



**EF-3 TORNADO DESTROYS
COUNTY ASSOCIATION
OFFICE BUILDING. PG. 4**



**SOUTHERN, WESTERN
COUNTIES SEE
POPULATION HIKES. PG. 5**



**INDIANA COUNTY
MENTORS ITS
FUTURE LEADERS. PG. 20**

Counties grapple with tornado destruction



Workers clear debris May 26, in the aftermath of an EF-3 tornado that hit El Reno in Canadian County, Okla., at the American Budget Value Inn. Two people died at a nearby mobile home park that was also destroyed. Photo by Bryan Terry, The Oklahoman

by Rachel Looker
staff writer

A recent influx of tornadoes throughout the month of May has devastated counties across the country, from Ida-

ho to New Jersey. More than 200 tornadoes hit at least two dozen states between May 16 and May 29, according to The Weather Channel. Deaths were reported in Adair County, Iowa; Barton County, Mo.; Mercer County, Ohio; Canadian County, Okla. and Payne County, Okla. and elsewhere.

In the Midwest, an EF2 tornado struck May 20 at Greer

County, Okla. The tornado destroyed two homes and damaged two others, according to Glynadee Edwards, Greer County Emergency Management director.

"I feel for the people who lose their houses," Edwards said. "We're lucky that no one was injured."

The tornado hit the county's fairgrounds damaging the roof and destroying the exhib-

it hall. It also destroyed an ag farm at the fairgrounds, killing one hog.

Cole County, Mo. and Barton County, Mo. were hit May 22 with an EF3 tornado. The tornado damaged an estimated 2,500 buildings, said Bill Farr, Cole County Emergency Management director. There were no confirmed deaths.

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PRESIDENT TRUMP SIGNS \$19.1 BILLION IN DISASTER AID

by Brett Mattson

President Trump signed a long-delayed \$19.1 billion disaster aid package June 6 that will provide additional funding for recovery efforts stemming from 2018 disasters, as well as recent flooding in the Midwest. The House passed the measure June 3 on a bipartisan vote of 354-58 after the U.S. Senate passed legislation May 23.

The package allocates \$2.4 billion for the Community Development Block Grant-Disaster Recovery (CDBG-DR) program, which is utilized by state and local governments to address unmet needs for housing, infrastructure, mitigation and economic development recovery in the wake of a disaster.

Additionally, \$720 million is included to address ongoing recovery efforts related to last

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Seattle-area counties boost early childhood programs

by Charlie Ban
senior writer

Together, King and Pierce counties make up almost half of Washington state's population, and the lion's share of its children.

With that comes a responsibility — which both counties have seized — to shepherd them to a safe, healthy and

successful adulthood.

Both face different challenges in providing supportive environments for those children, and they both participate in Help Me Grow, a program that encourages collaboration among different service delivery systems to build the best network for supporting children and families. Two Help Me Grow staffers crossed the

state May 16 to the 2019 Western Interstate Region Conference in Spokane County to discuss how increasing access to early childhood programming supports impoverished communities.

In Pierce County, the number of children going into foster care in 2017 was alarming, exceeding the number from King County, more than twice

its foster care population.

"We need to think upstream and support families before a crisis happens," said Kate Ginn, Pierce County's Help Me Grow manager and one of 13 national Pritzker Children's Impact Network fellows. "It's a better use of our money, and the less trauma for the family

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Back-to-back storms provide little relief for county emergency workers

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Helping residents

"We're just trying to get everyone to where we can get them situated, back home or to a home for those that have been totally destroyed," Farr said.

An EF3 tornado hit El Reno May 25 in Canadian County, Okla. The tornado was on the ground for 2.2 miles and was 75 yards wide, according to The National Weather Service. Emergency Manager Andrew Skidmore said there were two fatalities in the county.

On May 27, an EF4 tornado with maximum wind speeds of 170 mph hit the Dayton area in central Montgomery County in Ohio and traveled 19 miles, according to the National Weather Service. The Associated Press reported one fatality.

The following day, another EF4 tornado touched down in Kansas, including in Leavenworth County, Douglas County and the Unified Government of Wyandotte County and Kansas City in Kansas.

'A rain-wrapped tornado'

Douglas County Commissioner Michelle Derousseau said the tornado traveled in a diagonal direction and was one mile wide by the time it reached the center of Douglas County.

"It made it difficult to find at first because it was rain-wrapped," she said, which occurs when a heavy rain masks the tornado. Homes were destroyed in a rural area of the county, and there were 17 reported injuries.

"Unfortunately, when some of them came up out of their basement or their storm shelters, there wasn't much left," Derousseau said.

The tornado tore through Leavenworth County, where it reached 170 mph winds and had a destruction path more than 30 miles long, said Kim Buchanan, deputy director of Leavenworth County Emergency Management. Buchanan said 38 homes were completely destroyed and 132 outbuildings, which includes barns, detached garages and sheds were completely destroyed. There were three minor injuries as a result of the tornado.

'Bent but not broken'

"That night, I had never heard of so many people being rescued from being trapped in their basements," Buchanan said. The soil in the county was heavily saturated, which uprooted a number of trees. In one area of the county, the tornado bent a flagpole, but it remained standing.

"We're calling it, 'Bent but not broken' — Leavenworth County," she said.

There was minimal damage to the Unified Government of Wyandotte County and Kansas City, Kan., which is made up primarily by Kansas City. Bonner Springs, a small community in the county, suffered the most damage, with downed trees and powerlines, according to Assistant County Administrator Gordon Criswell. There were no reported injuries.

Storms produced tornadoes that hit Van Zandt and Kaufman

counties May 29 in Texas.

The tornado in Kaufman County was classified as an EF2, according to Steve Howie, the county's emergency management coordinator. It damaged a total of 26 homes, completely destroying four. One person suffered minor injuries.

Mike Curry, director of emergency preparedness in Jackson County, Mo., said with this recent string of tornadoes, counties in the area receive nonstop warnings and the recurrent storms provide little relief for officials working in emergency management.

"You think you have it all wrapped up and you're ready to go home and then it hits another area," he said. **CN**

If you are interested in helping those affected by tornadoes, contact the American Red Cross Disaster Relief at 800.RED-CROSS (733.2767) or call 211.

SNAP/STATS



THE STATISTICS OF FATHER'S DAY

Father's Day got its start in 1910 in Spokane County, Wash. where Sonora Smart Dodd, raised by her father after her mother died, decided fathers needed a holiday. Here's a look at recent U.S. stats:

63% In 2016, fathers spent eight hours a week on child care, triple the time they provided in 1965. Most fathers (**63 percent**) report they are not spending enough time with their kids.

52% **Fifty-two percent** of dads say it is "very or somewhat difficult" to balance work and family life.

27% **Twenty-seven percent** of families with children younger than 18 have fathers as the sole provider. In 1970, it was 47 percent.

1 Fathers take a median of **one week** off from work to care for a new baby, compared with a median of 11 weeks for mothers.

1 in 4 More than **1 in 4** fathers who have children 18 or younger live apart from their children.

Source: Pew Research



After the storm, a flag flies in Leavenworth County, Kan.

Photo courtesy of Leavenworth County

You ask yourself, ‘What’s the story behind the data? Why is this happening?’

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to face, if we reach them earlier with the supports they need.”

That means getting information to parents as early as possible to give them the resources they need, resources that often already exist. The best point of contact, Ginn said, are pediatricians, who see infants several times a year for well child visits.

“That’s an opportunity to talk about social determinants of health, like food insecurity, housing issues,” Ginn said. “That’s the time to have one place to refer families for more information.

“People said there are resources out there, but they didn’t know where to go to get them.”

Counties in the Help Me Grow system often use 2-1-1 services to consolidate that information and present it to the public.

“We want to make sure existing programs are doing good work, are being well utilized in the community and that we’re collecting county-wide data on what families need, what resources are hard to find and what referrals are working well,” Ginn noted.

Marcy Miller, strategic advisor to King County’s Best Starts for Kids program, admitted that King County is blessed with resources that most counties don’t have, but the county still faces challenges.

“When people think about King County they think about Seattle or Bellevue, but we have a lot of geographic diversity,” she said. “A rural-urban spread causes challenges with transportation, and we have a significant homeless issue in Seattle. Your ZIP code can indicate your health and well-being and we have huge disparities based on race and income level.”

Those disparities cause variations in kindergarten readiness, and King County has seized on that as the cause to champion, moving toward a vision for all babies to be born

healthy, for children to be thriving and to have happy and successful adults.

“Talking about it in the frame of kindergarten readiness does help,” Miller said. “It really starts with thinking about the family, it would be so much easier to get started on the right trajectory earlier.”

Miller sees King County’s role, as a convener of different groups, as offering a valuable perspective because it allows the county to see the barriers that have formed between different groups and work to break them.

“Early learning and medical [communities] don’t have as many conversations as you’d expect, so we try to start some,” she said.

Community engagement

Miller said that one of the most important components of King County’s public outreach came from the stance the county took in public meetings in each of the county’s 10 districts.

“We didn’t say much, we didn’t say we were doing this or that as part of our initiative, we just listened,” she said.

The county’s science panel focused on and promoted research that showed how much brain development happened in the first thousand days of a child’s life, and the county gathered a group of philanthropists, businesses and parents to advise County Executive Dow Constantine, including a 40-member Children and Youth Advisory Council.

The Pierce County Council passed a resolution in support of prioritizing early childhood, but even though it was non-binding, that action served as a catalyst to get the community talking about it.

“Even though it’s ceremonial — there’s no money behind it, there’s nothing that changes with the program or policy — it brought a lot of people to the council meetings that day and the week before,” Ginn said. “People really wanted to know what the government’s role was going to be in this space

and how it would support it. Everyone was very passionate and wanted to understand why this is something the county is choosing to do.”

Data analysis

Help Me Grow stresses the use of data, and King and Pierce counties have seized on that to help direct their efforts.

King County identified measurements to change, calling them “headline indicators.”

“We wanted to lower infant mortality rates, increase kindergarten readiness, decrease expulsion,” Miller said. “At one elementary school, 52 kindergartners were expelled at one school, mostly black males,” which stood out as a target for the county to try to effect change.

“You ask yourself, ‘What’s the story behind the data? Why is this happening?’” Miller said. “We know it takes longer than a few years to change things, but along the way, you have to ask how we’re doing and if anyone is better off,” because of intervention.

Pierce County’s data showed that again, despite its lower population, it was showing more children born at a low birth rate compared to King County, with a higher infant mortality rate. The county responded by reaching out to every birthing location in the county — hospitals, midwives — to reinforce the elements of a healthy pregnancy. In addition, outreach to 30 congregations included training for breastfeeding and support for premature babies.

“We want those skills to be available in communities that need them,” Ginn said.

Funding

King County voters approved a ballot initiative raising \$365 million a year from a property tax increase for early childhood programming. Although King County voters have traditionally supported tax levies, that tendency had been in doubt recently. Why did this one succeed?

“This felt really grass roots,” Miller said. “We went to community organizations and asked how we could partner to get people to come to meetings and talk about what was going on. It really started to engage a conversation and get people excited and I think that helped pass the levy. Showing there was scientific evidence and the community support was really important.”

They made the ballot measure simple and straightforward. “We want to invest in early learning, investing in sustaining the game, investing in data evaluation, investing in health and equity.”

Pierce County received \$250,000 from the state through budget proviso to conduct a one-year planning process to implement Help Me Grow.

“It’s unique for something specific for a county to go in the state budget,” Ginn said. The county is hoping for an additional \$1.25 million for im-



Tornado destroys Missouri state association office

by **Charlie Ban**
senior writer

Dick Burke woke up to a nightmare.

Overnight, a tornado tore through Jefferson City, destroying the top floor of the building that housed the Missouri Association of Counties. Upon arriving May 23, he and the rest of his eight-person staff learned the building was structurally unsound and the state association would have to find somewhere else to work.

"We took a direct hit, and looking around several blocks, we got hit as hard as anybody," said Burke, executive director of the association.

The office was in a 147-year-old converted home that was a city landmark. The association had occupied the building since 1990.

"We took a lot of pride in it and it's painful to look at it now and realize there's probably no way we can go back or rebuild," Burke said.

The tornado recorded a maximum speed of 160 miles per hour — EF 3 level — and was on the ground for almost 20 miles, destroying houses and businesses and injuring 32 people, though causing no fatalities, the National Weather Service reported. Local news sources counted approximately 200 buildings that suffered serious damage.

The state association's build-



The Missouri Association of Counties office building stands damaged after an EF-3 tornado struck Jefferson City May 22 with 160 mph winds. Photo courtesy of Dick Burke

ing lost its roof, exposing the second-floor conference center and exposing the building to heavy water damage. Though the staff was able to enter the building and retrieve personal effects, Burke said the three hours they had to do that wasn't close to enough time to

finish the job.

"I probably have 10 file drawers in there I might not be able to get," he said. "It's structurally unsound and we can't get back in. We couldn't get a tarp over the second floor to try to protect the first-floor offices."

Until the association can

find long-term temporary working space, Burke said the staff would likely spend a few weeks working out of their homes, all of which escaped damage. The state's legislative session closed May 17 and the association's server was located elsewhere.

"We're getting through it, you just have to keep going and literally take it one step at a time and that's what we're doing," he said. "We've had a lot of people reach out, and we appreciate the outreach from people and knowing everyone is thinking of us. We will get through this." **CN**

NFIP extended until Sept. 30

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year's wildfires.

With counties across the country serving as the main drivers for recovery and mitigation following a disaster, this additional infusion of funding is vital for communities to continue the rebuilding process.

Also included as part of the package was an additional extension of the National Flood Insurance Program (NFIP) until Sept. 30.

This extension will grant lawmakers additional time to work toward a long-term reauthorization of the program. The House Financial Services Committee is expected to mark up a longer-term reauthorization bill soon. **CN**

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

COUNTIES SEE RIVERS RISE TO HISTORIC LEVELS | by Mary Ann Barton, editor

Counties in the middle of the country — including those located in Arkansas, Iowa, Kansas, Missouri and Oklahoma — are battling historic flooding along the banks of the Mississippi, Missouri and Arkansas rivers after storm systems dumped record amounts of rain across the region last month.

In addition to flooding near the river's banks and where water has topped levees, some river water

is flowing back into tributaries, including in Arkansas.

"A unique situation — one that has caught a lot of people off guard — is that of these streams that flow into the Arkansas River, there's been a lot of backwards flow of creeks back into lakes and other areas off of the river that I don't think we really anticipated," said Chris Villines, executive director of the Association of Arkansas Counties.

What do counties do in such an emergency? "What don't we do?" Villines said.

He noted that in Faulkner County, as an example, "the county judge up there is using low-risk inmates to get sandbags full and get dump trucks out to areas in need.

The sheriffs are making sure there's no looting and are keeping people out of harm's way."

After the flooding recedes,

counties "will be heavily involved in cleanup," Villines said, including helping clear debris from flooded homes that need to be torn down before they can be rebuilt.

"A lot of what comes out of an event like this is learning what worked and what didn't work and communicating that between our different agencies," Villines said.

What's most helpful when a disaster like a flood hits your county? "The number one thing

is to make sure there are good communication channels set up between your counties," he noted.

"One of the advantages we have around here is we've done a lot of training with our county judges, emergency management offices and sheriffs to talk to one another. There's nothing like being able to pick up the phone and know the person on the other end and know who to call to offer help."

Southern, Western counties see population hikes

by Stacy Nakintu

The U.S. Census Bureau 2018 population figures released in April show substantial population growth in counties across the nation, particularly in Southern and Western counties. The U.S. population trend from 2010 to 2018 represents 5.9 percent growth; between July 2017 and July 2018, the U.S. population grew by 2 million residents. This increase from 314 million to 316 million represents a 0.6 percent U.S. population growth in one year.

In 2018, about 55 percent of the nation's 3,069 counties saw population increases while 44 percent experienced a decline.

Among counties with a population of 20,000 residents or more, the fastest growing county was Williams County, N.D., which gained nearly 2,000 residents in 2018 and grew by 5.9 percent. The largest counties — with populations of more than 500,00 — continue to grow. The top 20 counties with largest



Runners take part in the annual Rock 'n Roll Marathon in Maricopa County, Ariz. The county saw the most numeric growth in the country for the third year in a row. Photo courtesy of Visit Arizona

numeric growth were all large counties located in the South and the West. Maricopa County, Ariz. continues to lead with the highest population increase, more than 81,000 residents. The county added more than 70,000 residents in 2017, and surpassed Harris County, Texas as the fastest-growing large county.

The number of medium-sized counties — those with populations between 50,000 and 500,000 residents — increased to 824, with the addition of four previously “small” counties: Queen Anne's County, Md.; Atascosa County, Texas;

Polk County, Texas and Wilson County, Texas.

However, Sonoma County, Calif., St. Mary Parish, La. and Vernon Parish, La. each experienced a drop in their population levels, with Sonoma County becoming a medium-sized county and St. Mary Parish and Vernon Parish populations dropping to less than 50,000 residents. Between 2017 and 2018, the number of small counties dropped from 2,117 to 2,115 and the number of large counties dropped from 131 to 130.


Among counties with more than 500,000 residents, 86 per-

cent saw population gains in 2018. About 73 percent of medium-sized counties saw their population levels increase between 2017 and 2018. Nearly half of small counties, 47 percent, gained population between 2017 and 2018. The fastest-growing medium-sized county in 2018 was Comal County, Texas, which gained more than 7,000 residents and grew by 5.4 percent between July 1, 2017 and July 1, 2018. Among the largest counties, Williamson County, Texas was the fastest growing county, a trend that has been consistent since 2016. The county added more than 20,000 residents and grew by 3.8 percent between July 1, 2017 and July 1, 2018.

The most population growth continues to occur in the South and the West, with Texas counties gaining more than 379,000 residents in 2018. Florida counties and California counties added more than 320,000 and 157,000 residents respectively. The top five fastest-growing

states — Nevada, Idaho, Utah, Arizona and Florida — added more than 600,000 residents total in 2018. Overall, 56 percent of Southern counties and 70 percent of Western counties gained population.

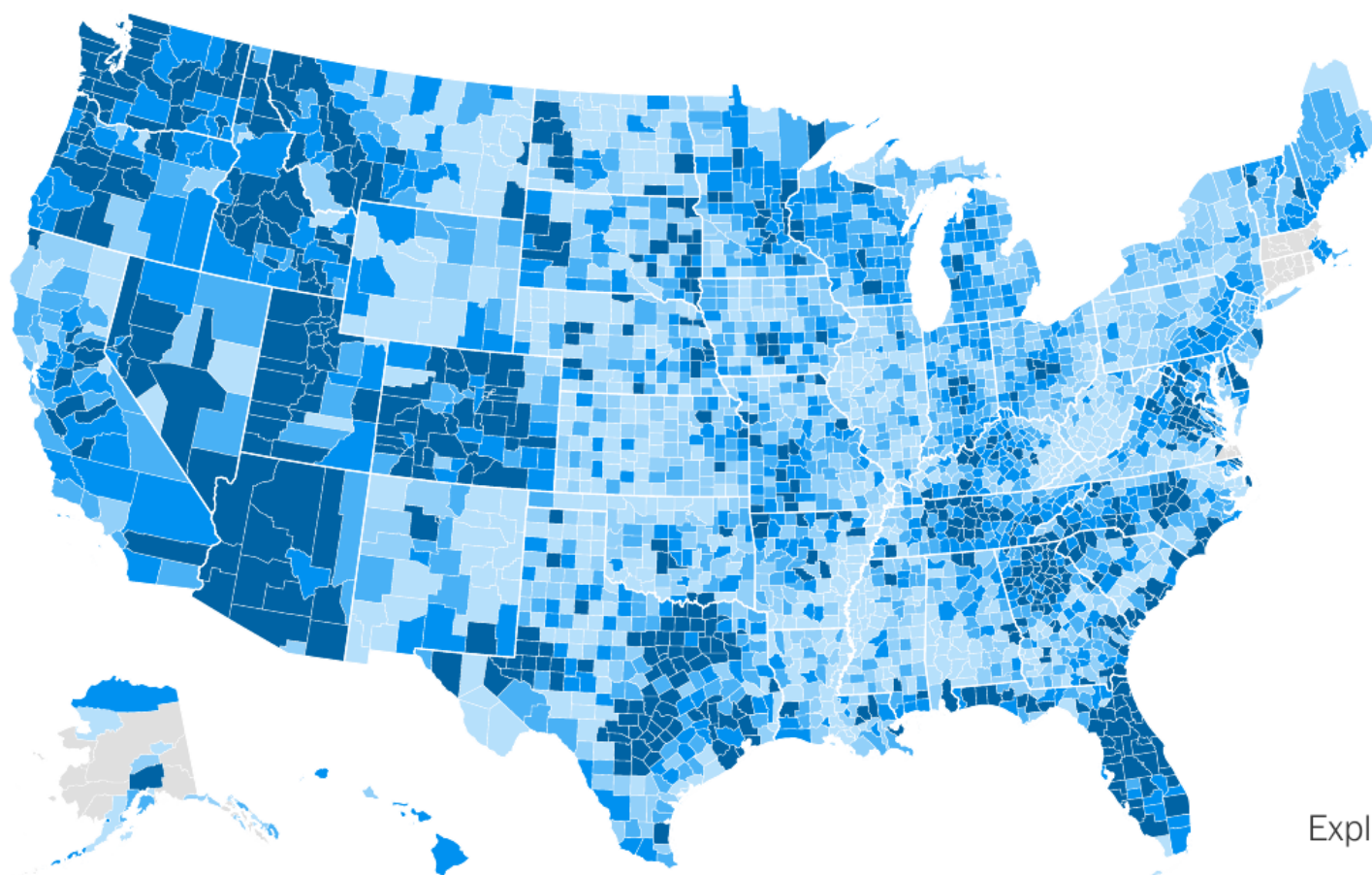
In contrast, 52 percent of Midwestern and Northeastern counties lost population. Most of these counties — 596 — lost population in 2018. Overall, the top five most populous counties in 2018 and for the last four years, are Los Angeles County, Calif., New York City, N.Y., Cook County, Ill., Harris County, Texas and Maricopa County, Ariz.

Check out NACo's County Explorer tool to find out more and compare your county across several indicators with other counties in your state and similarly sized counties. Visit www.Explorer.NACo.org. 

Stacy Nakintu is a research and data analyst at NACo. Ricardo Aguilar, NACo data analyst and developer, contributed to this article.

NACo COUNTY EXPLORER

2018 POPULATION ANNUAL GROWTH RATE (FROM PREVIOUS YEAR)



Explorer.NACo.org

-0.66% -0.10% 0.38% 1.02%

Southern Nevada’s traffic management center drives region’s smart mobility advancements

by Catherine Lu

The following was submitted by Clark County, Nev., host of the 2019 NACo Annual Conference, set for July 12-15.

As technology continues to advance and disrupt the transportation industry, the Regional Transportation Commission of Southern Nevada (RTC) has embraced the changes, testing groundbreaking new mobility solutions that will help build a synergistic ecosystem of mobility options. As RTC CEO Tina Quigley has said, “it is our responsibility to not sit back but to test, learn and evolve.”

The RTC is uniquely positioned to forge the necessary public-private, multi-jurisdictional and intergovernmental partnerships to develop and implement forward-thinking plans that leverage technology to solve the region’s mobility challenges. That’s because it serves as the area’s public transit authority, roadway planning and funding agency, metropolitan planning organization, administrator of Southern Nevada Strong (a regional plan to build complete communities) and centralized regional traffic management agency for all of Southern Nevada—all under one roof.

Southern Nevada faces mobility challenges including safety and capacity. The RTC is pursuing public/private partnerships and leveraging advanced technology solutions to meet these challenges, now and in the future.

The Southern Nevada Traffic Management Center (TMC) is one of the first truly integrated Intelligent Transportation Systems (ITS) in the country. While the RTC manages Southern Nevada’s extensive valley-wide network of traffic signals, ramp meters, dynamic message signs, lane-use control signals and



Passengers board the AAA Free Self-Driving Shuttle during its pilot phase in Clark County, Nev. Photo courtesy of Clark County, Nev.

cameras, the traffic management center operates across multiple jurisdictions and in partnership with the Nevada

Department of Transportation and the Nevada Highway Patrol. A unique collaboration

empowers the TMC and the groundbreaking technology programs being tested to increase the safety and effi-

ciency of roadway systems. This includes technology from Waycare that harnesses information, analyzes data and identifies potentially dangerous driving conditions so first responders can better deploy resources on the roadways and help prevent accidents.

To prepare for the future of transportation, the RTC is working on a regional level to ensure the necessary smart infrastructure and data-sharing processes are in place to enable vehicle-to-infrastructure and vehicle-to-vehicle communication. Multiple smart infrastructure technologies, such as Audi’s “Time to Green” system, connects the traffic signal network to vehicles and Keolis’ first fully autonomous shuttle operates in mixed traffic on public roads.

Technology is the new asphalt, and RTC is helping pave the way forward. [CN](#)

Catherine Lu is manager, Government Affairs, Media and marketing, RTC of Southern Nevada.

WORD SEARCH

GREENBRIER COUNTY, W.Va.
Created by: Mary Ann Barton

BATTLE: A Civil War battle took place in the county seat of Lewisburg on May 23, 1862.

BEARTOWN: Beartown State Park is a 110-acre state park in the northern part of the county.

CARNEGIE: The county is home to its own Carnegie Hall, home to live performances in the county seat of Lewisburg.

CAVES: Visitors ascend 120 feet to Lost World Caverns, discovered in the county in 1942.

COOL: The county seat of Lewisburg was named “The Coolest Small Town in America” in 2011 by Budget Travel magazine.

COURTHOUSE: The Greenbrier County Courthouse was built in 1837.

FAIR: The State Fair of West Virginia is held in the county each year.

FISHING: The Greenbrier River is great for fishing trout, bass and more.

GREENBRIER: Dubbed “America’s Resort,” the 11,000-acre tourism spot got its start in 1778.

INDUSTRIES: The leading industries are coal, timber and agriculture, including livestock, dairy products, hay, grain, poultry and fruit.

LEWISBURG: The county seat, named for a young military officer and surveyor, Andrew Lewis.

MOUNTAINS: The county is nestled in the Allegheny Mountains, offering outdoor recreation and tourism.

OLSON: Veteran TV game show announcer best known for his work on “The Price Is Right,” “Match Game” and “What’s My Line?” lived in the county.

RIVER: The county was named for Greenbrier River, where you can go tubing, kayaking or fishing.

SPRING: Lewis Spring, named for military officer and surveyor Andrew Lewis, is at the center of town; a stone spring house is built around it.

Feds reposition to address rural challenges

by **Charlie Ban**
senior writer

One of the federal government's challenges in addressing the opioid epidemic springs from comparing the speed with which addiction can take hold and spread to the movement of bureaucracy. When federal agencies are designed for long-term efforts, changing their direction can take time, but that's what the Department of Health and Human Services and the Department of Agriculture's Offices of Rural Development have aimed to do, particularly in rural counties.

"People thought rural America was like Mayberry, they didn't have those problems (addiction)," Washington Rural Development Director Kirk Pearson said May 17 in an address to the Western Interstate Region General Session. "Our rural folks are working folks, and they got injured and over-prescribed painkillers and got addicted."



The USDA's Kirk Pearson talks solutions to rural problems at the WIR conference as HHS' John Graham looks on. Photo by Hugh Clarke

The Task Force on Rural Prosperity, which sought to focus 22 different agencies, helped the federal government become more finely attuned to respond to rural challenges, he said.

John Graham, Region 10 director for the Department of Health and Human Services, praised President Trump's declaration of the opioid crisis as a public health emergency in October 2017, which allowed for more direct federal funding to combat the epidemic, speeding up delivery of that money.

Pearson stressed looking at the problem from different angles and finding novel ways to approach it.

"We fund some programs you might not expect, like Head Start," he said. "Those kids have opioid addiction in their families," and are collateral victims of substance abuse because their families are affected, he noted.

Pearson touted the local response in Grays Harbor County, Wash., as a model. The region's economy is heavily reliant on timber, but the nature of the

work and contraction of the market both lent themselves to substance abuse.

"People got injured out in the woods and needed treatment," he said. "And when your economy hurts, sometimes people self-medicate."

The Summit Pacific Medical Center offers the services typical of a hospital, but also features long-term treatment, job training and family support services.

"It's like a social service but in a hospital setting," Pearson said.

Graham pointed out that data-sharing was crucial, but without uniform standards, it can be hard to compare numbers from different states and get an accurate representation.

"Data is the key to complex problems, especially when they connect and are associated with other issues like homelessness and criminal activity," he said. "We want better data, we're working with the state to improve the utility of our data collection."

As a practical matter, he advised county governments to implement post-release treatment for inmates with addiction problems.

"Your highest risk of dying is when you've been released from jail and you've lost your tolerance," he said. "If you don't get encouraged to seek treatment, you can go back to your old cycle," and the first dosage of certain drugs can be fatal."

Pearson implored county officials to seek out their rural development state directors and give them a sense of what their county is dealing with and needs.

"I know it's another meeting, I know you have lots of meetings all the time, but the more I hear, the more we bounce back ideas, the better I can understand a community's need," he said. "We can better direct resources to help folks."

So just make an appointment to meet with them.

"Tell 'em Kirk sent you." **CN**

Waste-to-energy plant stems garbage tide in Spokane

by **Charlie Ban**
senior writer

Things were getting dire in Spokane County, Wash.

The county's five landfills were reaching capacity in the late '80s and three were Superfund cleanup sites. Spokane's sole source of drinking water was threatened, with liquid garbage seeping into the aquifer. Private well owners sued the county and pushed for a change.

"Something had to be done," said Kris Major, solid waste educator for the city of Spokane. "Shipping it off to another county wasn't a great option."

But necessity became fuel for innovation — in this case, the county, which was responsible for solid waste disposal, was accepting tons and tons of potential fuel every day. A waste-to-energy facility could both vastly reduce the amount of refuse and be a source of electricity.

"It was controversial at the

time, and it's still a somewhat controversial way of dealing with solid waste," Major said before a May 15 tour of the facility during the Western Interstate Region conference. Critics say waste-to-energy is a less-efficient use of the materials.

Opening in 1991 near the Spokane Airport, the facility was able to accept 800 tons of trash per day, a combination of curbside pickup and in-person drop-off. Nearly 28 years later, that rate is comparable despite nearly 100,000 in population growth over that time.

"That's thanks to our diversion tactics," Major said. "That was the start of our curbside recycling program. If we were going to have a waste-to-energy facility in Washington state, we needed to prove that we could divert as much waste out of the waste stream as possible."

The facility diverts between 45-55 percent of its waste. Once deposited on the floor of a one-acre facility, it's pushed into

a pit. "It kind of starts looking like *Toy Story 3* after that," Major said. The materials are then fluffed by a large claw, operated from a control station above, in hopes of drying it out.

"We want it to burn as consistently as possible," Major said.

Once dry, the waste is fed into 400-ton boilers, where temperatures can top 2000 degrees Fahrenheit. The steam produced from the fire turns the turbines that generate electricity and the ash produced is caught by a series of filters.

Altogether, the process creates 22 megawatts of electricity, of which 5 megawatts are used to run the facility and the rest are sold to local utilities. The energy produced can power 13,000 homes, Major said. The resulting ash is a 90 percent reduction in volume from the original waste load and a 70 percent reduction by weight.

"From that ash, we're able to remove 20-30 tons of ferrous metal (aluminum, tin, lead) ev-



Iron County, Utah Commissioner Alma Adams peers into the incinerator at the Spokane Waste-to-Energy plant, where temperatures top 2,000 degrees. Photo by Charlie Ban

ery day we recycle, rather than burying it," Major said.

The non-recycled ash goes to the Roosevelt Regional Landfill. Getting the permit for the waste-to-energy plant meant designating the ash as a special incinerator ash, so it can't be reused for asphalt or concrete additive or road aggregate, as other states can.

Because the city of Spokane had bonding authority for nearly \$60 million of the \$110 million plant, it has owned and operat-

ed it. For the first 20 years, a contractor operated the plant until the city saw the opportunity for cost savings by operating it.

In the end, the process has kept 6.5 million tons of material out of landfills over 25 years.

"It's not an inexpensive way of disposing of garbage, but the city has always been committed to seeing this as an asset," Major said. "We think it has a lifespan of another 20 or 30 years. We don't want to go back to just the landfill." **CN**

Supreme Court rules for police officers in free speech case

by Lisa Soronen

It has been three cases and nearly a decade in the making, but the Supreme Court has finally ruled in *Nieves v. Bartlett* that the existence of probable cause defeats a First Amendment retaliatory arrest case...with one small caveat. The State and Local Legal Center filed an amicus brief in favor of the broader ruling in this case.

While police officer Luis Nieves and Russell Bartlett have different versions of what happened at Arctic Man, a week-long winter sports festival in Alaska, even the Ninth Circuit agreed that Sergeant Nieves had probable cause to arrest Bartlett. Nieves knew Bartlett had been drinking and talking loudly when he saw Bartlett stand close to another officer and saw the officer push Bartlett away. But Bartlett claimed Nieves really arrested him in violation of his First Amendment



free speech rights because he had refused to speak to Nieves previously, which Bartlett reminded Nieves of when he was being arrested.

The Ninth Circuit held that Bartlett could bring a First Amendment retaliatory arrest case even though there was probable cause to arrest him because a retaliatory arrest would “chill a person of ordinary firmness from future First Amendment activity”

and “Bartlett had presented enough evidence that his speech was a but-for cause of the arrest.”

The Supreme Court disagreed 6-3, holding that probable cause generally defeats a retaliatory arrest claim. Chief Justice Roberts, writing for the majority, relied primarily on *Hartman v. Moore* (2006), when the Court held that probable cause defeats retaliatory prosecution claims. In

Hartman, the Court noted that proving causation is difficult in retaliatory prosecution cases because “the official with the malicious motive does not carry out the retaliatory action himself — the decision to bring charges is instead made by a prosecutor, who is generally immune from suit and whose decisions receive a presumption of regularity.”

Similarly, it is difficult to determine if protected speech is the cause of an arrest because “protected speech is often a ‘wholly legitimate consideration’ for officers when deciding whether to make an arrest. Officers frequently must make ‘split-second judgments’ when deciding whether to arrest, and the content and manner of a suspect’s speech may convey vital information — for example, if he is ‘ready to cooperate’ or rather ‘present[s] a continuing threat.’ If probable cause doesn’t defeat a First Amendment retaliatory arrest claim

“[a]ny inartful turn of phrase or perceived slight during a legitimate arrest could land an officer in years of litigation.”

The Court’s caveat is the “no-probable cause requirement should not apply when a plaintiff presents objective evidence that he was arrested when otherwise similarly situated individuals not engaged in the same sort of protected speech had not been.” An example Roberts offers is a person complaining about police misconduct being arrested for jaywalking. Police officers typically “exercise their discretion” and don’t arrest people for very minor crimes like jaywalking. While Justices Breyer, Alito, Kagan and Kavanaugh agreed with this “narrow qualification,” Justice Thomas, who otherwise joined the majority opinion, did not. **CN**

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

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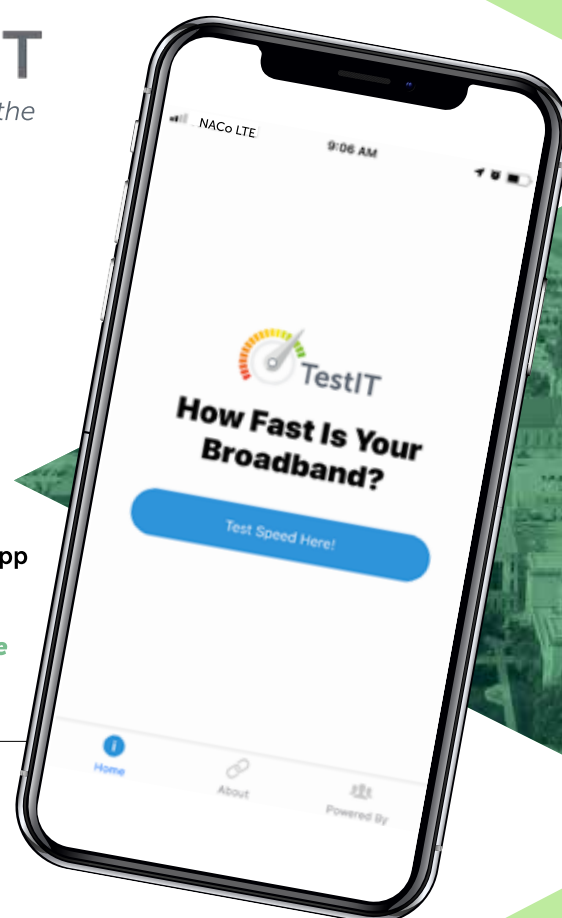


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Counties focus on mental health during Stepping Up 'Month of Action' in May

by Nastassia Walsh

Counties from across the country participated in May's Stepping Up Month of Action. The goal of this national initiative is to reduce the number of people with mental illnesses in jails. Since launching in May 2015 by NACo, the Council of State Governments Justice Center and the American Psychiatric Association Foundation, nearly 500 counties across 43 states have signed on to join the initiative. Last year, dozens of counties participated in the Stepping Up Day of Action to highlight the important work happening in their communities.

For this year's Month of Action, counties across the country highlighted their efforts toward reducing the number of people with mental illnesses in jails. Counties were encouraged to participate in or host a range of activities to highlight their progress, showcase their Stepping Up teams, share experiences of people impacted by their efforts and encourage their peers to join the movement.

Many counties passed proclamations in support of the Month of Action and provided updates to their county boards, their local media and their communities about their initiatives' progress.

Below is a sampling of some of the county activities in May that raised awareness of this critical issue.

- **Alachua County, Fla.**, held a townhall meeting at the local police department to highlight the success of partnerships and programs to address this need. For instance, 70 percent of the Alachua County Sheriff's Office staff has received Crisis Intervention Team and mental health first-aid training. Teams made up of Gainesville Police Department officers and mental health clinicians were created to respond to calls for



Marking Stepping Up 'Month of Action' in Dallas County are (front, l-r): Doug Denton, Kelli Laos, Walter Taylor, Lynn Richardson, Jennifer Jaynes, Laura Edmonds, Carol Luckey and John W. Burruss. (Back, l-r): Theresa Daniel, J.J. Koch, Clay Jenkins, John W. Price and Elba Garcia.

service involving a person experiencing a mental health crisis. Data shows the number of people experiencing a serious mental health crisis while in jail decreased by 34 percent between 2014 and 2018.

- **Berks County, Pa.**, became a Stepping Up Innovator County in April 2019 due to its efforts to collect accurate data on people in jails who have mental illnesses. Since joining Stepping Up, data collection and sharing has been a high priority for the county, helping to effectively and efficiently assess and treat residents with mental illnesses who are involved in the justice and behavioral health systems.

- **Boone County, Mo.**, issued a proclamation recognizing May 2019 as the Stepping Up Month of Action and shared a press release highlighting the county's success with the initiative since joining four years ago. The county has focused much of its efforts on prevention through addressing housing needs and the availability of behavioral health resources.

es. It has used data to identify some of the highest utilizers of its various systems for targeting interventions such as wrap-around services. The courts hold regular case review meetings to more effectively and efficiently address mental health needs of individuals involved in the justice system. And the Sheriff's Department has led efforts to share data and train law enforcement efforts to better respond to people experiencing a mental health crisis.

- **Chatham County, Ga.**, proclaimed May as Mental Health Awareness Month and hosted the 4th Annual Mental Health Symposium with more than 250 attendees. The county also used this month to break ground for its new Behavioral Health Crisis Center: A 24/7 walk-in crisis intervention, assessment and stabilization facility in Chatham County. The county has worked hard to engage federal, state and local stakeholders to effectively address mental health needs by educating the public, increasing

early intervention programs and removing gaps to increase access to treatment.

- **Cherokee County, Ala.**, held community meetings throughout the month of May and the Board of Commissioners passed a resolution to participate in the Month of Action as part of its Stepping Up commitment. Meetings involved presentations on Mental Health First Aid training, a local National Alliance on Mental Illness (NAMI) chapter gathering and an update to the Board on the county's efforts. For example, a social worker inside the Cherokee County Detention Center has been working to evaluate every person booked into the jail for mental illness and substance use disorders and work with partner agencies and community services to get treatment and services in place, reducing the amount of time a person is in the jail and helping them towards recovery.

- **Cleveland County, Okla.**, posted about its efforts on social media, including sharing

data from the sheriff's office. One of the positive actions they've taken at the Cleveland County Detention Center is to implement a screening process to identify people in need of services and to make referrals. Referrals are also made for veterans and people experiencing homelessness.

- **Dallas County, Texas**, proclaimed May 7 as its Stepping Up Day of Action and shared progress at an open commissioners' court meeting. Since joining the movement in 2015 the commissioners' court has collaboratively worked with law enforcement, the courts, the jail and human services agencies to reduce the number of people with mental illnesses in the county jail, divert them once arrested via the Smart Justice Diversion Program, provide better treatment and competency restoration while in custody, link them to services once released and improve outcomes for some of the county's most vulnerable residents.

- **Dauphin County, Pa.**, established a Stepping Up committee that meets monthly to review data collection efforts and trends, complete exercises from the Stepping Up Project Coordinator Handbook and review current action steps, barriers and limitations. The county has also started a new case planning forum where members from the justice, behavioral health and human services agencies meet weekly to discuss case plans and diversion options for individuals in the jail. The county is also in the process of hiring diversion specialists, providing CIT training to law enforcement officers and implementing a co-responder program for law enforcement and mental health clinicians.

See STEPPING UP page 10

Counties share actions to reduce number of mentally ill in jail

From STEPPING UP page 9

• **Douglas County, Kan.,** hosted an event to recognize the community collaboration and work that has been accomplished to significantly reduce the number of people with se-

rious mental illnesses in the Douglas County Correctional Facility. In conjunction with Stepping Up, Douglas County has implemented a number of programs and policies to help them achieve their overall goal, such as establishing a Criminal Justice Coordinating Council and hiring dedicated staff to serve as coordinators and analysts, integrating a mental health screening tool into the jail, funding a behavioral health court, creating a case management program and starting a pretrial release program.

• **Douglas County, Neb.,** held a press conference showcasing its designation as the twelfth Stepping Up Innovator County and highlighting the progress and steps that have led up to this achievement. The county hired a director to oversee the Stepping Up efforts and created a work group to look specifically at data. It also focused on training law enforcement officers in CIT and is now screening everyone who comes into the jail for symptoms of mental illness. Douglas County also started a "Familiar Faces" project for people who cycle in and out of the jail and local hospitals to better receive coordinated services.

• **Fairfax County, Va.,** provided an update of its efforts on its website and also shared videos on social media highlighting county mental health and crisis services. Close to 1,400 people have been diverted from potential arrest thanks to the county's Diversion First initiative. Diversion First offers alternatives to incarceration for people with mental illness, developmental disabilities and co-occurring substance use disorders who come into contact with the criminal justice system for low-level offenses.

• **Forsyth County, N.C.,** celebrated its second Stepping Up Process to End Recidivism graduation in May, honoring

three women who've been committed to the recovery process and out of jail for at least a year. The yearlong program gives support services after release to women with mental illnesses and substance use disorders who were incarcerated at the Forsyth County Detention Center. The local Stepping Up initiative also held a Day of Action, where staff and participants planted flowers at the Mental Health Association.

• **Johnson County, Kan.,** launched a social media campaign to highlight different aspects of its initiative throughout the month of May. Program highlights featured videos and testimonials about the county's veteran's treatment court, mental health first aid training, mental health and law enforcement co-responder program and its cross-functional juvenile justice team.

• **Lewis and Clark County, Mont.,** passed a proclamation declaring the Board of Commissioner's commitment to Stepping Up and posted the reading of the proclamation on social media. The county also hosted a luncheon to educate the community on its continued Stepping Up efforts to make sure people with mental illness are receiving the treatment and services they need in the appropriate settings to improve outcomes and reduce recidivism.

• **Marion County, Iowa,** worked with the media to share a story highlighting progress the county is making through partnership with the County Rural Offices of Social Services Region. The region has trained law enforcement officers in several counties in CIT and implemented a program where jail re-entry staff provide referrals to people as they are being discharged from jail. It has established a 24/7 crisis line, telepsychiatry services, an Assertive Community Treatment program and is in the process of creating an

access center for people experiencing a mental health crisis.

• **McLean County, Ill.,** launched a social media campaign to highlight its progress with Stepping Up. One priority area of the McLean County Mental Health Action Plan was to enhance coordination and collaboration by forming two groups in 2016: The Mental Health Advisory Board and the Behavioral Health Coordinating Council. In addition, nearly 100 percent of all officers in the county are CIT trained, and the county continues to push for data sharing and collaboration to better drive planning, programming and outcomes.

• **Mendocino County, Calif.,** held its first community forum in partnership with the local NAMI chapter to share information on the county's efforts to reduce the number of people with mental illness in the county's jail. Speakers included leaders from the California State Association of Counties and national Stepping Up partner, the Council of State Governments Justice Center.

• **Miami-Dade County, Fla.,** hosted a groundbreaking ceremony for the Miami Center for Mental Health and Recovery. The 208-bed center will serve individuals with mental illnesses and substance use disorders who are diverted from the criminal justice system and will offer a comprehensive continuum of behavioral and primary healthcare services targeting high-cost, high-need individuals who are most often underserved by the public health system. The center is one of many innovations happening in the county along with law enforcement and mental health partnerships and court diversion programs.

• **Pacific County, Wash.,** partnered with a local mental health advocacy group to host its 10th Annual Mental Wellness Walk to raise awareness of this issue in their commu-

nity. Pacific County became a Stepping Up Innovator County in 2018 due to its proficiency in accurately identifying and collecting data on people with mental illnesses coming into the county jail.

• **Pettis County, Mo.,** hosted its second annual mental health summit to highlight progress with its Stepping Up initiative. Speakers from both criminal justice and mental health agencies provided updates on CIT training for law enforcement officers as well as programs to reduce suicides, provide trauma-informed care and improve community connections.

• **Santa Clara County, Calif.,** held a public and media event at its Reentry Resource Center. The event featured presentations and panel discussions to address challenges and share strategies to reduce the number of adults with mental illnesses and co-occurring substance use disorders in jail. Santa Clara County offers mental health and a drug treatment court, as well as a peer respite home for people experiencing a mental health crisis and a residential behavioral health treatment program.

• **Santa Fe County, N.M.,** leaders from the Adult Detention Facility presented to the County Policy and Planning Committee, which provides behavioral health and medical direction to the Santa Fe County Commissioners, on the facility's integrated medical and behavioral health services as part of its Stepping Up efforts. Jail services include a pilot matrix substance abuse psychoeducational program, which utilizes a modified therapeutic community within the detention center, opiate overdose prevention services utilizing MAT and enhanced re-entry services. **CN**

Nastassia Walsh is an associate program director in NACO's County Solutions and Innovation department.



PERSHING COUNTY, Nev.

Pershing County was established by the state legislature in 1919. The county was named in honor of Army Gen. John J. Pershing, who was the commander of the American Expeditionary Forces in France during World War I. Pershing County was the last county created in Nevada.

The seal was adopted in 1995 and designed by Kathi Thomsen Gaertner, an artist who previously lived in Pershing County.



The center of the seal features the county's historic, round courthouse. The courthouse, which is one of two remaining round courthouses in the country, was designed by architect Joseph DeLongchamps.

The man in the lower left corner of the seal represents miners. In the lower right corner, cattle represent agriculture and depict the small, rural county.

If you would like your county's seal featured in "Behind the Seal," contact Rachel Looker at rlooker@naco.org.

Committee approves Interior funding bill

by **Austin Igleheart**

The U.S. House Appropriations Committee approved a FY 2020 Interior appropriations bill May 22, one of the 12 annual spending bills that must be passed each year by Congress to fund federal government operations.

The Interior bill provides funding for the U.S. Department of the Interior (DOI) and to federal land managers under the U.S. Forest Service, as well as for the U.S. Environmental Protection Agency (EPA) and several other agencies.

The bill outlines \$37.28 billion in spending, an increase of \$1.73 billion over the 2019 enacted level and \$7.24 billion above the president's FY 2020 budget request. The bill now heads to the full House for a vote.

Department of the Interior

The bill would provide a total of \$13.79 billion for DOI, \$833 million above FY 2019 levels. FY 2020 will be the first year that a budget cap adjustment for wildfire funding goes into effect, with an additional \$2.25 billion directed to the cap adjustment.

Some important wins for county governments include full funding of Payments In-Lieu of Taxes (PILT) and an \$85 million increase in appropriations for the Land and Water Conservation Fund; \$280 million of this would be directed to the state-side fund, which directs funding to state and local governments for various conservation projects, such as parks and green spaces.

The bill would also increase

funding to the Bureau of Land Management (BLM) by \$66 million to \$1.4 billion and increase land acquisition funds for the BLM by \$5 million. The legislation includes \$77 million for BLM sage grouse conservation initiatives, a \$5 million increase compared to FY 2019, but does not include past language to bar the use of federal funds to list the sage grouse under the Endangered Species Act.

Many similar legislative riders that prevent the listing of specific species or prohibit the use of funds for various regulations and initiatives are not included in this year's bill.

The bill would fund the National Park Service (NPS) at \$3.39 billion, \$168 million above FY 2019 levels. This includes \$2.65 billion for operation of the National Park System — \$144 million more than FY 2019 — and \$657 million for deferred maintenance including construction, cyclic maintenance, repair and rehabilitation activities (equal to FY 2019 funding levels). Additionally, the bill would increase the NPS land acquisition account from \$34 million to \$53 million.

Forest Service

The Interior Appropriations bill includes \$921 million for U.S. Forest Service operations, which includes a \$6 million increase in funds for the USFS's Forest Inventory and Analysis program to \$77 million.

This program is considered a "census of the forests" that provides important data to the nation's foresters on management needs and projected forest health patterns in the coming

years.

The State and Private Forestry line-item would see a \$46 million increase compared to FY 2019. This program provides technical and financial assistance to landowners and resource managers to assist in forest management and reducing the threat of wildfire.

Finally, due to the impact of the wildfire budget cap adjustment, the U.S. Forest Service will have an additional \$1.3 billion available in wildfire suppression and preparedness funds for FY 2020, bringing the total for this account to \$3.9 billion.

Environmental Protection Agency

Along with the DOI funding, the Interior bill also includes funding for the EPA and its programs. Under the measure, the bill would provide a total of \$9.52 billion, \$672 million above the FY 2019 enacted level.

There are several wins for counties in the EPA section of the bill. The Clean Water (CW) and the Drinking Water (DW) State Revolving Fund (SRF) programs, which are used to fund drinking water and wastewater related infrastructure projects, would receive \$3.11 billion, \$345 million above 2019 levels. Specifically, the CW/SRF would receive \$1.8 billion and the DW/SRF would be allotted \$1.3 billion. An additional \$70 million in targeted grant funds for drinking water contaminants (lead, nitrates, etc.) is also included, as is \$45 billion for the Water Infrastructure Finance and Innovation Act (WIFIA). WIFIA is a federal loan and guarantee program within EPA that aims

to accelerate investment in the nation's water infrastructure by providing long-term, low-cost supplemental loans for regionally and nationally significant projects, including many county water infrastructure projects.

The measure includes \$105 million for cleaning up brownfields. This is a \$20.8 million increase above the 2019 enacted

level and \$43 million more than the administration's request. Moreover, \$1.21 billion would be given to the Superfund program, which is an increase of \$55 million above FY 2019 levels. **CN**

Austin Igleheart is a legislative assistant in NACo's Government Affairs department.



Valley County, Idaho Commissioner Gordon Cruickshank speaks at a press conference May 30 announcing Secure Rural Schools legislation in Ada County, Idaho. Photo by Kristin Cundiff

NACo OFFICERS AND MEMBERS

• West Region Representative **Gordon Cruickshank** spoke in favor of a bipartisan bill to create an endowment for the Secure Rural Schools program at a May 30 press conference at the Idaho Statehouse in Ada County. In addition to Sens. Mike Crapo and James Risch (R-Idaho) and Ron Wyden (D-Ore.), Wayne Butts, commissioner, Custer County, Idaho, Tim Freeman, commissioner, Douglas County, Ore. and Mark Bennett, commissioner, Baker County, Ore. also spoke.

NACo STAFF

- Executive Director **Matt Chase** delivered a NACo update to the Texas Association of Counties Board, at their meeting, held May 28-29.
- Chief Innovation Officer **Cheryl Burnett** spoke May 30 at the "Route Fifty Roadshow" event on Trends in Data and Analytics: What Is Working and What Is Next, in Kings County, N.Y.
- Deputy Director of Government Affairs **Jack Peterson** attended the Elections Working Group Meeting, held June 3-4 in Cook County, Ill.
- Director of Program Strategy **Jay Kairam** discussed public-private partnerships at the International Association of Assessing Officers Emerging Leaders Summit May 31 in Washington D.C. and at the United Way Worldwide Equity Committee meeting, held June 3-4 in Alexandria, Va.

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2019 NACo Election

During NACo’s 2019 Annual Conference in Clark County, Nev., delegates from member counties will cast their votes for a new executive leadership team and new policy positions for the American County Platform. Following are the vote totals for each member county. The number of votes assigned to each county is based on a formula that awards one vote for every \$1,200 (or fraction thereof) paid in NACo dues.

County delegates must be present at the Annual Business Meeting, set for Monday, July 15, to cast their votes.

Alabama

Autauga County	1
Baldwin County	3
Barbour County	1
Bibb County	1
Blount County	1
Bullock County	1
Butler County	1
Calhoun County	2
Chambers County	1
Cherokee County	1
Chilton County	1
Choctaw County	1
Clarke County	1
Clay County	1
Cleburne County	1
Coffee County	1
Colbert County	1
Conecuh County	1
Coosa County	1
Covington County	1
Crenshaw County	1
Cullman County	2
Dale County	1
Dallas County	1
DeKalb County	2
Elmore County	2
Escambia County	1
Etowah County	2
Fayette County	1
Franklin County	1
Geneva County	1
Greene County	1
Hale County	1
Henry County	1
Houston County	2
Jackson County	1
Jefferson County	11
Lamar County	1
Lauderdale County	2
Lawrence County	1
Lee County	3
Limestone County	2
Lowndes County	1
Macon County	1
Madison County	6
Marengo County	1
Marion County	1
Marshall County	2
Mobile County	7
Monroe County	1

Montgomery County	4
Morgan County	2
Perry County	1
Pickens County	1
Pike County	1
Randolph County	1
Russell County	1
Shelby County	3
St. Clair County	2
Sumter County	1
Talladega County	2
Tallapoosa County	1
Tuscaloosa County	4
Walker County	2
Washington County	1
Wilcox County	1
Winston County	1

Total 113

Alaska

Aleutians East Borough ..	1
Anchorage Municipality ..	5
Bristol Bay Borough	1
City and Borough of Juneau	1
City and Borough of Sitka	1
City and Borough of Wrangell	1
City and Borough of Yakutat	1
Denali Borough	1
Fairbanks North Star Borough	2
Haines Borough	1
Kenai Peninsula Borough	1
Ketchikan Gateway Borough	1
Kodiak Island Borough ...	1
Lake And Peninsula Borough	1
Matanuska-Susitna Borough	2
North Slope Borough	1
Northwest Arctic Borough	1
Petersburg Borough	1

Total 24

Arizona

Apache County	2
Cochise County	3
Coconino County	3

Gila County	1
Graham County	1
Greenlee County	1
La Paz County	1
Maricopa County	42
Mohave County	3
Navajo County	2
Pima County	16
Pinal County	3
Santa Cruz County	1
Yavapai County	3
Yuma County	3

Total 85

Arkansas

Arkansas County	1
Ashley County	1
Baxter County	1
Benton County	3
Boone County	1
Bradley County	1
Calhoun County	1
Carroll County	1
Chicot County	1
Clark County	1
Clay County	1
Cleburne County	1
Cleveland County	1
Columbia County	1
Conway County	1
Craighead County	2
Crawford County	1
Crittenden County	1
Cross County	1
Dallas County	1
Desha County	1
Drew County	1
Faulkner County	2
Franklin County	1
Fulton County	1
Garland County	2
Grant County	1
Greene County	1
Hempstead County	1
Hot Spring County	1
Howard County	1
Independence County ...	1
Izard County	1
Jackson County	1
Jefferson County	2
Johnson County	1

Lafayette County	1
Lawrence County	1
Lee County	1
Lincoln County	1
Little River County	1
Logan County	1
Lonoke County	1
Madison County	1
Marion County	1
Miller County	1
Mississippi County	1
Monroe County	1
Montgomery County	1
Nevada County	1
Newton County	1
Ouachita County	1
Perry County	1
Phillips County	1
Pike County	1
Poinsett County	1
Polk County	1
Pope County	2
Prairie County	1
Pulaski County	7
Randolph County	1
Saline County	2
Scott County	1
Searcy County	1
Sebastian County	3
Sevier County	1
Sharp County	1
St. Francis County	1
Stone County	1
Union County	1
Van Buren County	1
Washington County	3
White County	2
Woodruff County	1
Yell County	1

Total 94

California

Alameda County	26
Alpine County	1
Amador County	1
Butte County	4
Calaveras County	1
Colusa County	1
Contra Costa County ...	18
Del Norte County	1
El Dorado County	3

Fresno County	16
Glenn County	1
Humboldt County	3
Imperial County	3
Inyo County	1
Kern County	13
Kings County	3
Lake County	2
Lassen County	1
Los Angeles County	51
Madera County	3
Marin County	5
Mariposa County	1
Mendocino County	2
Merced County	4
Modoc County	1
Mono County	1
Monterey County	7
Napa County	3
Nevada County	2
Orange County	42
Placer County	5
Plumas County	1
Riverside County	29
Sacramento County	24
San Benito County	1
San Bernardino County	33
San Diego County	42
San Francisco City and County	14
San Joaquin County	11
San Luis Obispo County ..	5
Santa Barbara County ...	8
Santa Clara County	30
Santa Cruz County	5
Shasta County	3
Sierra County	1
Siskiyou County	1
Solano County	7
Sonoma County	9
Stanislaus County	9
Sutter County	2
Tehama County	2
Trinity County	1
Tulare County	8
Tuolumne County	1
Ventura County	14
Yolo County	4
Yuba County	2

Total 493

Colorado

Adams County	7
Alamosa County	1
Arapahoe County	10
Archuleta County	1
Baca County	1
Bent County	1
Boulder County	5
Broomfield City and County	1
Chaffee County	1
Cheyenne County	1
Clear Creek County	1
Conejos County	1
Crowley County	1
Custer County	1
Delta County	1
Dolores County	1
Douglas County	3
Eagle County	1
El Paso County	10
Elbert County	1
Fremont County	1
Garfield County	1
Gilpin County	1
Grand County	1
Gunnison County	1
Hinsdale County	1
Huerfano County	1
Jackson County	1
Jefferson County	9
Kiowa County	1
Kit Carson County	1
La Plata County	1
Larimer County	5
Lincoln County	1
Logan County	1
Mesa County	3
Mineral County	1
Moffat County	1
Montezuma County	1
Montrose County	1
Morgan County	1
Otero County	1
Ouray County	1
Park County	1
Phillips County	1
Pitkin County	1
Prowers County	1
Pueblo County	3
Rio Blanco County	1

Rio Grande County	1	Miami-Dade County	42
Routt County	1	Monroe County	2
Saguache County	1	Nassau County	2
San Juan County	1	Okaloosa County	4
San Miguel County	1	Okeechobee County	1
Sedgwick County	1	Orange County	16
Summit County	1	Osceola County	3
Teller County	1	Palm Beach County	21
Washington County	1	Pasco County	7
Weld County	4	Pinellas County	16
Yuma County	1	Polk County	10

Total 109

Delaware

Kent County	3
New Castle County	9
Sussex County	3

Total 15

District of Columbia

District Of Columbia	11
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Total 11

Florida

Alachua County	5
Baker County	1
Bay County	3
Bradford County	1
Brevard County	10
Broward County	30
Calhoun County	1
Charlotte County	3
Citrus County	3
Clay County	3
Collier County	5
Columbia County	2
DeSoto County	1
Dixie County	1
Escambia County	5
Flagler County	1
Franklin County	1
Gadsden County	1
Gilchrist County	1
Glades County	1
Gulf County	1
Hamilton County	1
Hardee County	1
Hendry County	1
Hernando County	3
Highlands County	2
Hillsborough County	19
Holmes County	1
Indian River County	3
Jackson County	1
Jefferson County	1
Lafayette County	1
Lake County	4
Lee County	9
Leon County	5
Levy County	1
Liberty County	1
Manatee County	5
Marion County	5
Martin County	3

Georgia

Appling County	1
Athens-Clarke County	2
Augusta-Richmond County	4
Baldwin County	1
Banks County	1
Bartow County	2
Bleckley County	1
Brooks County	1
Bryan County	1
Camden County	1
Candler County	1
Carroll County	2
Catoosa County	1
Charlton County	1
Chatham County	5
Cherokee County	3
Clayton County	5
Clinch County	1
Cobb County	11
Colquitt County	1
Cusseta-Chattahoochee County	1
Dade County	1
DeKalb County	12
Dougherty County	2
Douglas County	2
Elbert County	1
Fannin County	1
Fayette County	2
Floyd County	2
Forsyth County	2
Fulton County	16
Georgetown-Quitman County	1
Gilmer County	1
Glynn County	2
Grady County	1
Gwinnett County	10
Hall County	3

Total 304

Hancock County	1
Haralson County	1
Harris County	1
Hart County	1
Henry County	2
Jackson County	1
Jeff Davis County	1
Jefferson County	1
Jones County	1
Lamar County	1
Lee County	1
Liberty County	2
Lowndes County	2
Lumpkin County	1
Macon-Bibb County	3
Madison County	1
McDuffie County	1
Mitchell County	1
Monroe County	1
Morgan County	1
Newton County	2
Oconee County	1
Oglethorpe County	1
Paulding County	2
Peach County	1
Polk County	1
Putnam County	1
Rabun County	1
Rockdale County	2
Screven County	1
Spalding County	2
Stewart County	1
Talbot County	1
Taylor County	1
Thomas County	1
Troup County	2
Twiggs County	1
Union County	1
Walton County	1
Ware County	1
Warren County	1
Wayne County	1
White County	1
Whitfield County	2
Wilkinson County	1

Total 162

Hawaii

Hawaii County	3
Honolulu City and County	16
Kauai County	2
Maui County	3

Total 24

Idaho

Ada County	6
Adams County	1
Bannock County	2
Bear Lake County	1
Benewah County	1
Bingham County	1
Blaine County	1
Boise County	1

Bonner County	1
Bonneville County	2
Boundary County	1
Butte County	1
Camas County	1
Canyon County	3
Caribou County	1
Cassia County	1
Clark County	1
Clearwater County	1
Custer County	1
Elmore County	1
Franklin County	1
Fremont County	1
Gem County	1
Gooding County	1
Idaho County	1
Jefferson County	1
Jerome County	1
Kootenai County	2
Latah County	1
Lemhi County	1
Lewis County	1
Lincoln County	1
Madison County	1
Minidoka County	1
Nez Perce County	1
Oneida County	1
Owyhee County	1
Payette County	1
Power County	1
Shoshone County	1
Teton County	1
Twin Falls County	2
Valley County	1
Washington County	1

Total 55

Illinois

Bond County	1
Boone County	1
Brown County	1
Bureau County	1
Calhoun County	1
Carroll County	1
Cass County	1
Champaign County	4
Christian County	1
Clark County	1
Clay County	1
Clinton County	1
Cook County	49
Crawford County	1
Cumberland County	1
De Witt County	1
DeKalb County	2
DuPage County	16
Edgar County	1
Edwards County	1
Effingham County	1
Fayette County	1
Fulton County	1
Gallatin County	1
Grundy County	1

Hamilton County	1
Henderson County	1
Henry County	1
Iroquois County	1
Jackson County	2
Jasper County	1
Jefferson County	1
Jo Daviess County	1
Johnson County	1
Kane County	8
Kankakee County	2
Kendall County	1
Knox County	1
Lake County	12
LaSalle County	2
Lee County	1
Livingston County	1
Logan County	1
Macon County	2
Madison County	5
Marion County	1
Marshall County	1
Mason County	1
McDonough County	1
McHenry County	5
McLean County	3
Menard County	1
Montgomery County	1
Morgan County	1
Moultrie County	1
Ogle County	1
Peoria County	4
Perry County	1
Piatt County	1
Pike County	1
Pope County	1
Pulaski County	1
Putnam County	1
Randolph County	1
Richland County	1
Saline County	1
Schuyler County	1
Shelby County	1
St. Clair County	5
Stark County	1
Stephenson County	1
Tazewell County	3
Union County	1
Wabash County	1
Warren County	1
Washington County	1
Whiteside County	1
Will County	9
Williamson County	2
Winnebago County	5
Woodford County	1

Total 202

Indiana

Adams County	1
Allen County	6
Bartholomew County	2
Benton County	1
Blackford County	1

Boone County	1
Brown County	1
Clinton County	1
Daviess County	1
Dearborn County	1
Decatur County	1
Dubois County	1
Elkhart County	4
Floyd County	2
Franklin County	1
Fulton County	1
Gibson County	1
Greene County	1
Hamilton County	3
Harrison County	1
Hendricks County	2
Henry County	1
Indianapolis and Marion County	16
Jay County	1
Jennings County	1
Johnson County	3
Knox County	1
Kosciusko County	2
Lake County	9
LaPorte County	2
Madison County	3
Marshall County	1
Monroe County	3
Montgomery County	1
Morgan County	2
Newton County	1
Noble County	1
Ohio County	1
Owen County	1
Parke County	1
Pike County	1
Posey County	1
Pulaski County	1
Putnam County	1
Randolph County	1
Rush County	1
Shelby County	1
Spencer County	1
Steuben County	1
Sullivan County	1
Switzerland County	1
Tippecanoe County	3
Tipton County	1
Vanderburgh County	3
Vermillion County	1
Vigo County	2
Washington County	1
Wayne County	2
Wells County	1
White County	1

Total 111

Iowa

Adair County	1
Allamakee County	1
Appanoose County	1
Benton County	1
Black Hawk County	3

Boone County	1
Bremer County	1
Buchanan County.....	1
Buena Vista County	1
Butler County	1
Calhoun County	1
Carroll County	1
Cass County.....	1
Cedar County	1
Cerro Gordo County	1
Cherokee County.....	1
Chickasaw County	1
Clarke County.....	1
Clay County.....	1
Clayton County.....	1
Clinton County	1
Crawford County	1
Dallas County.....	1
Davis County	1
Des Moines County	1
Dickinson County	1
Dubuque County	2
Emmet County	1
Franklin County	1
Fremont County.....	1
Greene County	1
Grundy County	1
Hamilton County	1
Hardin County.....	1
Harrison County	1
Howard County.....	1
Humboldt County.....	1
Jackson County.....	1
Jasper County	1
Johnson County.....	3
Jones County	1
Kossuth County.....	1
Lee County.....	1
Linn County.....	4
Lucas County	1
Lyon County	1
Madison County	1
Marion County	1
Marshall County.....	1
Mills County	1
Mitchell County	1
Monona County.....	1
Montgomery County	1
Osceola County.....	1
Palo Alto County.....	1
Plymouth County	1
Pocahontas County	1
Polk County.....	8
Pottawattamie County....	2
Poweshiek County	1
Sac County	1
Scott County	3
Shelby County.....	1
Sioux County.....	1
Story County	2
Tama County	1
Union County	1
Wapello County.....	1
Warren County	1

Washington County	1
Wayne County	1
Webster County.....	1
Winnebago County	1
Winneshiek County.....	1
Woodbury County.....	2
Worth County	1
Wright County	1

Total 97

Kansas

Allen County.....	1
Atchison County	1
Barber County.....	1
Bourbon County	1
Butler County	2
Cloud County	1
Coffey County.....	1
Crawford County	1
Decatur County	1
Dickinson County	1
Douglas County.....	2
Elk County.....	1
Ellis County.....	1
Ellsworth County	1
Finney County	1
Ford County	1
Franklin County	1
Geary County	1
Gove County	1
Greeley County.....	1
Greenwood County.....	1
Hamilton County	1
Harper County.....	1
Harvey County.....	1
Haskell County	1
Jackson County	1
Jefferson County	1
Jewell County	1
Johnson County.....	9
Labette County	1
Lane County.....	1
Leavenworth County.....	2
Linn County.....	1
Marion County	1
Marshall County.....	1
McPherson County	1
Miami County.....	1
Mitchell County	1
Morris County.....	1
Nemaha County	1
Neosho County	1
Ness County	1
Osage County.....	1
Phillips County	1
Pottawatomie County	1
Pratt County	1
Rawlins County	1
Reno County	2
Republic County.....	1
Rice County.....	1
Riley County	2
Rooks County.....	1
Saline County.....	1

Sedgwick County.....	9
Seward County.....	1
Shawnee County	3
Sheridan County	1
Sherman County	1
Smith County	1
Stafford County.....	1
Stanton County	1
Stevens County	1
Trego County	1
Unified Government of Wyandotte County/Kansas City.....	3
Wilson County.....	1

Total 90

Kentucky

Adair County	1
Allen County.....	1
Anderson County.....	1
Ballard County	1
Barren County.....	1
Bath County.....	1
Bell County	1
Boone County	2
Bourbon County	1
Boyd County	1
Boyle County.....	1
Bracken County.....	1
Breathitt County.....	1
Breckinridge County	1
Bullitt County	2
Butler County	1
Caldwell County	1
Calloway County.....	1
Campbell County.....	2
Carlisle County.....	1
Carroll County	1
Carter County.....	1
Casey County	1
Christian County.....	2
Clark County	1
Clay County.....	1
Clinton County	1
Crittenden County	1
Cumberland County	1
Daviess County	2
Edmonson County	1
Elliott County	1
Estill County.....	1
Fleming County	1
Floyd County	1
Franklin County	1
Fulton County.....	1
Gallatin County	1
Garrard County.....	1
Grant County.....	1
Graves County.....	1
Grayson County.....	1
Green County	1
Greenup County	1
Hancock County	1
Hardin County	2
Harlan County	1

Harrison County	1
Hart County.....	1
Henderson County.....	1
Henry County	1
Hickman County.....	1
Hopkins County.....	1
Jackson County	1
Jessamine County	1
Johnson County.....	1
Kenton County	3
Knott County	1
Knox County.....	1
LaRue County.....	1
Laurel County.....	1
Lawrence County.....	1
Lee County.....	1
Leslie County	1
Letcher County	1
Lewis County.....	1
Lexington-Fayette County.....	5
Lincoln County	1
Livingston County.....	1
Logan County.....	1
Louisville Jefferson County Metro Government	13
Lyon County	1
Madison County.....	2
Magoffin County.....	1
Marion County	1
Marshall County.....	1
Martin County	1
Mason County.....	1
McCracken County	2
McCreary County.....	1
McLean County	1
Meade County.....	1
Menifee County	1
Mercer County.....	1
Metcalfe County.....	1
Monroe County	1
Montgomery County.....	1
Morgan County.....	1
Muhlenberg County	1
Nelson County.....	1
Nicholas County.....	1
Ohio County	1
Oldham County	1
Owen County.....	1
Owsley County	1
Pendleton County.....	1
Perry County	1
Pike County.....	2
Powell County	1
Pulaski County	2
Robertson County	1
Rockcastle County.....	1
Rowan County.....	1
Russell County	1
Scott County	1
Shelby County.....	1
Simpson County.....	1
Spencer County.....	1
Taylor County	1

Todd County	1
Trigg County	1
Trimble County	1
Union County	1
Warren County	2
Washington County	1
Wayne County	1
Webster County.....	1
Whitley County	1
Wolfe County.....	1
Woodford County	1

Total 149

Louisiana

Acadia Parish.....	2
Allen Parish.....	1
Ascension Parish.....	2
Beauregard Parish.....	1
Bienville Parish.....	1
Bossier Parish	2
Caddo Parish	5
Calcasieu Parish	4
Caldwell Parish.....	1
Cameron Parish	1
Claiborne Parish.....	1
East Baton Rouge Parish	8
East Feliciana Parish	1
Evangeline Parish	1
Franklin Parish	1
Grant Parish	1
Iberia Parish.....	2
Iberville Parish	1
Jackson Parish	1
Jefferson Parish.....	8
Lafayette Consolidated Government	4
LaSalle Parish	1
Lincoln Parish	1
Livingston Parish.....	2
Madison Parish	1
Orleans Parish.....	8
Ouachita Parish.....	3
Plaquemines Parish.....	1
Pointe Coupee Parish	1
Rapides Parish	3
Red River Parish	1
Sabine Parish.....	1
St. Bernard Parish	2
St. Charles Parish.....	1
St. Helena Parish.....	1
St. James Parish.....	1
St. John The Baptist Parish	1
St. Landry Parish.....	2
St. Martin Parish	1
St. Mary Parish.....	1
Tangipahoa Parish.....	2
Terrebonne Parish Consolidated	
Government	2
Vermilion Parish	1
Vernon Parish.....	1
Washington Parish	1
Webster Parish	1

West Baton Rouge Parish	1
West Feliciana Parish	1
Winn Parish.....	1

Total 93

Maine

Androscoggin County	2
Aroostook County.....	2
Cumberland County	5
Hancock County	1
Kennebec County	3
Knox County.....	1
Lincoln County	1
Oxford County	1
Penobscot County	3
Piscataquis County	1
Sagadahoc County	1
Somerset County.....	1
Waldo County.....	1
Washington County	1
York County.....	4

Total 28

Maryland

Allegany County	2
Anne Arundel County.....	9
Baltimore City	11
Baltimore County	14
Calvert County	2
Caroline County	1
Carroll County	3
Cecil County.....	2
Charles County.....	3
Dorchester County	1
Frederick County	4
Garrett County	1
Harford County.....	5
Howard County.....	5
Kent County	1
Montgomery County.....	17
Prince George’s County	15
Queen Anne’s County	1
Somerset County.....	1
St. Mary’s County	2
Talbot County	1
Washington County	3
Wicomico County	2
Worcester County	1

Total 107

Massachusetts

Bristol County	1
Nantucket County.....	1
Norfolk County	1

Total 3

Michigan

Alger County.....	1
Allegan County.....	2
Alpena County	1
Antrim County	1
Bay County	2
Branch County	1
Calhoun County	3

Charlevoix County.....	1	Crow Wing County	2
Cheboygan County	1	Dakota County	7
Clare County	1	Dodge County	1
Clinton County	2	Douglas County.....	1
Crawford County	1	Faribault County.....	1
Delta County	1	Fillmore County	1
Dickinson County	1	Freeborn County.....	1
Emmet County	1	Goodhue County	1
Gogebic County.....	1	Grant County.....	1
Grand Traverse County....	2	Hennepin County	20
Houghton County	1	Houston County	1
Huron County	1	Hubbard County.....	1
Iosco County	1	Isanti County.....	1
Iron County	1	Itasca County.....	1
Isabella County	2	Jackson County	1
Jackson County.....	3	Kanabec County.....	1
Kalamazoo County	5	Kandiyohi County	1
Kent County	11	Kittson County	1
Lake County.....	1	Koochiching County.....	1
Leelanau County	1	Lac Qui Parle County	1
Lenawee County.....	2	Lake County	1
Mackinac County	1	Lake of the Woods	
Macomb County.....	15	County	1
Manistee County	1	Le Sueur County.....	1
Marquette County	2	Lincoln County	1
Menominee County	1	Lyon County	1
Midland County.....	2	Mahnomen County	1
Missaukee County.....	1	Marshall County	1
Muskegon County.....	3	Martin County	1
Newaygo County.....	1	McLeod County	1
Oakland County	21	Meeker County.....	1
Oceana County	1	Mille Lacs County	1
Ontonagon County	1	Morrison County.....	1
Osceola County.....	1	Mower County	1
Oscoda County.....	1	Murray County.....	1
Otsego County	1	Nicollet County.....	1
Ottawa County	5	Nobles County	1
Roscommon County	1	Norman County	1
Saginaw County	4	Olmsted County	3
St. Clair County	3	Otter Tail County.....	1
Tuscola County.....	1	Pennington County	1
Washtenaw County.....	6	Pine County	1
Wayne County	32	Pipestone County.....	1
Wexford County.....	1	Polk County.....	1
		Pope County	1
		Ramsey County	9
		Red Lake County	1
		Redwood County.....	1
		Renville County	1
		Rice County.....	2
		Rock County.....	1
		Roseau County.....	1
		Scott County	2
		Sherburne County	2
		Sibley County	1
		St. Louis County	4
		Stearns County	3
		Steele County	1
		Stevens County	1
		Swift County.....	1
		Todd County	1
		Traverse County.....	1
		Wabasha County.....	1
		Wadena County.....	1

Total 158

Minnesota

Aitkin County.....	1
Anoka County.....	6
Becker County.....	1
Beltrami County	1
Benton County	1
Big Stone County.....	1
Blue Earth County	2
Brown County.....	1
Carlton County	1
Carver County	2
Cass County.....	1
Chippewa County	1
Chisago County.....	1
Clay County.....	1
Clearwater County	1
Cook County	1
Cottonwood County.....	1

Waseca County	1
Washington County	4
Watonwan County	1
Wilkin County	1
Winona County.....	1
Wright County	2
Yellow Medicine County ..	1

Total 142

Mississippi

Adams County.....	1
Alcorn County	1
Attala County	1
Benton County	1
Calhoun County	1
Carroll County	1
Choctaw County	1
Claiborne County	1
Clarke County.....	1
Coahoma County	1
Copiah County	1
Covington County.....	1
DeSoto County	2
Forrest County.....	2
Franklin County	1
George County	1
Grenada County	1
Hancock County	1
Harrison County	4
Hinds County	5
Holmes County.....	1
Itawamba County	1
Jackson County.....	3
Jasper County	1
Jefferson Davis County ...	1
Kemper County	1
Lafayette County	1
Lauderdale County	2
Leake County	1
Lee County.....	2
Leflore County.....	1
Lincoln County	1
Lowndes County.....	1
Madison County	2
Marion County	1
Marshall County	1
Monroe County	1
Montgomery County.....	1
Neshoba County	1
Newton County	1
Oktibbeha County	1
Pearl River County	1
Perry County	1
Pontotoc County.....	1
Prentiss County.....	1
Quitman County	1
Rankin County.....	3
Scott County	1
Sharkey County.....	1
Simpson County.....	1
Smith County	1
Stone County	1
Tishomingo County.....	1
Tunica County	1

Union County	1
Walthall County.....	1
Warren County	1
Wayne County	1
Webster County.....	1
Wilkinson County	1
Yalobusha County	1
Yazoo County	1

Total 78

Missouri

Adair County	1
Andrew County.....	1
Atchison County	1
Audrain County	1
Barry County	1
Barton County.....	1
Bates County	1
Benton County	1
Bollinger County.....	1
Boone County	3
Buchanan County.....	2
Caldwell County	1
Callaway County.....	1
Camden County	1
Cape Girardeau County ..	2
Carroll County	1
Carter County.....	1
Cass County.....	2
Cedar County	1
Chariton County	1
Christian County.....	1
Cole County	2
Cooper County	1
Dallas County.....	1
DeKalb County	1
Dent County	1
Franklin County	2
Gentry County	1
Greene County	5
Grundy County	1
Hickory County.....	1
Howard County.....	1
Howell County	1
Iron County	1
Jasper County	2
Johnson County.....	1
Lafayette County	1
Lincoln County	1
Linn County.....	1
Livingston County.....	1
Macon County.....	1
Madison County	1
Marion County	1
Miller County.....	1
Moniteau County.....	1
Morgan County.....	1
Nodaway County	1
Ozark County.....	1
Perry County	1
Pettis County	1
Phelps County.....	1
Pike County.....	1
Polk County.....	1

Randolph County	1
Ray County.....	1
Reynolds County	1
Ripley County.....	1
Scotland County.....	1
Scott County.....	1
Shannon County	1
St. Clair County	1
St. Francois County	2
Ste. Genevieve County....	1
Stone County	1
Sullivan County	1
Taney County.....	1
Texas County.....	1
Vernon County.....	1
Warren County	1
Washington County	1
Wayne County	1

Total 84

Montana

Anaconda-Deer Lodge	
County.....	1
Beaverhead County.....	1
Big Horn County	1
Blaine County	1
Broadwater County.....	1
Butte-Silver Bow County .	1
Carbon County	1
Carter County.....	1
Cascade County.....	2
Chouteau County	1
Custer County	1
Daniels County.....	1
Dawson County	1
Fallon County.....	1
Fergus County	1
Flathead County.....	2
Gallatin County	2
Garfield County	1
Glacier County	1
Golden Valley County.....	1
Granite County	1
Hill County	1
Jefferson County	1
Judith Basin County.....	1
Lake County	1
Lewis and Clark County...	2
Liberty County.....	1
Lincoln County	1
Madison County.....	1
McCone County.....	1
Meagher County.....	1
Mineral County.....	1
Missoula County	2
Musselshell County	1
Park County	1
Petroleum County.....	1
Phillips County	1
Pondera County	1
Powder River County.....	1
Powell County	1
Prairie County	1
Ravalli County.....	1

Richland County.....	1
Roosevelt County	1
Rosebud County.....	1
Sanders County	1
Sheridan County	1
Stillwater County	1
Sweet Grass County	1
Teton County	1
Toole County	1
Treasure County	1
Valley County	1
Wheatland County.....	1
Wibaux County	1
Yellowstone County	3

Total 63

Nebraska

Adams County.....	1
Banner County	1
Boone County	1
Boyd County	1
Buffalo County	1
Burt County.....	1
Butler County	1
Cass County.....	1
Cedar County	1
Chase County.....	1
Cherry County	1
Cheyenne County	1
Clay County.....	1
Colfax County.....	1
Cuming County.....	1
Custer County	1
Dakota County	1
Dawes County	1
Dawson County	1
Deuel County	1
Dixon County.....	1
Dodge County	1
Douglas County.....	9
Fillmore County	1
Franklin County	1
Frontier County.....	1
Furnas County	1
Gage County	1
Garfield County	1
Greeley County.....	1
Hall County	1
Hamilton County	1
Harlan County	1
Hayes County	1
Hitchcock County	1
Holt County	1
Howard County.....	1
Jefferson County	1
Kearney County.....	1
Keith County	1
Kimball County.....	1
Knox County.....	1
Lancaster County	5
Lincoln County	1
Logan County.....	1
Madison County.....	1
Merrick County.....	1

Morrill County	1
Nance County	1
Nemaha County	1
Nuckolls County	1
Otoe County	1
Pawnee County	1
Perkins County	1
Phelps County	1
Red Willow County	1
Richardson County	1
Rock County	1
Saline County	1
Sarpy County	3
Saunders County	1
Seward County	1
Sherman County	1
Sioux County	1
Stanton County	1
Thayer County	1
Thomas County	1
Thurston County	1
Washington County	1
Wayne County	1
York County	1

Total 85

Nevada

Carson City	1
Churchill County	1
Clark County	22
Douglas County	1
Elko County	1
Esmeralda County	1
Eureka County	1
Humboldt County	1
Lincoln County	1
Lyon County	1
Mineral County	1
Nye County	1
Pershing County	1
Storey County	1
Washoe County	7
White Pine County	1

Total 43

New Hampshire

Belknap County	1
Carroll County	1
Cheshire County	1
Coos County	1
Grafton County	1
Hillsborough County	1
Merrimack County	1
Rockingham County	1
Strafford County	1
Sullivan County	1

Total 10

New Jersey

Atlantic County	5
Bergen County	16
Cape May County	2
Cumberland County	3

Gloucester County	5
Hudson County	11
Somerset County	6
Sussex County	3
Union County	9

Total 60

New Mexico

Bernalillo County	12
Catron County	1
Chaves County	2
Cibola County	1
Colfax County	1
Curry County	1
De Baca County	1
Doña Ana County	4
Eddy County	1
Grant County	1
Guadalupe County	1
Harding County	1
Hidalgo County	1
Lea County	2
Lincoln County	1
Los Alamos County	1
Luna County	1
McKinley County	2
Otero County	2
Quay County	1
Rio Arriba County	1
Roosevelt County	1
San Juan County	3
San Miguel County	1
Sandoval County	2
Santa Fe County	3
Sierra County	1
Socorro County	1
Torrance County	1
Union County	1
Valencia County	2

Total 55

New York

Albany County	6
Allegany County	1
Cattaraugus County	2
Cayuga County	2
Dutchess County	5
Erie County	16
Genesee County	2
Hamilton County	1
Herkimer County	2
Livingston County	2
Madison County	2
Monroe County	13
Nassau County	23
Ontario County	2
Orange County	7
Orleans County	1
Putnam County	2
Rensselaer County	3
Saratoga County	4
Schoharie County	1

Steuben County	2
Suffolk County	25
Sullivan County	2
Ulster County	4
Warren County	2
Washington County	2
Westchester County	16
Wyoming County	1
Yates County	1

Total 152

North Carolina

Alamance County	3
Alexander County	1
Alleghany County	1
Anson County	1
Ashe County	1
Avery County	1
Beaufort County	1
Bertie County	1
Bladen County	1
Brunswick County	2
Buncombe County	4
Burke County	2
Cabarrus County	3
Caldwell County	2
Camden County	1
Carteret County	2
Caswell County	1
Catawba County	3
Chatham County	1
Cherokee County	1
Chowan County	1
Clay County	1
Cleveland County	2
Columbus County	1
Craven County	2
Cumberland County	6
Currituck County	1
Dare County	1
Davidson County	3
Davie County	1
Duplin County	1
Durham County	5
Edgecombe County	1
Forsyth County	6
Franklin County	1
Gaston County	4
Gates County	1
Graham County	1
Granville County	1
Greene County	1
Guilford County	8
Halifax County	1
Harnett County	2
Haywood County	1
Henderson County	2
Hertford County	1
Hoke County	1
Iredell County	3
Jackson County	1
Johnston County	3
Jones County	1
Lee County	1

Lenoir County	1
Lincoln County	2
Macon County	1
Madison County	1
Martin County	1
McDowell County	1
Mecklenburg County	13
Mitchell County	1
Montgomery County	1
Moore County	2
Nash County	2
New Hanover County	3
Northampton County	1
Onslow County	3
Orange County	3
Pamlico County	1
Pasquotank County	1
Pender County	1
Perquimans County	1
Person County	1
Pitt County	3
Polk County	1
Randolph County	3
Richmond County	1
Robeson County	3
Rockingham County	2
Rowan County	3
Rutherford County	2
Sampson County	2
Scotland County	1
Stanly County	2
Stokes County	1
Surry County	2
Swain County	1
Transylvania County	1
Tyrrell County	1
Union County	3
Vance County	1
Wake County	11
Warren County	1
Washington County	1
Watauga County	1
Wayne County	3
Wilkes County	2
Wilson County	2
Yadkin County	1
Yancey County	1

Total 196

North Dakota

Adams County	1
Barnes County	1
Benson County	1
Billings County	1
Bottineau County	1
Bowman County	1
Burke County	1
Burleigh County	2
Cass County	3
Cavalier County	1
Dickey County	1
Divide County	1
Dunn County	1
Eddy County	1

Emmons County	1
Foster County	1
Golden Valley County	1
Grand Forks County	2
Grant County	1
Griggs County	1
Hettinger County	1
Kidder County	1
LaMoure County	1
Logan County	1
McHenry County	1
McIntosh County	1
McKenzie County	1
McLean County	1
Mercer County	1
Morton County	1
Mountrail County	1
Nelson County	1
Oliver County	1
Pembina County	1
Pierce County	1
Ramsey County	1
Ransom County	1
Renville County	1
Richland County	1
Rolette County	1
Sargent County	1
Sheridan County	1
Sioux County	1
Slope County	1
Stark County	1
Steele County	1
Stutsman County	1
Towner County	1
Traill County	1
Walsh County	1
Ward County	2
Wells County	1
Williams County	1

Total 58

Ohio

Allen County	2
Ashtabula County	2
Athens County	2
Auglaize County	1
Belmont County	2
Carroll County	1
Champaign County	1
Clermont County	4
Clinton County	1
Columbiana County	2
Crawford County	1
Defiance County	1
Delaware County	2
Fairfield County	3
Fayette County	1
Franklin County	20
Fulton County	1
Gallia County	1
Hamilton County	14
Highland County	1
Holmes County	1
Jackson County	1

Jefferson County	2
Knox County	2
Lake County	4
Lawrence County	2
Licking County	3
Lorain County	6
Lucas County	8
Mahoning County	5
Marion County	2
Meigs County	1
Miami County	2
Monroe County	1
Montgomery County	9
Morrow County	1
Muskingum County	2
Ottawa County	1
Paulding County	1
Perry County	1
Pike County	1
Portage County	3
Preble County	1
Ross County	2
Sandusky County	2
Scioto County	2
Shelby County	1
Summit County	10
Trumbull County	4
Union County	1
Warren County	3
Williams County	1
Wood County	3
Wyandot County	1

Total 153

Oklahoma

Alfalfa County	1
Beaver County	1
Beckham County	1
Blaine County	1
Bryan County	1
Caddo County	1
Canadian County	2
Cherokee County	1
Cleveland County	4
Coal County	1
Comanche County	3
Cotton County	1
Craig County	1
Creek County	2
Custer County	1
Delaware County	1
Grady County	1
Grant County	1
Greer County	1
Harmon County	1
Haskell County	1
Hughes County	1
Jackson County	1
Jefferson County	1
Johnston County	1
Kay County	1
Kiowa County	1
LeFlore County	1
Logan County	1

Love County	1	Yamhill County	2
Major County	1	Total 84	
Marshall County	1		
Mayes County	1	Pennsylvania	
Muskogee County.....	2	Adams County.....	2
Noble County	1	Allegheny County	21
Nowata County.....	1	Armstrong County	2
Oklahoma County.....	12	Beaver County.....	3
Osage County.....	1	Bedford County	1
Ottawa County	1	Berks County	7
Pawnee County	1	Blair County	3
Payne County	2	Bradford County.....	2
Pontotoc County.....	1	Butler County	4
Pottawatomie County	2	Cambria County	3
Roger Mills County.....	1	Carbon County	2
Rogers County.....	2	Centre County	3
Sequoyah County.....	1	Chester County	9
Stephens County.....	1	Clarion County	1
Texas County	1	Clearfield County.....	2
Tillman County	1	Clinton County	1
Tulsa County	11	Columbia County.....	2
Wagoner County	2	Crawford County	2
Washington County	1	Dauphin County	5
Washita County.....	1	Delaware County.....	10
Woods County	1	Elk County.....	1
Woodward County	1	Erie County	5
Total 88		Fayette County	3
		Forest County.....	1

Oregon			
Baker County	1	Fulton County.....	1
Benton County	2	Greene County	1
Clackamas County	7	Indiana County.....	2
Clatsop County	1	Jefferson County	1
Columbia County.....	1	Juniata County	1
Coos County	2	Lackawanna County	4
Crook County	1	Lancaster County	9
Curry County	1	Lawrence County.....	2
Deschutes County	2	Lehigh County	6
Douglas County.....	2	Lycoming County.....	2
Gilliam County	1	McKean County.....	1
Grant County.....	1	Mercer County.....	2
Harney County	1	Mifflin County.....	1
Hood River County.....	1	Monroe County	3
Jackson County.....	4	Montgomery County.....	14
Jefferson County	1	Northampton County.....	5
Josephine County.....	2	Pike County.....	1
Klamath County	2	Potter County	1
Lake County.....	1	Schuylkill County.....	3
Lane County.....	6	Snyder County.....	1
Lincoln County	1	Somerset County.....	2
Linn County.....	2	Sullivan County	1
Malheur County.....	1	Tioga County	1
Marion County	6	Union County	1
Morrow County.....	1	Warren County	1
Multnomah County.....	13	Washington County	4
Polk County.....	2	Wayne County	1
Sherman County	1	Wyoming County	1
Tillamook County.....	1	Total 171	
Umatilla County	2	South Carolina	
Union County	1	Abbeville County	1
Wallowa County	1	Aiken County.....	3
Wasco County	1	Allendale County.....	1
Washington County	8	Bamberg County	1
Wheeler County.....	1		

Barnwell County	1	Fall River County.....	1
Beaufort County	3	Faulk County	1
Berkeley County	3	Grant County.....	1
Calhoun County	1	Gregory County	1
Charleston County.....	6	Haakon County	1
Chester County	1	Hamlin County	1
Chesterfield County	1	Hand County	1
Colleton County.....	1	Harding County	1
Darlington County	2	Hughes County.....	1
Dillon County	1	Hutchinson County	1
Dorchester County	2	Hyde County	1
Edgefield County	1	Jackson County	1
Fairfield County	1	Jerauld County	1
Florence County	3	Jones County	1
Georgetown County	2	Kingsbury County	1
Greenville County.....	8	Lake County	1
Greenwood County.....	2	Lawrence County.....	1
Hampton County	1	Lincoln County	1
Horry County	4	Lyman County	1
Jasper County	1	Marshall County	1
Kershaw County	1	McCook County.....	1
Lancaster County	2	McPherson County	1
Laurens County	2	Meade County.....	1
Lee County.....	1	Mellette County.....	1
Lexington County.....	4	Miner County.....	1
Marion County	1	Minnehaha County	3
Marlboro County	1	Moody County.....	1
McCormick County	1	Oglala Lakota County	1
Newberry County.....	1	Pennington County	2
Oconee County	2	Perkins County	1
Orangeburg County	2	Potter County.....	1
Pickens County	2	Roberts County	1
Richland County.....	7	Sanborn County	1
Saluda County	1	Spink County	1
Spartanburg County	5	Stanley County.....	1
Sumter County	2	Sully County.....	1
Union County	1	Todd County.....	1
Williamsburg County	1	Tripp County.....	1
York County.....	3	Turner County.....	1
Total 91		Union County	1
		Walworth County.....	1
		Yankton County	1
		Ziebach County	1

South Dakota			
Aurora County	1	Total 68	
Beadle County	1		
Bennett County	1	Tennessee	
Bon Homme County	1	Anderson County.....	2
Brookings County.....	1	Bradley County.....	2
Brown County.....	1	Campbell County.....	1
Brule County	1	Chester County	1
Buffalo County	1	Hamilton County	6
Butte County	1	Hardin County	1
Campbell County.....	1	Haywood County	1
Charles Mix County.....	1	Henry County	1
Clark County	1	Hickman County.....	1
Clay County.....	1	Knox County.....	8
Codington County	1	Lauderdale County	1
Corson County	1	Lincoln County	1
Custer County	1	Marshall County	1
Davison County.....	1	Metropolitan Government of Nashville and Davidson County.....	11
Day County	1	Montgomery County.....	3
Deuel County	1	Overton County	1
Dewey County	1		
Douglas County.....	1		
Edmunds County.....	1		

Roane County	1	Kenedy County.....	1
Sevier County.....	2	Kimble County	1
Shelby County.....	16	Kleberg County	1
Tipton County.....	1	Lampasas County	1
Washington County	3	Lavaca County	1
Weakley County	1	Leon County.....	1
White County	1	Lipscomb County	1
Williamson County	3	Live Oak County	1
Total 70		Marion County	1
		McLennan County	4
Texas		McMullen County	1
Andrews County	1	Midland County.....	3
Austin County.....	1	Montague County.....	1
Bandera County	1	Moore County	1
Bell County	5	Morris County.....	1
Bexar County.....	27	Navarro County	1
Borden County	1	Nueces County.....	6
Brazoria County.....	5	Ochiltree County	1
Brazos County.....	3	Oldham County	1
Brewster County.....	1	Palo Pinto County	1
Calhoun County	1	Panola County.....	1
Carson County	1	Polk County.....	1
Chambers County.....	1	Rains County.....	1
Cochran County	1	Real County	1
Comal County	2	Robertson County	1
Concho County.....	1	Rockwall County.....	1
Cooke County.....	1	Runnels County	1
Coryell County.....	2	San Augustine County	1
Crane County	1	Scurry County	1
Crockett County	1	Shackelford County	1
Dallas County.....	40	Smith County	4
Deaf Smith County	1	Starr County.....	2
Denton County	7	Sterling County.....	1
Eastland County.....	1	Tarrant County.....	27
El Paso County	14	Terrell County	1
Ellis County	2	Terry County	1
Fannin County.....	1	Throckmorton County	1
Fort Bend County	6	Travis County.....	15
Freestone County	1	Trinity County	1
Gaines County.....	1	Tyler County	1
Garza County	1	Upshur County	1
Gillespie County.....	1	Washington County	1
Glasscock County.....	1	Wharton County	1
Goliad County	1	Willacy County	1
Gonzales County	1	Williamson County	4
Grayson County.....	3	Wilson County.....	1
Gregg County	3	Wise County.....	1
Grimes County	1	Yoakum County	1
Hamilton County	1	Young County	1
Harris County	45	Total 324	
Hartley County	1		
Hays County.....	2	Utah	
Hidalgo County.....	10	Beaver County.....	1
Hood County.....	1	Box Elder County	1
Hopkins County.....	1	Cache County.....	2
Houston County	1	Carbon County	1
Hutchinson County	1	Daggett County	1
Irion County	1	Davis County.....	5
Jack County	1	Duchesne County	1
Jackson County	1	Emery County.....	1
Jasper County	1	Garfield County	1
Jefferson County	5	Grand County.....	1
Jim Wells County	1	Iron County	1
Kaufman County	2	Juab County	1

Kane County	1
Millard County.....	1
Morgan County.....	1
Piute County	1
Rich County	1
Salt Lake County	18
Sanpete County	1
Sevier County.....	1
Summit County	1
Tooele County	1
Uintah County	1
Utah County.....	7
Wasatch County	1
Washington County	2
Wayne County.....	1
Weber County	4

Total 60

Virginia

Accomack County	1
Albemarle County.....	2
Alleghany County	1
Amelia County.....	1
Amherst County	1
Arlington County	4
Augusta County.....	2
Bath County.....	1
Bland County	1
Botetourt County.....	1
Brunswick County.....	1
Buchanan County.....	1
Buckingham County	1
Campbell County.....	1
Caroline County	1
Charles City County	1
Charlotte County	1
Chesterfield County	5
Clarke County.....	1
Craig County	1
Culpeper County	1
Cumberland County	1
Dickenson County	1
Dinwiddie County	1
Essex County	1
Fairfax County.....	19
Fauquier County	2
Floyd County	1
Fluvanna County	1
Franklin County	1
Frederick County	2
Giles County.....	1
Gloucester County.....	1
Grayson County.....	1
Greene County	1
Greensville County	1
Hanover County.....	2
Henrico County	6
Henry County	1
Highland County.....	1
Isle of Wight County.....	1
James City County.....	1
King And Queen County ..	1
King George County.....	1
Lancaster County	1

Lee County.....	1
Loudoun County.....	3
Louisa County	1
Madison County	1
Mathews County	1
Mecklenburg County	1
Middlesex County.....	1
Montgomery County.....	2
Nelson County.....	1
New Kent County.....	1
Northampton County.....	1
Northumberland County ..	1
Nottoway County.....	1
Orange County	1
Page County.....	1
Patrick County.....	1
Pittsylvania County.....	2
Powhatan County	1
Prince Edward County.....	1
Prince George County.....	1
Prince William County.....	5
Pulaski County	1
Rappahannock County ...	1
Richmond County.....	1
Roanoke County.....	2
Rockbridge County	1
Rockingham County	2
Russell County	1
Scott County	1
Shenandoah County.....	1
Southampton County	1
Spotsylvania County.....	2
Stafford County	2
Surry County	1
Sussex County	1
Warren County	1
Washington County	1
Westmoreland County	1
Wise County	1
Wythe County.....	1
York County.....	2

Total 134

Washington

Asotin County.....	1
Benton County	3
Chelan County	2
Clallam County.....	2
Clark County	7
Columbia County.....	1
Cowlitz County	2
Douglas County.....	1
Ferry County.....	1
Franklin County	1
Garfield County	1
Grant County.....	2
Grays Harbor County	2
Island County.....	2
Jefferson County	1
King County	33
Kittitas County	1
Klickitat County.....	1
Lewis County.....	2
Lincoln County	1

Okanogan County.....	1
Pacific County	1
Pend Oreille County	1
Pierce County.....	14
San Juan County	1
Skagit County.....	2
Skamania County.....	1
Snohomish County.....	11
Spokane County.....	8
Stevens County	1
Thurston County	4
Wahkiakum County	1
Walla Walla County.....	1
Whatcom County.....	4
Whitman County	1
Yakima County	5

Total 124

West Virginia

Barbour County.....	1
Berkeley County	2
Boone County	1
Braxton County	1
Brooke County	1
Cabell County	2
Doddridge County	1
Fayette County	1
Gilmer County	1
Grant County.....	1
Greenbrier County	1
Hampshire County.....	1
Hancock County	1
Hardy County	1
Harrison County	2
Jackson County.....	1
Jefferson County	1
Kanawha County.....	4
Lewis County.....	1
Logan County	1
Marion County	1
Marshall County	1
Mason County.....	1
McDowell County	1
Mercer County.....	2
Mineral County.....	1
Monongalia County	2
Monroe County	1
Morgan County.....	1
Nicholas County	1
Ohio County	1
Pendleton County.....	1
Pleasants County	1
Pocahontas County	1
Preston County	1
Putnam County	1
Raleigh County	2
Randolph County	1
Ritchie County.....	1
Roane County	1
Summers County.....	1
Taylor County	1
Tucker County.....	1
Tyler County	1
Upshur County	1

Wayne County	1
Wetzel County	1
Wirt County	1
Wood County	2
Wyoming County	1

Total 60

Wisconsin

Adams County.....	1
Ashland County.....	1
Barron County	1
Bayfield County	1
Brown County.....	5
Burnett County.....	1
Calumet County	1
Chippewa County	2
Clark County	1
Columbia County.....	1
Dane County	9
Dodge County	2
Door County	1
Douglas County.....	1
Dunn County	1
Eau Claire County.....	2
Florence County	1
Fond du Lac County.....	2
Forest County.....	1
Grant County.....	1
Green County	1
Jackson County	1
Jefferson County	2
Juneau County	1
Kenosha County.....	3
Kewaunee County	1

La Crosse County	2
Lafayette County	1
Langlade County	1
Lincoln County	1
Marathon County	3
Marinette County	1
Marquette County	1
Milwaukee County	16
Oconto County	1
Oneida County	1
Outagamie County	3
Ozaukee County	2
Pierce County.....	1
Polk County.....	1
Portage County	2
Price County.....	1
Racine County.....	4
Richland County.....	1
Rock County.....	3
Rusk County.....	1
Sauk County	2
Sawyer County	1
Shawano County	1
Sheboygan County	2
St. Croix County.....	2
Taylor County	1
Trempealeau County.....	1
Vernon County.....	1
Vilas County	1
Washburn County.....	1
Washington County	3
Waukesha County	7
Waupaca County.....	1
Wausara County.....	1

Winnebago County	3
Wood County	2

Total 122

Wyoming

Albany County.....	1
Big Horn County	1
Campbell County.....	1
Carbon County	1
Converse County	1
Crook County	1
Fremont County.....	1
Goshen County	1
Hot Springs County.....	1
Johnson County.....	1
Laramie County.....	2
Lincoln County	1
Natrona County.....	2
Niobrara County.....	1
Park County	1
Platte County	1
Sheridan County	1
Sublette County	1
Sweetwater County.....	1
Teton County	1
Uinta County	1
Washakie County	1
Weston County.....	1

Total 25

Total Member
County Votes 5,127



Dinwiddie County, Va. Supervisor Harrison Moody takes part in a NACo election.

'We need a menu of options'



From CHILDREN page 3

plementation.

Challenges

One of Pierce County's challenges came from pockets of populations that were separated geographically or culturally from the population center in Tacoma, where most services are located. A large military population, near an air base, places families in a new environment, many in a new state or region, away from their support networks and relatives and left to fend for themselves.

"We know more and more that families are living away from family," said Kate Ginn, Pierce County's Help Me Grow manager and one of 13 Pritzker Children's Impact Network fellows.

"We're looking for opportunities for families to find ways to build social connections, to easily find parenting groups, family activities, places to meet each other and build more community."

In talking to service providers, King County found that many saw the process of earning a grant from the county to be arduous, which the county acknowledged would be hard to change while operating within the government system.

"We changed the way we wrote requests for proposals, making them simpler, thinking about how best to get the information we needed, without adding complexity, Miller said.

In talking to families who had been involved in the social service system, Pierce County learned of the stigma that can come with accepting government services and sought to eliminate or reduce it.

"A lot of us are not good at asking for help," Ginn said, so the county is trying to broaden the appeal of social services. "If we're promoting a system that has something for everyone that any family can call to find out about family-friendly activities, story time at the library, then it's hopefully going to be a resource where there's not a stigma attached to it."

Miller agreed.

"All parents need support at some time," she said. "We want parents to know there is help out there. If and when they do need help, they know where to find that."

That approach sums up the efforts that counties like King and Pierce are making to connect parents to services that are available and tightening the networks to make them easier to navigate.

"One program won't work for every family, we need a variety of programs to work in different cultures and different needs that people have," Ginn said.

"We need a menu of options and to make it easy for people to choose and be informed of what their options are."

Our target population is "an age range that can't advocate for itself," she said. **CN**

PROFILES IN SERVICE

KATHRYN BARGER

Board Member
County Supervisor
Los Angeles County, Calif.



Barger

Number of years involved in NACo: Nearly three years

Years in public service: Over 30 years

Occupation: Los Angeles County Supervisor

Education: Bachelor of Arts from Ohio Wesleyan University

The hardest thing I've ever done is: Running for office for the first time — a challenge that was well worth it! I am so honored to represent an incredible district and I am passionate about providing my constituents with quality programs and responsive service.

Three people (living or dead) I'd invite to dinner: I would invite great historic figures whose leadership helped guide our world through tough times — Abraham Lincoln, Dr. Martin Luther King Jr. and Margaret Thatcher.

A dream I have is to: Finally ensure those with mental illness get the life-saving care they need.

You'd be surprised to learn:

I never planned to seek elective office but after many years in public service, I'm very grateful for the opportunity to serve in this capacity.

I'm most proud of: The many partnerships we have developed in our cities and unincorporated areas. Results come from people working together in a cooperative, nonpartisan way to solve problems and improve the quality of life for our constituents.

Every morning I read: All the local news.

My favorite meal is: Anything Mexican and spicy!

My pet peeve is: Tardiness. It shows disrespect. Being late says to others that you think your time is more valuable than their time.

My motto is: Respect others and choose your battles.

The last book I read was: *Measure What Matters* by John Doerr

My favorite movie is: Romantic comedies like *The Holiday* always fit the bill

My favorite music: Songs like "Dancing in the Moonlight" by King Harvest.

My favorite U.S. president: The great communicator, Ronald Reagan

My district is a NACo member because: Counties matter and counties need to work together to move our communities and our nation forward to a prosperous future for current and future generations.

The most adventurous thing I've ever done is:

Walk the famous Camino de Santiago in Spain.



BRIGHT IDEAS | VERMILLION COUNTY, Ind.

Indiana County Mentors Future Leaders

PROBLEM:

Many young people are less civically engaged and often uneducated about local government.

SOLUTION:

Encourage interest in civic engagement by immersing high school students in county government.

by **Rachel Looker**
staff writer

The sheriff in Vermillion County, Ind., picks up a high school senior at 7:45 a.m. and heads to the county courthouse. The student enters the courthouse and goes before a judge — but they aren't in trouble with the law.

These students aren't being punished. Instead, they are receiving an honor by being selected to participate in the Commissioners' Mentorship Program.

"I always tell the kids this is the only time I ever want to see you ride in a police car or stand before a judge," said Vermillion County Commissioner Tim Yocum.

Through the mentorship program, students visit the county courthouse and are assigned honorary duties during a commissioners' meeting. They gavel the commissioners' morning meeting and take role.

Yocum emails courthouse employees and asks them to take time out of their day to explain their duties to the students. After speaking with the different county officials, they talk with the judge. If permissible, they may also sit in on a court hearing.

"I thought, 'How can I get a student to have a firsthand view of government on a county level and also be educated on what every office-



High school student Katie Grube speaks with Council Member Ashley James and Judge Bruce Stengel.

Photo courtesy of Vermillion County

"I'm just eager to see, as the years go by, young people grow into leadership positions, because that's exciting to watch."

— Trevor Smith

holder does?" Yocum said.

The mentorship program's goal is to help students understand county government while encouraging civic engagement and persuading eligible young people to register to vote.

"Politics has a bad name for people who don't do anything and if I can find young people who have a passion to make the difference for the future of our county, then the county will have a bright, bright future," he said.

Yocum said he has always worked to get youth involved in the political process by holding voter registration drives and encouraging young people to become poll work-



Students Nathan Roderick and Adam Waldrop speak with Probation Officer Ron Stateler. Photo courtesy of Vermillion County

ers. He said when a Boy Scout asked him to attend a commissioners' meeting, the idea for the Commissioners' Mentorship Program was born.

"Every time I see one of those young high school students come through, I think, 'This could be the next leader of the county or state or maybe the nation,'" Yocum said.

Yocum's hope for the program is to fill any gaps in school curriculum that doesn't cover local government, he added.

"It's not a Republican or Democrat thing. It's educating the young people," Yocum said.

Many high school seniors who turn 18 take advantage of their trip to the courthouse and meet with the county clerk to register to vote, according to Yocum. Each student who registers gets their photo taken to remember the milestone.

He advises other counties interested in starting a similar program to find passionate

teachers in local schools to encourage students to be more civically engaged. Yocum refers to one passionate teacher, Trevor Smith, who teaches social studies at North Vermillion High School. Smith set a goal to register 100 percent of eligible high schoolers to vote. He's been close to his 100 percent goal for the last few years.

To reach this goal, Smith obtains students' birth dates and identifies when they will be eligible to register. Then, in his classes of juniors and seniors, he gets students to register with a few taps on an iPad.

"Our real goal is finding young people who are willing to take on the responsibilities of citizenship as well and it's really been fulfilling for me," Smith said.

For the mentorship program, social studies teachers from the two high schools in the county alternate selecting a senior to participate in the program each month. Smith said he specifically selects students who have an inclination toward politics or those who he sees as future leaders.

He added that the program makes high school seniors more aware of issues at the local level.

"I'm just eager to see, as the years go by, young people grow into leadership positions, because that's exciting to watch," Smith said.

"I'm looking for that potential to maybe be the future leaders; that I can, one of these days when I retire, look back and see the county is in good hands. That's been my goal," Yocum added. **CN**

Vermillion County's Commissioners' Mentoring Program was named best in category for civic education and public information in the 2019 NACo Achievement Awards.

MONEYMATTERS%

A Best Practice from the Government Finance Officers Association GFOA approves new code of ethics for finance officers

by Mike Mucha

Over the past year, GFOA has completely revised its approach to ethics based on scientific research indicating what works for promoting ethical behavior. At GFOA's Executive Board meeting last month, the code was adopted by GFOA.

Knowing the right thing to do is not that hard. Doing the right thing in the face of pressure to do the wrong thing or at least look the other way can be very hard.

In fact, ethical tragedies are often the result of people who sit silently on the sidelines afraid or uncertain of what to do about a transgression. GFOA's new code of ethics focuses on public trust and how finance officers can act to both maintain and grow trust and confront challenges that may exist. The revised code of ethics is below:

Code of Ethics

Public service is a special trust. The finance office plays an important role in the public service. The finance office has stewardship over citizens' shared financial resources. These resources make possible the services that are essential to the safety, livability and vitality of our communities.

We, the government finance officers of the United States and Canada, have a deep and abiding desire to show that we are worthy of the trust that has been bestowed upon us.

We strive to show it to the citizens of the communities we serve and to their elected representatives. We strive to remain true to the values that drive our work as public servants.

Trust is an asset as important as any that can be found on our balance sheets. But how can we maintain and grow this asset? This GFOA Code of Ethics shows us how to live these



values. It recognizes that people are imperfect and that we are all subject to biases that can challenge ethical behavior. Our Code asks the members of government finance offices to confront these challenges in order to serve our communities to the best of our abilities.

Our Code

As a member of my government's finance office, I commit to living the following values to show that I am worthy of the trust my community has placed in me.

Integrity and Honesty

Integrity and honesty are the foundation on which trustworthiness is built. I, as a member of a public finance office, am in a unique position where my influence over the allocation

of limited resources and the fiscal future of my community requires the highest standard of integrity and honesty. It means people can believe what I say, I act in accordance with my deepest values, I put principle ahead of my own ego, and I do the right thing even when it is hard.

How I Show Integrity and Honesty

- Manage public finances honestly and transparently. I will: exercise prudence in the management of public funds; disclose the information needed for local officials and the public to understand the financial condition of their community; uphold the letter and the spirit of the law; avoid conflicts of interest; refuse gifts or favors that could be

perceived to influence my professional duties; and not seek personal gain in conduct of the public's business. I will develop the policies, procedures, and systems necessary to ensure honest and transparent financial management in my government.

- Stand for my values. Integrity is the integration of my values with my behavior. I will define the values that drive how I conduct financial management in service to my community and be prepared to give voice to those values when faced with pressure to do the wrong thing. I will also be prepared to give voice to those values when I see others conducting themselves in a way that is detrimental to the future of the community I serve.

- Be open to new ideas. Openness is essential to integrity. Openness means I am willing to admit that I may not always be right. I am willing to consider new information or ideas – they could prove essential to the continued safety, livability, and vitality of my community.

Producing Results for My Community

Public finance offices have an important job. Doing that job well honors the trust the public has placed in me. When I show I am well informed and knowledgeable and can produce the results my community expects, I build trust.

How I Produce Results for My Community

- Do high-quality work. When I produce results that meet the needs of my local government, I gain the confidence of the public and my colleagues.

- Hone my expertise. Continually refining my knowledge, skills, and abilities assures people that I can to produce results for my community now and in the future.

- Exercise good judgment. Judgment is the application of my knowledge, skills, and abilities. Sound judgment requires testing my intentions, motivations, and exercising constant self-awareness. By paying attention to the effect that conflicting demands, pressing deadlines, and other biasing factors may have on my decision-making, I am more likely to choose in the best interest of the community I serve rather than my own personal interest.

Treating People Fairly

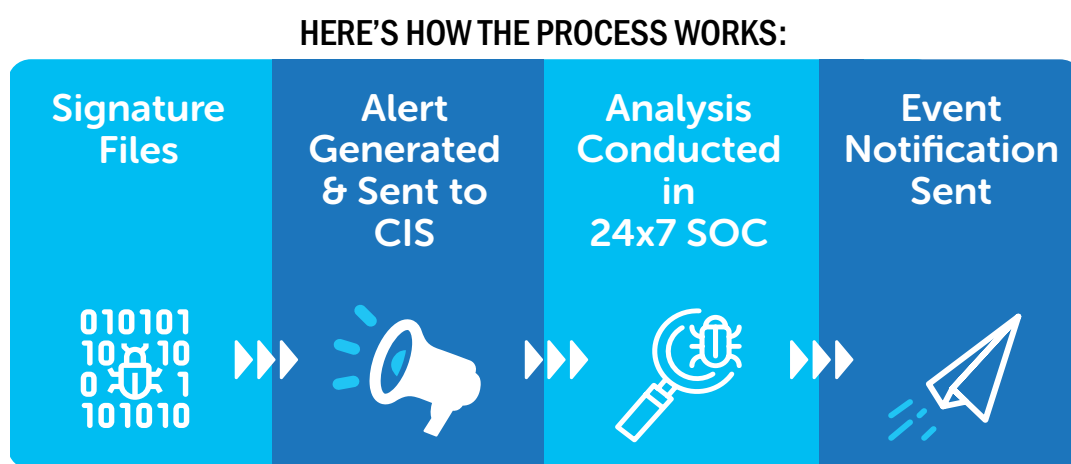
Local governments depend on trusting relationships between people. If people feel

SPONSORED CONTENT

County Network Monitoring Protects Against Threats

The world of network monitoring can seem a bit intimidating — especially for county governments. With limited resources and multiplying cybersecurity threats, government IT professionals need tools they can trust. There are a variety of solutions on the market offering to detect, alert, and mitigate against threats to local IT infrastructure. Albert is a passive IDS (Intrusion Detection System) and low-cost network monitoring service from CIS (Center for Internet Security, Inc.). Albert Network Monitoring uses threat signatures to detect malicious activity such as policy violations or unauthorized access.

A passive IDS doesn't correct or modify functions on its own; instead, it monitors and analyzes network traffic activity. As packets travel across the network, Albert Network Monitoring compares network traffic to known malicious activity. If a threat is detected, your organization is notified so any potential vulnerabilities or compromises can be addressed.



Threat signatures

Albert compares inspected network traffic against tens of thousands of threat signatures, and then sends alerts back to CIS' 24x7 Security Operations Center (SOC) for analysis when there is a match. One month of Albert Network Monitoring for counties revealed multiple threat types including use of unauthorized applications, malspam, and outdated software vulnerabilities.

Albert Network Monitoring leverages Suricata's high-performance, signature-based, IDS engine to accurately identify and report malicious activity. Albert's signatures include

commercial, open-source, and signatures related to Advanced Persistent Threat (APT) actors. It also monitors raw network packets and converts that data into a NetFlow format for efficient storage and analysis. By capturing NetFlow, organizations protected by Albert Network Monitoring have the ability to search previous network logs by reaching out to our 24x7 SOC.

CIS develops custom threat signatures specific to U.S. State, Local, Tribal, and Territorial (SLTT) governments based on advanced threat analysis, our CERT forensic cases, as well as member submitted and

third-party threat data. Signatures are updated and distributed to every Albert sensor daily to ensure organizations receive the latest security monitoring.

The threat detection process

When a potential threat is identified, Albert generates an alert which is sent to CIS' 24x7 SOC. A SOC analyst reviews and validates the alert for malicious activity and notifies the affected organization. SOC analysts are cybersecurity experts skilled in threat detection and best practices for remediation.

Event notifications from the SOC include:

- System(s) affected
- Identified issue(s)
- Mitigation recommendations
- Traffic associated with the event

24x7 assistance, updates and more

The SOC has a 24x7 hotline for answering questions or querying NetFlow data. Organizations using Albert also receive a monthly report which includes details about actionable alerts, ticket information, a review of the volume of traffic monitored and more.

CIS manages every Albert sensor, including updates to the operating system, engine, NetFlow tools, and signature sets. Albert's signatures are updated twice per day to ensure the latest security implementation.

The Albert Network Monitoring solution is available to U.S. State, Local, Tribal, and Territorial (SLTT) entities such as county governments, public universities, utilities, school districts, and emergency response services.

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, Charlie and Rachel

GFOA adopts code of ethics

From CODE page 21

unfairly treated, relationships break down, and they may withhold their support from my local government. This makes it more difficult for my local government to maintain a strong financial foundation. Therefore, I will treat people fairly and develop processes and procedures that are fair.

How We Treat People Fairly

- Respect the rights of others. Public finance offices are in a position of power. When using that power, the rights of other people must be respected. This includes providing equal treatment and opposing discrimination, harassment or other unfair practices

- Develop processes and procedures that are fair. When employees and citizens believe that decisions are fact based and take all concerns into consideration, they are more likely to support those decisions — even if a decision is not in favor of their preferred outcome.

Diversity and Inclusion

Communities across the country are constantly changing. Embracing diversity and fostering inclusiveness helps finance offices cultivate organizations and promote policies that reflect the communities they serve. When people feel included, they will see that I am concerned for their wellbeing, and that shows I am worthy of their trust.

How We Value Diversity and Foster Inclusion

- Provide people with opportunities to be part of decisions that impact them. Public finance decisions often have big implications for people outside the finance office. If these people are part of the decision-making process, they are more likely to feel fairly treated and thereby regard the people who work in finance office as trustworthy.

- Support equity in service provision. Local government services are critical to the lives of our citizens. Finance offices, because of their resource allocation role, can impact the quality of services and how and where services are provided. I commit to valuing diversity within my organization and within my community, recognizing my own biases, and calling out unfair discrimination of any kind.

Reliability and Consistency


When others can count on me, I prove my trustworthiness. When I consistently apply my standards — especially to myself — I honor my commitment to the community I serve and make it easier to do the right thing even when faced with challenging circumstances.

How We Show Reliability and Consistency

- Develop strong financial policies. Financial policies provide the “rules of the road” and a standard of performance against which my community can judge its finances.

- Produce reliable information. People rely on information produced by the finance office to make important decisions for the community. That information should be accurate and free of material misstatements or omissions. It should also be objective and free from personal biases.

- Provide timely information. Set clear expectations for when work will be accomplished and live up to those expectations. Timely financial information allows decisions that rely on that information to also be timely.

To download a copy of the code of ethics, please visit www.gfoa.org/ethics. 

Mike Mucha is the deputy executive director of GFOA and director of the GFOA Research and Consulting Center.

LEADERSHIP EDGE

Control Things, Manage Processes, Lead People



by Tim Rahschulte

In *The Principles of Scientific Management*, Frederick Winslow Taylor wrote, “The principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee.” Prosperity, as he defined it, was about higher wages and, importantly, the development of each employee to his or her optimal state of possibility.

Taylor was certainly looking to optimize the efficiency of the company, but he was also outlining the need for leaders to look out for the benefit of their employees — to care about them, their families and their livelihoods. Taylor thought the best way to do this was to first illustrate the inefficiencies in our daily routines of work and to next convince people that the remedy for such inefficiencies is scientific and systematic management of processes and functions in our routines.


Taylor realized then, in 1911,

“Remember, a person is an employee for just a third of any given day.”

the difference between leadership and management. The latter is grounded in science and focused on continual improvement through efficiency. The former is an art of influence that’s effective only through the personal connection with people and their desire of work — both the value of the company’s outcome from each individual’s effort and the value as seen beyond the employee to its effect on family, friends and community. The importance of this was echoed by Cynthia Trudell, the chief human resources officer at PepsiCo, who said, “You control things, you manage processes and you lead people.” That’s true!

You don’t work with people the same way you would leverage a process or use a tool or any other “thing” for that matter. You work with people — especially when leading them

— to make a connection between the person and the work being performed and from one person to another throughout the organization and beyond. It’s about making meaningful contacts and experiences and doing so with an understanding that the whole person is important. Remember, a person is an employee for just a third of any given day.

For many employees, leaders know that connecting the person, the work and meaning sometimes requires looking beyond the work itself — understanding and helping to support the person’s nonwork life. This is often a stumbling block for struggling leaders, but in understanding this, a leader finds the “true” power to lead, which is to care for, connect with and realize the whole person. 

Tim Rahschulte is the CEO of the Professional Development Academy and chief architect of the NACo High Performance Leadership Program (naco.org/skills).

NEWS FROM ACROSS THE NATION



ALABAMA

• Students in **JEFFERSON COUNTY** may have a say in the schools they attend. The county's Board of Education passed a resolution that would allow all students K-12 to **select their schools** based on programs offered, WIAT-TV reported. The resolution would allow students to attend schools outside of their zoned area. Students would be able to choose from three or four different schools which include a leadership academy, performing arts school and STEM academy.

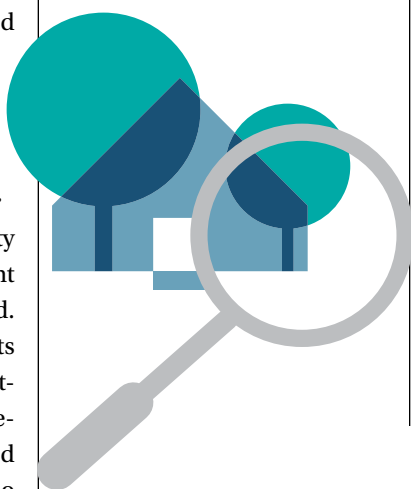
• Teenagers in **MONTGOMERY COUNTY** are **working during the summer** through the City and County Youth Summer Employment Program, WSAF-TV reported. The county hired 100 students to work in various departments including risk management, planning and parks and recreation. County offices also hired an additional 45 students. The students will work for six to eight weeks.

CALIFORNIA

• A state mandate is requiring all counties in California to **update their voting systems** by the March 2020 primaries. If all 58 counties in the state do not meet the deadline or receive an exemption, county voting officials will face legal action, NBC News reported. Ten jurisdictions are requesting exemptions or extensions. California Secretary of State Alex Padilla said updating the

voting equipment is necessary for election security.

• Officials in **SONOMA COUNTY** are inspecting rural properties for **vegetation management** to help prevent wildfires, *The Press Democrat* reported. Fire officials are checking that tree trimming and grass cutting meet certain guidelines to establish a "defensible space" around homes to prevent wildfires from spreading. Property owners will pay fees for follow-up



checks and an assessment of \$1,000 if they do not comply and meet the guidelines within 45 days.

COLORADO

The expansion of pilot programs in **ROUTT and PUEBLO COUNTIES** is **helping recovering addicts**, the *Steamboat Pilot & Today* reported. Gov. Jared Polis (D) signed a bill into law to expand the programs that help treat those with substance abuse problems. The bill allocates \$5 million each year through a marijuana tax to fund medication-assisted addiction programs. The programs have seen high demand from patients seeking treatment.

FLORIDA

• The Sheriff's Office in **CHARLOTTE COUNTY** is implementing a **pre-arrest diversion program**, the *Charlotte Sun* reported. The program allows law enforcement to offer diversion to adults who commit low-level offenses and have no previous record, preventing these individuals from obtaining an arrest record. Those who complete the program are required to fulfill intervention obligations, which include education courses or community service.

• Seniors and families in **HERNANDO COUNTY** are **eating more local fruits and vegetables** thanks to a program that provides coupons to

buy Florida produce. The Hernando County Growers Association and the Seniors Farmers' Market Nutrition Program provide \$40 to low-income seniors and families to purchase eligible foods directly from farmers, WFTS-TV reported.

• **PALM BEACH COUNTY's** public library system is offering "birding backpacks" for residents to go **bird watching**. Each backpack is free to check out and includes binoculars for adults and children and a guide to Florida birds. The backpacks also include pamphlets that describe locations and amenities at Palm Beach County parks.

KANSAS

A new program in **SEDGWICK COUNTY** is working to **address mental health issues** in the community, KAKE-TV reported. It involves an Integrated Care Team collaborating with agencies in the area when responding to calls. The three-member team consists of a paramedic, a social worker and a law enforcement officer. The team responds to calls during specific time frames based on the peak times mental health calls are received.

MICHIGAN

A new notification system in **LIVINGSTON and MASON counties** is **letting parents know when their children are pulled over**, WILX-TV reported.

The Sheriffs Telling Our Parents and Promoting Educated Drivers (S.T.O.P.P.E.D.) notification system allows parents to register vehicles online. They will then receive a decal with a specific number to place on the rear window of the car. When an officer pulls a car over, they enter the number on the decal into a computer which sends a notification to a parent by text or email about the traffic violation.

MINNESOTA

Residents in **STEARNS COUNTY** are **riding bikes to get deals** at local businesses. The Bicycle Benefits Business Program encourages more people to use the Lake Wobegon Trail and ride to businesses off the trail, KNSI Radio reported. Those who purchase helmet stickers for \$5 and show them at local businesses can receive special offers.

NEW MEXICO

• **BERNALILLO COUNTY** will contribute \$2 million in capital investments and \$1 million annually for services for the Single-Site Housing Project, a **behavioral health-focused project** that is also being funded by the City of Albuquerque. A private social services provider will own and operate the facility for which a groundbreaking is scheduled in the fall. The project will provide housing and intensive services for individuals with a behavioral health condition who are living

FLORIDA

• Residents in **HILLSBOROUGH COUNTY** are fighting mosquitoes with free fish. The Hillsborough County Mosquito Management Services is providing free mosquito fish to residents to **reduce mosquito breeding** in the county. Mosquito fish eat the larvae of mosquitoes, which helps reduce the mosquito population. The goal of the initiative is to find a natural way for residents to control the spread of mosquito-carried diseases.





NEBRASKA

After **losing a bridge** in spring flooding, **CEDAR COUNTY** got a replacement that had been part of the Virginia road system.

A 6-year-old Utah boy saw news of the bridge's destruction and spearheaded a \$285.28 fundraising effort, which was directed to the Nebraska Farm Bureau Disaster Relief Fund. At the same time, the owner of a Culpeper, Va. scrap metal recycling business had taken custody of a temporary bridge and through the Farm Bureau was connected with Cedar County Commissioner Craig Bartels. The cost to get the bridge to Nebraska was being split by Wise Services and Recycling, which donated the bridge; a crane rental business that donated its labor and the trucking company that transported the bridge.

on the streets or in a precarious housing situation and have a recent history of frequently utilizing emergency room, detox services and/or multiple bookings into the Metropolitan Detention Center.

- A new grant program will reimburse local government agencies that provide **humanitarian aid to migrants seeking asylum**. Gov. Michelle Lujan Grisham (D) said it's her role to arrange support for aid groups while she seeks assistance from the federal government.

Municipalities including Las Cruces and Deming say they are struggling to keep up with the needs of immigrants seeking temporary shelter and necessities. The U.S. Border Patrol is dropping off hundreds of asylum seekers daily in southern New Mexico. This follows the **SIERRA COUNTY** commission's approval of a resolution opposing the relocation of migrants within its boundaries.

County officials say their position shouldn't be viewed as political or racist, the Associated Press reported. They described their community as impoverished with virtually no

resources and said the resolution is about good governance, noting that there are no buses, rail stops or commercial flights to transport migrants to sponsors elsewhere.

NEW YORK

After a veterans group had to leave the post office, the **MONROE COUNTY** Office Building welcomed them to distribute **Buddy Poppies**. The group's traditional flower distribution point changed when the post office started enforcing its solicitation policy. County Executive Cheryl Dinolfo invited the veterans groups to the building. The small red flower symbolizes blood shed during



World War I, and became a popular symbol due to their mention in the poem "In Flanders Fields."

OHIO

In what Councilmember Dan Brady called one of the most important pieces of legislation the **CUYAHOGA COUNTY** Council has passed, **plastic bags** that are not 100 percent recyclable will be banned countywide starting Jan. 1, 2020. It was originally proposed as taking effect Oct. 1 but was pushed back to allow retailers time to adjust. It includes a variety of exemptions, including bags for leftovers or carry-out orders, bags for newspapers, dry-cleaning, meat, pet waste, prescriptions or partially-consumed bottles of wine. *The Plain Dealer* reported that the Council attempted to enact a bag tax in 2017. This ban could be pre-empted by a proposed Ohio House bill that would prevent local governments from banning or taxing bags.

PENNSYLVANIA

Senior citizens in **ALLEGHENY COUNTY** can receive **free produce** from local farmers, the *Tribune Review* re-

ported. Area Agency on Aging senior centers will distribute \$20 checks that can be used at participating farmers markets.

VIRGINIA

- Former **STAFFORD COUNTY** Director of Public Works Christopher Rapp was one of 12 people killed in a **shooting** in a Virginia Beach municipal building May 31. "On behalf of the Board of Supervisors, I express our utmost condolences to Chris' family, friends and coworkers. He was a kind man who treated everyone with dignity and respect," said Chairman of the Board of Supervisors Gary Snellings. At the time of his death, Rapp was an engineer for the city government. He was also previously Public Works director in **POWHATAN COUNTY**.

WISCONSIN

- **MILWAUKEE COUNTY** Executive Chris Abele signed a resolution **declaring racism a public health crisis**. Last year, the county's Office on African American Affairs launched racial equity training to more than 150 leaders and will expand training to all staff, the *Milwaukee Journal Sentinel* reported. The resolution commits the county to:

- Assess internal policies and procedures to make sure racial equity is a core element

of the county.

- Work to create an inclusive organization and identify specific activities to increase diversity.

- Incorporate inclusion and equity, and offer educational training to expand employees' understanding of how racism affects people.

- Advocate for policies that improve health in communities of color.

- Encourage other local, state and national entities to recognize racism as a public health crisis.

- In hopes of bringing attention to the **plight of children** who are affected by the opioid epidemic, the **WISCONSIN COUNTIES ASSOCIATION** has asked social workers from across the state to write letters on how the state's child welfare crisis has affected their ability to effectively perform their job duties. The letters have been submitted today to both Gov. Tony Evers (D) and the Legislature. An **ONEIDA COUNTY** certified social worker wrote, "Workers now have additional safety training and clothing to wear while entering a drug home or doing assessments because of the dangerous repercussions of the chemicals and drugs. The CPS worker

See **NEWS FROM** page 27



VIRGINIA

- Hitting the slopes might not take a three-hour drive from **FAIRFAX COUNTY** soon, nor will it mean waiting for winter. The county is beginning the procurement process to evaluate a public-private partnership that could put North America's longest **indoor ski slope** on the county's landfill. The plans are to build a 450,000-square-foot snow sports facility with an expected 1,700-foot ski slope. The facility's summit would reach an altitude of about 280 feet. The proposal hinted at additional amenities, including a "gravity ropes course" and passive recreation areas. Fairfax County would lease the land to the private owners and operators.

the HR DOCTOR

With Phil Rosenberg

Phil Rosenberg

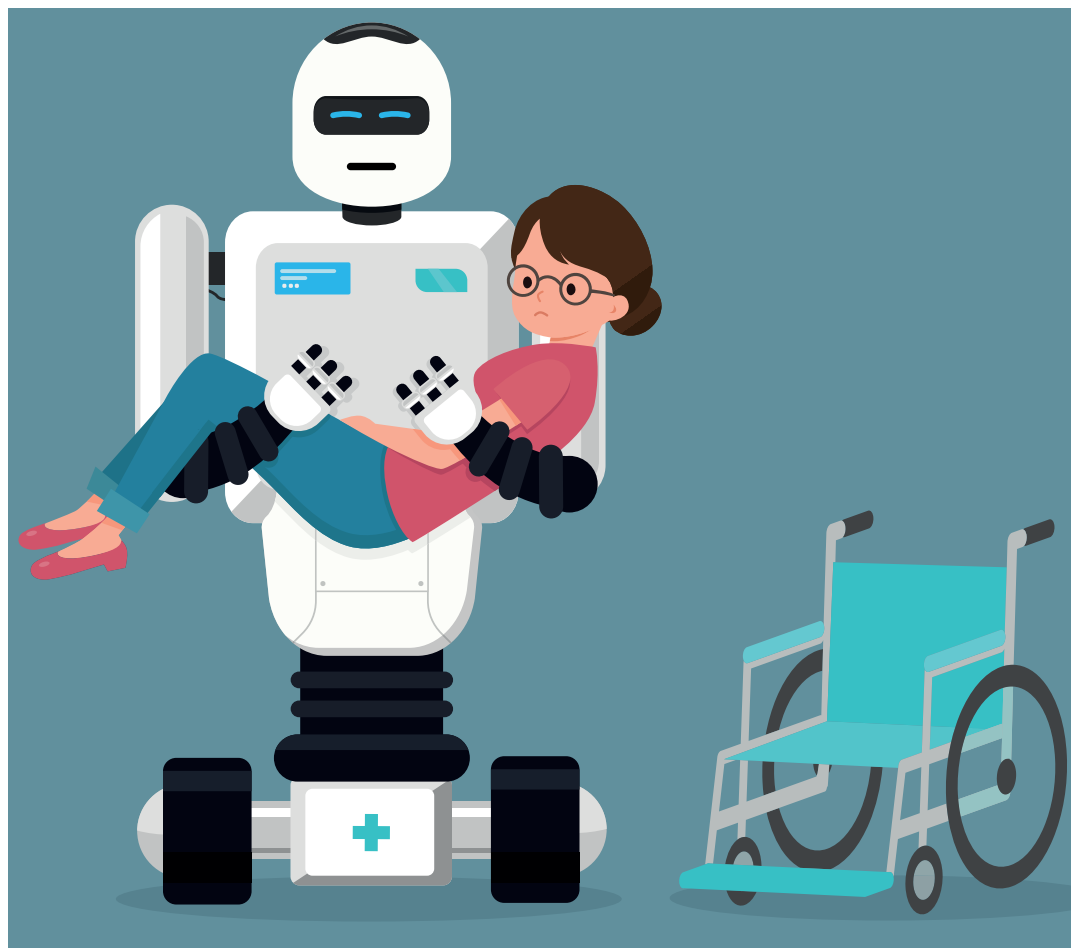
We stand at an intersection of profound change. The changes are flying by us quickly as we try to maneuver safely across the intersection to get to a place we may regard as secure. Yet the dangers and changes ahead are profound and often not realized, appreciated or understood.

“For the first time in forever” (with apologies to the Disney movie *Frozen*), reports the BBC, there are more senior citizens than there are children — more people age 65 and older than there are children 5 years old or younger. Seems rather subtle as a major force of change, but the implications are profound for us as individuals, especially for those charged with governing with an eye toward the current and future welfare of society.

More people are living longer than ever before. The fastest-growing segment of the American population is the senior citizen demographic. In part, this is a factor of improved medical technology, food security (“fast food,” sugary food, processed food, notwithstanding), as well as a degree of economic stability provided by Social Security and Medicare. The more industrialized, urbanized and educated the population gets, the lower the birth rate.

We have lived in an era in which having fewer children allows the concentration of wealth and opportunity to be lavished on our one or two children than is the case in more impoverished agricultural-based societies. There is thought to be a correlation between a greater number of children and the capacity to sustain subsistence farming and care for the elderly. The widespread availability of

Profound Challenges and Compelling Urgency Intersect



birth control and freedom to a women’s right to make decisions about pregnancy have also contributed to birth rate changes.

It certainly seems like a wonderful thing to live in an age in which I may well make it to 100 years of age and I may well witness my children’s and my grandchild’s success. This wonderful set of demographic changes means that I have made it to the middle of the intersection. However, there are great risks and implications which accompany subtle but profound change.

Anyone reading this short article is likely to be aware of the aging population of Japan and some of its policy and human effects. We also know that China changed its one child-only policy to encourage people to choose larger families. The search for ways to mitigate the risks of an “age-heavy” population will intensify very significantly in coming years and is already being experienced in the United States. Like an 18-wheeler bearing

Most of the staff at future hospitals will be robots. Most of the companionship needs faced by senior citizens of the future will not be met by warm-blooded family members.

down on us in the middle of the intersection, unprecedented challenges await us.

These start with health care excellence and widespread availability. Will we regard health care as a fundamental human right going beyond the question of whether or not you can afford health insurance? Will the quality of health care for an individual grow even more dependent upon the wealth of that person — their ability to afford maximum efforts to apply amazing medical technology in that person’s case? Will “Big Pharma” and the oftentimes inexplicable

death of common sense when it comes to drug pricing, continue to bond health with wealth? What about the lack of access to healthcare and healthcare specialties? Those who have lived into old age will require more and more care from third parties for even the most basic “activities of daily living” such as feeding yourself, bathing or mobility. Add to the mix the fast-growing and horrific disease dementia with symptoms that accelerate the loss of independence. There is one more serious medical condition reaching epidemic proportion — loneliness and the need for interaction with others and feeling productive and contributing in your life.

By now, those of you reading this article will be shaking your heads in agreement, entering a state of clinical depression or wondering what we as individuals and as a society can do in the face of the coming explosion in the need for resources to care for the shift to a much older population. These impact human resources, for

example, as we try to care for elderly parents or grandparents, as well as compound the pressures on governments. The impacts will be especially difficult for state and local governments, to create policy and revenue-shift changes needed in a long term, respectful, efficient and comprehensive way.

There are clearly tools available to reduce the harm which may well lie ahead. These tools can be very effective, but not if the challenges described in this article are ignored, thought of as a problem which can be put off for some future officials to deal with or addressed only in a piecemeal manner designed to create the political fiction that we are aggressively doing something about the future!

The availability of fewer younger people crashes into the hugely growing needs for elder support, such as increasing the number of physicians, nurses and others, long-term care facility staff for basic home care services such as shopping, driving, companionship, home and yard maintenance, etc. Rising to this challenge requires understanding and committed action.

The need for other human beings to be in the lives of senior citizens is no longer being met just by family caregivers. Our smaller families are often dispersed around the country. They are busy with struggles of their own, such as working and caring for children. They are not conveniently or quickly available to help with emergency needs as well as day to day emotional and companionship help. Hospital residential facilities have chronic staffing problems based upon high turnover, low wages and lack of qualified candidates. Concerns about liability, our apparently compelling need

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From FUTURE page 26

to sue people, and the need for more education and experience in dealing with the needs of senior citizens lead to more cost and reduced availability. So, where will we find more humans?

America's traditional answer has been to welcome migrants and to realize that they contribute to the country's future far more than they endanger it. Yet our current political environment focuses on worst-case ugliness. Walling off the opportunities that migrants seek and the country needs will only hurt all concerned. Regardless of your individual views about the leaders of the moment, our country will need to reverse the current policy more urgently in the future. The HR Doctor predicts that our policy will ultimately evolve into actively recruiting migrants with skills or capacity to learn those skills that our country will need. Building a wall around the prospect of migration to America actually results in building a wall that excludes our own population from receiving the services it will increasingly need.

Another solution, many people think, will be artificial intelligence (AI). Most homes occupied by readers of HR Doctor articles will already have smart TVs. They will be able to be greeted by Alexa or receive a weather report or a news summary. Like me, they are already addicted to ordering great quantities of "stuff" on Amazon and drive vehicles in their long commutes which may be hybrids or otherwise crammed with electronics. However, all of this represents an essentially primitive level of AI compared to what this author and many others predict lies ahead.

Most of the staff at future hospitals will be robots. Most of the companionship needs faced by senior citizens of the future will not be met by warm-blooded family mem-

bers. It will be provided by robot caregivers in the home as well as by super-smart AI-augmented four-legged friends, probably K9s. These pups will be much more capable of helping than even today's wonderful service dogs. "Cyborg-Fido" will not only be a provider of emotional and physical support and joyful entertainment by doing tricks, but will also remind me to take

my medicines, as well as fetch a new pair of "Depends" from the drawer. Alexa's daughters and granddaughters will also communicate directly with

emergency services and family members to alert them to my needs and to summon help in a more specific way than even today. Just entering our bathrooms of the future will result in automatic readings of our vital signs, using the toilet will result in urine and stool specimen testing, and automatic re-ordering of our next shipment of several dozen rolls of toilet paper from Sam's Club.

While getting excited and curious about all of AI's potential to create my own "Robbie the Robot," I continue to think about Stephen Hawking's admonition that artificial intelligence will increasingly represent the greatest threat to humanity's survival. The more we rely on sophisticated AI applications, the less control we will have over those capabilities.

The more we allow our water, wastewater, electrical grid, personal and national security, personal care, food preparation, logistics and much more that we haven't even thought of yet, the more vulnerable we are to horrific impacts of the systems' failures.

These may be due to forces of nature, such as solar mass ejections or meteor collisions with satellites or monster storms or inherent risks in systems we create such as wearing out of parts or key circuits in giant banks of servers somewhere in "the cloud." Then, of course, there are failure pos-

sibilities from deliberate acts of war, terrorism or criminal conduct.

Sorry to break the news to you, but every one of these failure threats is very real and already present! Unless we prepare society to appreciate AI's real potential to do harm and act with compelling urgency to mitigate or prevent these threats, the "dark side" of AI will likely go unaddressed amid our complacency and our excitement over the latest shiny AI development.

Local governments in particular — you know the ones we work for that directly serve the public — as opposed to faraway federal government agencies like FEMA or state government folks in faraway state capitals far removed from populations centers, like Tallahassee, Sacramento or Albany will have to confront the "Sophie's Choice" of either recognizing what must be done or ignoring it. Hiring people based on their strategic analytic capabilities or continuing to focus on tactical, task-oriented skills, will become another sign of recognizing the needs and the risks of inaction.

Being willing to pay the high additional price to ensure more sustained and respectful care of our seniors is essential, even if it means that elected officials face the voters with passionate calls for action, even if these calls involve tax increases.

Of course, local government officials are loath to think about tax or fee increases to raise the needed funding. However, those brave enough to inspire the needed changes will mark the servant/leaders the nation increasingly needs. Imagine what a difference we leaders can make now to create the kind of future we want for mom and dad, grandpa and grandma and our aging future selves!

If we do not take this clarion call seriously, we will be run over in our metaphorical intersection by the 18-wheelers of paralysis, ignorance or arrogance in thinking that we don't need to make changes. **CN**



NEWS FROM ACROSS THE NATION

From NEWS FROM page 25

and the intense job they do every day is not even believable some days to the workers themselves. Some of the horrible things that they see and deal with would not be feasible to the public."

WYOMING

Facing high costs of living, TETON COUNTY employees will receive pay raises, rather

than housing stipends. The raises will total more than \$1.4 million. *The Jackson Hole News & Guide* reported that the sheriff had sought \$1,500 per month in stipends to encourage his staff to live in the county.

News From Across the Nation is compiled by Charlie Ban and Rachel Looker. Do you have an item for us to include? Contact us at cban@naco.org and rlooker@naco.org.

GET TO KNOW...

Kankakee County, Ill.

Welcome, Kankakee County, Ill.

Kankakee County, with a population over 110,000, is located 50 miles south of Chicago. The county seat is Kankakee.

After 1700, the Pottawatomi Indians settled in the Kankakee River Valley and ceded their land in the 1830s to the United States. Immigrants from New York and Vermont began moving west to live in the county.

The city of Kankakee was established along the bend of the river at the request of the Illinois Central Railroad. The railroad brought business, lumber, transportation and trade and provided farmers a way to sell and ship larger crops.

The county continued to thrive because of the railroads and the river that provided water, power, recreation, transportation and fishing.

The county is home to the **B. Harley Bradley House, which was designed by Frank Lloyd Wright**. The downtown area of the county has historic architecture, churches and museums that date back to the mid-1800s.



Photo taken by Michael Kappel

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