSAS

Last year, **FRANKLIN COUNTY** seized 55 horses suffering from neglect due to inadequate water and food. The horses were taken to various counties and placed with private owners, the *Ottawa Herald* reported. But the county sheriff told the Kansas House judiciary committee that a state law needs clarifying to provide direction on how to pay for the cost of providing for **seized animals**. House Bill 2206 would clarify the role of state courts in assessing responsibility for the cost of caring for animals in cruelty cases. It would also streamline legal requirements when ani-

mals are held in a county other than where they were seized.

KENTUCKY

FRANKLIN COUNTY is mulling over an additional funding request for \$40,000 from the Kentucky Capital Development Corp. to help with efforts to **encourage people to live in the county** the *State Journal* reported. KCDC wants to establish a "community concierge service" to recruit 10-12 volunteer residents representing various demographics. "It builds a relationship between someone local and these people before they ever get to our community," KCDC President Terri Bradshaw said. Part of the additional funds would also pay to build a website to connect prospective residents with current residents and pay an additional staff position to recruit the volunteers and maintain the website. The chair of KCDC said "we're helping increase the tax rolls by recruiting people and getting them in here."



MARYLAND

ANNE ARUNDEL COUNTY recently passed legislation **banning food service businesses from using polystyrene containers**. Violators will receive a warning and then increasing fines from \$50 to \$100 to \$500, the *Capital Gazette* reported. Supporters of the new measure say it will help protect the environment because it's difficult to recycle and harms wildlife after it's eaten. The Restaurant Association of Maryland and the Maryland Retailers Association oppose

banning polystyrene containers, saying it would harm businesses. The National Toxicology Program has also reported that styrene was "reasonably anticipated to be a human carcinogen."

MINNESOTA

A full-scale rollout is planned in the fall for **DAKOTA COUNTY**'s program that is tracking **children's development** progress and connecting families to resources. The program, dubbed the Birth to Age Eight Collaborative, is trying to make sure that various government agencies and other groups are sharing information about families. A pilot program with four school districts has seen a 9 percent increase in the number of kids receiving an early childhood screening by age 4. The program won a NACo Achievement Award and was named one of NACo's 100 Brilliant Ideas in 2017.

NEBRASKA

Although some **LANCASTER COUNTY** residents are jumping into a large **wind farm project**, the Board has voted to require wind energy developers to place turbines at least 1 mile away from homes that aren't participating. *The Lincoln Journal Star* reports that what is now the strictest setback in the state is an increase from the previous distance of 1,000 feet.

NEW YORK

- An upgrade to **MONROE COUNTY**'s traffic cameras is giving the public an expanded chance to see **real-time footage** from more than 100 traffic cameras, which can be viewed from the county website. Future plans include 50 more cameras.

"Access to real-time traffic cameras has always been a popular resource used by our residents to plan the best routes to and from home, work or school," said Cheryl Dinolfo, county executive. "Through a unique partner-



FLORIDA

- An unauthorized pig race at the **county fair** and an unpaid bill were the final straw for the **ALACHUA COUNTY COMMISSION**, The Independent Florida Alligator news site reported. The board members canceled the county's contract with the Alachua County Fair Association, faulting them for holding a pig race last year without county approval and other discrepancies. The manager of the association told the commission that the state had approved it. The county is now looking into partnering with a watermelon festival.



ship with the state Department of Transportation, we now offer live feeds to over 100 cameras throughout our county. I encourage residents to take advantage of this free service, especially when local road conditions could be challenging.”

The cameras, jointly operated by the Monroe County DOT and the state department of transportation, refresh every 5-10 seconds.

- Dozens of **ONTARIO COUNTY** employees were trained to deliver preliminary first aid, with the use of 12 **bleeding control kits** that have been placed in several county buildings. So far, 80 employees have completed the training. They are part of “Stop the Bleed,” a national awareness campaign that trains bystanders to help in a bleeding emergency before professional help arrives. Pointing to the role

bystanders played in saving the lives of people injured in the Boston Marathon bombing and the Las Vegas shooting, that training will be offered to county residents, too.

NORTH CAROLINA

- **ALAMANCE COUNTY** vehicles will now sport stickers saying “In God We Trust.”

Alamance County Commissioner Steve Carter introduced the resolution to display the national motto “permanently and prominently” on the county vehicles, the decals paid for by private funding. The labels were previously applied to deputies’ cars. Carter said to WCNC: “[For deputies] it felt to me like if they had that phrase on their patrol car — it might give them a different level of comfort when they step into that job. The people that work for our county work hard...and do a really good job. Why not protect them as well? Why not provide that insight for them as well?”

- **BRUNSWICK COUNTY** is the first in the state to offer **remote video inspections**, which are now expanding into additional residential applications. The inspections were initially for residential mechanical change-out inspections, such as replacing an HVAC heating and air condi-

WASHINGTON

- After a report showed its **fare enforcement program** wasn’t worth the effort and had a disproportionate effect on the homeless, **KING COUNTY** Metro changed its policies. Scofflaws will no longer be sent to court or collections. The transit agency reduced the fine for not paying a fare to \$50 from \$124 to \$50. If the fine is paid within 30 days the fee is cut in half, to \$25. If the fine is not paid the individual would be suspended from Metro service for 30 days. The changes were made after an audit was completed in April 2018 and

found the current enforcement system wasn’t working. The fare enforcement program costs Metro \$1.7 million dollars a year, and according to the audit, in 2016 the county got back less than \$12,000 in fines. It also found in 2016 officers issued more than 3,900 infraction citations, but only 94 people paid them, KIRO News reported. Metro worked with advocacy groups to create the new program. The agency is giving all riders a fresh start and wiping out all previous citations and fines. Violators may also now pay their fines by doing community service.

tioning unit. The service now includes other simple types of inspections, such as gas or water piping outside the home.

Contractors use video conferencing and video messaging to call an inspector in the Brunswick County Code Administration office and walk the inspector through the job site, without the inspector physically being on the premises. The inspection then proceeds as if the inspector were there, WECT News reports. Contractors could have a unit inspected as soon as it’s installed, without having to wait on an inspector to come later and inspectors will also spend less time driving to locations, meaning more can be done in a day and less county resources will be spent on gas and travel expenses.

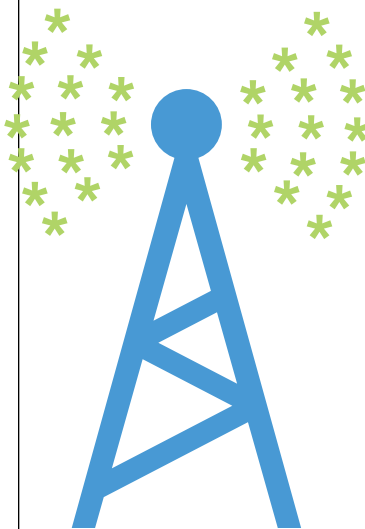
OREGON

A courtroom with a **juror shortage** turned to the residents who turned out for an **UMATILLA COUNTY** Board of Commissioners meeting to fill out its ranks.

A crowd of 20 people, *The East Oregonian* reported, was told the court needed six jurors and if residents did not volunteer, the court was authorized to appoint jurors.

One man volunteered and the court staff appointed the rest. The trial was for a man

who faced charges of misdemeanor driving under the influence of intoxicants and felony aggravated harassment for spitting on a Pendleton police officer in August 2018. The jury voted 10-2 to find the man guilty of the harassment and 12-0 to find him guilty of driving under the influence.



PENNSYLVANIA

When **ERIE COUNTY**’s Next Generation Public Safety Radio System goes live, only local police departments will hear the transmissions. That upgrade will allow the public safety department to **encrypt its radio frequencies**, to the tune of nearly \$500,000. Public Safety Director John Grappy told *The Erie Times-News* that the frequencies carry

See NEWS FROM page 15



NEVADA

CLARK COUNTY officials have postponed **creating three recreation areas** for off-road vehicles on a combined 110,000 acres of federal land. That would counter-balance the county’s request to open up some federal land for development while closing environmentally sensitive areas, which would remove prime off-roading territory, *The Las Vegas Review-Journal* reported.

PROFILES IN SERVICE

CHARLES WEED

Board Member

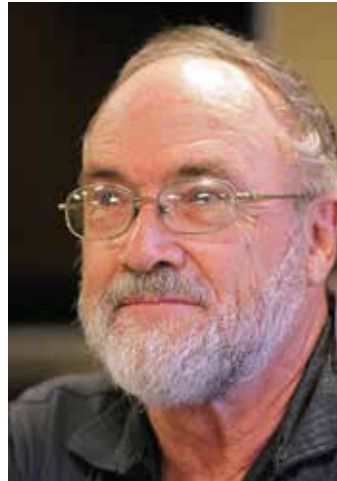
Commissioner, Cheshire County, N.H.
Vice president of New Hampshire Association of Counties

Number of years involved in NACo: 2

Years in public service: 18 (14 in the New Hampshire legislature, four as a Cheshire County commissioner).

Occupation: Retired professor

Education: MA Political Science from Middlebury, MA International Studies from Denver University, MS Labor Studies from UMass and PhD in International Studies from Denver University.



Weed

The hardest thing I've ever done is: Being separated from my kids when my former spouse moved across the country.

Three people (living or dead) I'd invite to dinner are: FDR, Karl Marx and Robert Mueller

A dream I have is to: Have the resources to enable interesting travel with my spouse.

You'd be surprised to learn that I: Was a member of the U.S. Disabled Ski Team: Innsbruck, Austria 1984 and Salen, Sweden 1986.

The most adventurous thing I've ever done is: Compete and travel internationally with a team.

My favorite way to relax is to: Read a good book.

I'm most proud of: A successful career in higher education.

Every morning I read: Too many emails and sometimes *The Nation*.

My favorite meal is: Tacos

My pet peeve is: The attention provided to any authority who ignores evidence in proposing policy.

My motto is: "Serve the common good."

The last book I read was: *Ohio*

My favorite movie is: *The Girl in the Cafe*

My favorite band is: Fleetwood Mac

My favorite U.S. president is: FDR.

My county is a NACo member because: Participating in complex public service is best informed by gaining diverse expertise of those sharing common goals.

You'd be surprised to learn that I:

Was a member of the U.S. Disabled Ski Team: Innsbruck 1984 and Salen, Sweden 1986.



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- SUBMISSIONS DEADLINE: **MARCH 25, 2019 AT 11:59 P.M. EDT**
- NOTIFICATIONS OF ACHIEVEMENT AWARDS: **WEEK OF APRIL 22, 2019**
- NACo ANNUAL CONFERENCE AND EXPOSITION: **JULY 11 – 15, 2019 CLARK COUNTY/LAS VEGAS, NEVADA**

LEADERSHIP EDGE

Don't Mistake a Clear Vision with a Short Distance

by Tim Rahschulte, PhD

Think about the vision you have, your big goals and the associated change effort needed to realize those goals and ultimate vision. I bet your vision is something amazing, something insanely great, something desperately needed.

Perhaps it's a better mouse-trap; maybe it's aiming for a personal best, a new product to overcome some frustration of a current product; or it could be something new that'll connect people in a deep and meaningful way. Whatever it is, the clearer your vision, the better. You need to be able to convey the vision so that others see more than just your enthusiasm.

They need to see real possibility and their work and purpose in that vision. They need to be able to share that vision with others as their own. It's equally important that you and those excited to journey with you understand that a clear vision, while great, is not likely synonymous with a short distance.

There's perhaps no better illustration of this than when President John F. Kennedy delivered his famous "We choose to go to the moon" speech at Rice Stadium in Houston, Texas. It was a hot September day in 1962 when he declared, "We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone." It was a clear vision, but not a short distance.

It was seven years after the speech, on July 20, 1969, Apol-

lo 11 landed the lunar module Eagle on the moon. The individuals involved certainly didn't mistake a clear vision with a short distance — as measured by time or space.

Our vision may not include intergalactic space exploration, but it will include goals. The thing about goals is that the clearer they are, the easier they are to communicate; and the easier they are to communicate, the easier they are to "see" as being possible. If you can get others to see your goals as clearly as you've envisioned them, it's easier for them to adopt them as their own.

The creator of the vision and those working to achieve it need to "see" the target — the ultimate vision and goals along the journey to reaching that vision. You see, sometimes, when the target or vision is too far away, or even out of sight, markers and guideposts need to be used as intermediate goals and as a tracking mechanism to measure both accu-

cy in alignment of work leading to the vision and cadence in progress of the work needed to accomplish the vision on time. Louie Ehrlich, a former president of information technology at Chevron, said, "We use aiming points."

These aiming points break down a really big vision into more addressable feats of victory and success. For example, aiming points enable climbers to summit Mount Everest; they enable climbers to get from base camp to camp 1, then camp 2, then camp 3, then camp 4, which is referred to as the Death Zone, before reaching the summit nearly 30,000 feet above sea level. On a high-visibility day, those trekking up the mountain can see the vision — the summit — clearly, but they know the clarity they have of their targeted vision isn't a short distance. Therefore, they need and use aiming points to set a path of realization to that vision.

Think about your vision.



NEWS FROM ACROSS THE NATION

From NEWS FROM page 13

sensitive information that is inherently dangerous to law enforcement and the community because anyone with a scanner, including criminals, could listen in and track officer movements, though he could not point to an incident where that has brought harm on an officer. The encryption will not apply to fire departments.

WASHINGTON

• **SKAGIT COUNTY** Commissioners are considering allowing developers to build **self-contained communities** in rural parts of the county, which had been forbidden by the county's comprehensive plan.

The developments would allow urban density, in one case 3,500 homes on 1,244 acres, but not include their own governments. The buildup to that density level would be gradual, *The Skagit Valley Herald* reported, and only half of that land would be used for residential development.

• **SNOHOMISH COUNTY** has committed to transitioning entirely to **renewable energy** for county operations by 2045. The county will purchase vehicles that don't run on petroleum fuels, and plan to upgrade to LED lighting, install solar panels on county buildings and reduce energy needs through retrofits, *The Herald* reported. All new county facilities must be built to gold LEED standards, and county buildings will transition to using power generated by water, solar and wind exclusively by 2030.

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.

What aiming points do you have for yourself and your team? How are those aiming points helping to enable the realization of reaching that envisioned future state?

To help ensure your success, cast a clear vision so that others see it as you do. Break it down into short-term goals and near-term wins with aiming points — monthly wins, weekly wins and daily wins if possible.

You'll never achieve any vision in one fell swoop, but if you reach your aiming points with appropriate accuracy and cadence, you'll reach your bigger goals along the journey to ultimately achieving your vision. **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."

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