

HARRIS CO. SETTLES BAIL CASE, REFORMS SYSTEM

by **Charlie Ban**
senior writer

In a case Commissioner Rodney Ellis called as big as *Brown v. Board of Education*, Harris County, Texas has settled a lawsuit alleging the unconstitutionality of its bail system for misdemeanor offenses and committed to changes, in place since March, that eliminate money bond for misdemeanors.

The county will increase funding for public defenders, increase court hours for administrative work to clear or prevent warrants and a notification system to communi-

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Burning Man, an annual gathering in late August, attracts thousands of artists and revelers to the Northwestern Nevada desert. The crowds entering and exiting the area pose challenges and opportunities for surrounding counties. Photo by Bryce Quayle

Burning Man keeps bridges intact with Nevada counties

by **Charlie Ban**
senior writer

For a week, Pershing County, Nev. jumps up eight spots in total population for the Silver State. Up to 70,000 people will converge on the Black Rock Desert wilderness area starting Aug. 25 for Burning Man, the 33rd year of a gathering that involves the assembly and dismantling of an ersatz city on an expansive salt flat.

Though the event has evolved and gentrified from its origins as a counterculture gathering, it still operates on a series of principles that emphasize artistic

expression and inclusion and features a variety of art installations, music performances, all culminating in the burning of a four-story effigy. Participants settle into a grid layout, which provides some order to chaos (and directions to emergency personnel). The event is held on a U.S. wilderness area, under Bureau of Land Management jurisdiction, but its execution involves the three northwest Nevada counties that become hosts, service providers and transportation hubs for revelers.

Though it doesn't play host to the event, most revelers travel north from Reno through

Washoe County, which ends up realizing the most tax revenue from supply purchases along the way.

"There has been more recognition of what local governments can do to participate in events like this," said Washoe County Assistant Manager Kate Thomas. "What our role is, not only to make sure the events are successful but taking some of the principles and the ideals from the event and incorporate it back into the work we do as community builders."

Burning Man has been solely

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NACo CEO: Strengthen government partnerships

by **Rachel Looker**
staff writer

Establishing a national commission on intergovernmental relations is paramount to finding solutions to the country's problems.

That was the message delivered to Capitol Hill July 23, when National Association of Counties (NACo) CEO/Executive Director Matt Chase testified in support of a national commission to facilitate inter-

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Equal protection, due process clauses used in Harris County bail lawsuit

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cate with people charged with misdemeanors, all of which could cost \$97 million to implement. The pending settlement of *O'Donnell v. Harris County* ends a three-year battle brought by a woman who spent three days in jail because she couldn't afford the \$2,500 bail for driving without a valid license.

"This is the first time the

equal protection clause and the due process provisions of the constitution were used as they relate to cash bail," Ellis said. "It's the same theory that Thurgood Marshall used to integrate the schools, something the Constitution didn't bring about when it was written, that legislation had brought about."

Harris County spent almost \$10 million in legal fees trying to fight the lawsuit, but it was

inevitable, Ellis said, that the county was bound to lose.

It's also one of the more substantial changes among the bail reform efforts playing out across the country, with state and local governments, judiciaries and prosecutors driving policy changes from different angles. In Harris County, more than 80 percent of misdemeanor defendants will be released, which Ellis acknowledges is already drawing opposition from the bail bonds industry.

"This isn't an accident, there's a lot of work over 10 years to go into something that seems like spontaneous combustion," said Cherise Fanno Burdeen, chief executive officer of the Pretrial Justice Institute, whose organization tracks bail reform measures and lobbies others, including NACo on the issue. "What you've seen is a successful implementation of a set of recommendations by

a coalition that included NACo and other organizations" following the U.S. Department of Justice's 2011 National Symposium on Pretrial Justice.

"What you've seen is a successful implementation of a set of recommendations by a coalition that included NACo and other organizations."

"If you're going to look at the charge, anyone charged with a misdemeanor, those are mostly probation-presumptive cases. Why are we putting anyone in jail in the first place? The minute they take a plea we'll say 'Great, now you're

out on probation.' If they were dangerous Tuesday and not dangerous Wednesday, what changed?"

She said the ability to pay rarely matches the risk of re-offending, and flight risk is something that should be determined subjectively by a judge.

"The vast majority of people show up for court either when they were supposed to or they show up for having missed court," she said. "It's really a 'missing an appointment' issue and not a fugitive issue. Meanwhile, when a guy offers to put up \$7 million - \$8 million, everybody knows that figure means nothing to him, he can just fly to a non-extradition country."

Ellis was empathic when the Harris County Commissioner's Court voted on the settlement

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SNAP/STATS

SENIORS FLOCK HERE...

National Senior Citizens Day is Aug. 21. Here's a look at the counties with the largest percentages of population ages 65 and older:

COUNTY	PERCENT 65 AND OLDER
Sumter County, Fla.....	52.9
Charlotte County, Fla.	37.7
La Paz County, Ariz.....	36.1
Citrus County, Fla.	35.2
Lancaster County, Va.	35.2
Catron County, N.M.	35.0
Alcona County, Mich.	34.8
Northumberland County, Va.	34.3
Sierra County, N.M.....	34.0
Sarasota County, Fla.....	33.9
Llano County, Texas.....	33.9

Source: U.S. Census Bureau 2014 population estimates; Pew Research Center



Harris County, Texas Commissioners Adrian Garcia (left) and Rodney Ellis at their July 30 meeting, when the Board voted 3-2 to settle its bail lawsuit. Photo courtesy of Harris County, Texas

'We are long overdue for a new infusion of thinking'

From **PARTNERS** page 1

governmental collaboration.

Chase testified before the U.S. House Committee on Oversight and Reform and the Subcommittee on Government Operations about the role counties play in the nation's federalist system.

The hearing, "Restoring the Partnership: The Future of Federalism in America," discussed the state of federalism in the country and how Congress can improve intergovernmental processes.

Chase highlighted ideas for strengthening the intergovernmental partnership for federal, state, local and tribal officials, including the possibility of re-establishing the U.S. Advisory Commission on Intergovernmental Relations.

The Commission on Intergovernmental Relations was established in 1959 to "strengthen the American federal system and improve the ability of federal, state and local governments to work together cooperatively, efficiently and effectively." It was disbanded in 1996.

Chase discussed how national associations of state and local officials support the formation of a new, modern national commission to facilitate improved intergovernmental dialogue, engagement and problem solving.

As the country faces public policy challenges, Chase noted, the nation needs the collective efforts of governments working together to solve problems. He specifically referred to the future of work, cybersecurity, disaster mitigation, transportation, infrastructure, dealing with the nation's aging population, the crisis with substance abuse and the challenges with uneven economic growth as public policy challenges.

"We must pursue a more modern, practical approach to forging intergovernmental partnerships with an emphasis on solutions," Chase said. "After all, government works best when we work together

and this includes with our colleagues in the private, nonprofit, academic and philanthropic sectors."

Prior to the hearing, Rep. Gerry Connolly (D-Va.), who serves as chairman of the Subcommittee on Government Operations, and Rep. Rob Bishop (R-Utah) introduced the bipartisan Restore the Partnership Act, which would establish a national commission on intergovernmental relations.

Chase said the Restore the Partnership Act is an essential pillar in rebuilding and rebalancing the nation's intergovernmental system.

According to Chase, two areas of interest to national associations representing state and local officials include creating the commission on intergovernmental relations

and updating the Unfunded Mandates Reform Act, which would ensure that a bill does not include an unreasonable unfunded mandate on state and local governments as well as a transparent consultation process for federal rulemaking involving state and local governments.

"We are long overdue for a new infusion of thinking and commitment to improving our nation's intergovernmental principles and practice," he said.

Chase said for counties, a significant challenge with the federal government is dealing with rules and regulations.

"We're not always here asking for money," he said. "In fact, we're asking for relief."

Counties and other local governments do not want to be treated as special interest

groups and seek a continuous and transparent process when it comes to forming rules and regulations, he said.

"Right now, we don't even have a seat at the table," Chase said.

"Particularly in the rule-making process, we are being treated like the general public rather than intergovernmental partners."

As an example, he explained that federal changes eliminated the advance refunding of municipal bonds, which has constrained fiscal options for county governments.

"We have many things that aren't federal dollars," he said. "It's actually more federal guidelines and regulations and handcuffing our ability to be flexible at the local level."

Forming a commission would be beneficial to having

a dialogue about issues that have federal, state and local intersections such as elections, where counties pay the majority of the costs of election equipment, Chase said.

"We aren't asking for the federal and state governments to just bail us out, but oftentimes those mandates are imposed and we do have to carry those out often in quick time frames where you can't adjust your tax base," he said.

Chase testified alongside Teresa Gerton, the executive director of the National Academy of Public Administration and Carl W. Stenberg, a James E. Holshouser Jr. distinguished professor of public administration and government at the School of Government at the University of North Carolina at Chapel Hill. **CN**



NACo CEO/Executive Director Matt Chase discusses the importance of establishing a national commission on intergovernmental relations July 23 before the U.S. House Committee on Oversight and Reform and the Subcommittee on Government Operations. Photo by Hugh Clarke



Congress tackles flood insurance reform

by **Lindsey Holman**

Bipartisan bills in both the U.S. House and the U.S. Senate were introduced late last month to reauthorize and reform the National Flood Insurance Program (NFIP). The bills, S. 2187, sponsored by Sen. Robert Menendez (D-N.J.) and H.R. 3872, sponsored by Rep. Frank Pallone, Jr. (D-N.J.), would reauthorize the program for five years and make key reforms to enhance and modernize NFIP.

NFIP was created under the National Flood Insurance Act of 1968 to provide insurance coverage to property owners for damages and losses due to catastrophic flooding. The new proposed legislation would represent the first long-term reauthorization of the NFIP since the Biggert-Waters Flood Insurance Reform Act of 2012 (P.L. 112-141), which expired in 2017. The program has operated under a series of 12 short-term extensions since, with the most recent extending the program until Sept. 30. Counties also have a significant stake in the NFIP program, as they use funding administered through

the program to develop mitigation plans to better prepare for future flooding.

The new bills include a wide variety of reforms, many of which are of interest to counties:

Affordability and access to coverage

The new proposals would reform the affordability and accessibility of the program for policy holders, impacting residents in counties across the country. Some specific changes in the bill include:

- Creating a five-year pilot program to provide means-tested assistance for low-income policy holders.
- Capping annual rate increases to 9 percent. Currently, premiums can increase by up to 25 percent each year for the lifecycle of the policy.
- Authorizing monthly premium payments to ensure low-income policy holders can afford flood insurance.
- Requiring the Federal Emergency Management Agency (FEMA) to perform a study on its ability to offer business interruption coverage, which would cover loss of

income and assets a business may experience as a result of a flood.

Mitigation

The legislation would seek to enhance the mitigation techniques made available to policy holders by reforming the NFIP to include:

- Setting aside 10 percent of disaster assistance allocated to FEMA's Disaster Relief Fund (DRF) for buyouts, elevation and other mitigation for the highest risk properties covered under NFIP.
- Requiring FEMA, through NFIP, to develop strategies to help urban communities mitigate flood risk in places where elevation is not feasible and offer premium credits for taking advantage of these strategies.
- Authorizing FEMA to create a low-interest mitigation loan.
- Establishing a revolving loan fund for the purpose of mitigation with a priority given to high-flood risk states as defined by FEMA. The initial funds are supplied by both FEMA and the state, and then loaned out at low interest rates to help communities, schools,

families and businesses mitigate flood risk.

- Pushing FEMA to give priority to flood mitigation activities that provide benefits on a floodplain-wide or community-wide basis to have impact on a community or specific part of a community.

Mapping

This legislation would reform the NFIP by instituting proper mapping techniques to help mitigate against future disasters, including:

- Authorizing nearly \$400 million per year for improvements to the National Flood Mapping Program to increase accuracy of flood mapping.
- Providing communities with the ability to appeal flood maps.

Program administration/consumer protection

The new proposals would also make changes to the administration of the NFIP, which has long served as a pain point for many policy holders. Reforms would include:

- Temporarily freezing interest payments on the NFIP debt

to restore the program to solvency and reduce future borrowing. Providing forbearance on these interest payments will free up approximately \$400 million per year to invest in more cost-effective mitigation efforts.

- Requiring FEMA to process all flood claims within 60 days of the policy holder filing with an extension of 30 days under extraordinary circumstances.
- Requiring the disclosure of flood risk and prior flood damage to lessors and homebuyers prior to transfer.

NACo will continue engaging with both House and Senate lawmakers to include additional reform provisions that address program improvements important to counties. Counties support a long-term reauthorization of the NFIP and encourage Congress to achieve this goal prior to the Sept. 30 expiration deadline. **EN**

Lindsey Holman is an associate legislative director in NACo's Government Affairs department. Brett Mattson, legislative assistant, contributed to this article.

Counties across the country are moving toward bail reform measures

From BAIL page 2

July 30.

"Nobody should be in jail because they're broke, and it's not just here, it's all around the country," he said.

Dallas and Galveston counties are also facing heat for their bail practices. Dallas County District Attorney John Creuzot will no longer prosecute marijuana possession cases for first-time offenders outside of drug-free zones, misdemeanor criminal trespass cases that do not involve a residence or physical intrusion into property, and he launched other initiatives, including diversion programs for people caught driving on suspended licenses, expungement programs and re-graded probation guidelines.

Many changes are happening in some of the country's largest counties. Harris County is the third-largest, with 4.65 million residents. The second-largest, Cook Coun-

ty, Ill. (5.2 million residents) also saw some recent changes to bail policy. In 2017, Chief Judge Timothy Evans instructed judges to set more reasonable bail amounts, including for felony charges, an area Harris County didn't include.

A report released in May 2019 comparing 15-month periods before and after that change showed no significant increase in public safety risk.

Elsewhere in the country:

- The mayor and Commission of Athens-Clarke County, Ga. eliminated cash bond for low-level offenses.

Ga. eliminated cash bond for low-level offenses.

- Pima County, Ariz. has built a temporary screening facility next to its jail and county officials hope that by screening 400-500 misdemeanor defendants a month, the county

will be able to save \$1.5-\$1.9 million a year in unnecessary detention costs.

- A federal injunction is requiring the independent city of St. Louis to give fair bail hearings within 48 hours of an arrest and a hearing within one week.

- Colorado Gov. Jared Polis signed legislation requiring courts to release people on personal recognizance who are charged with misdemeanors.

- New Hampshire Gov. Chris Sununu signed legislation prohibiting courts from using homelessness and substance misuse as the sole factors when considering how dangerous someone is.

The jury is still out in Jersey

New Jersey's bail elimination effort is almost three years old, and while counties have seen their jail populations re-



The Harris County, Texas Criminal Justice Center may see its population drop steeply with the elimination of bail for most misdemeanor offenses.

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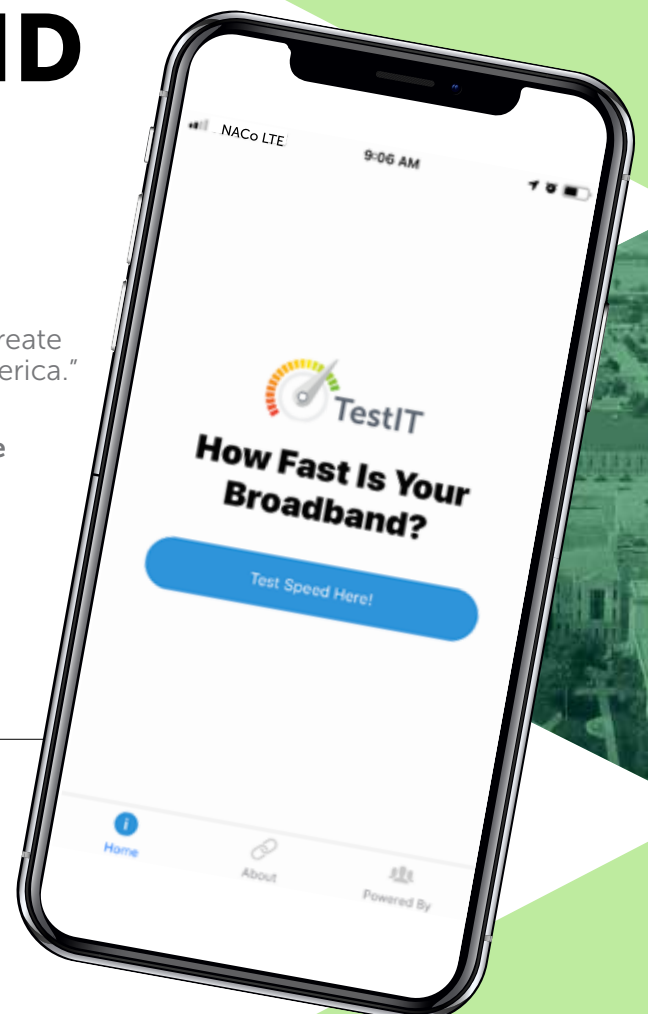
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NACo reunites military buddies

by Mary Ann Barton
editor

Monsoons, bar fights, investigating black market deals. Those were just a few of the memories from 40 years ago, when two Army buddies — one from Colorado, the other from Indiana — worked side by side as military police investigators at Camp Casey in South Korea.

After a year or so together in the early '80s, the duo went their separate ways.

Fast forward to the spring of 2018, when Arapahoe County, Colo. Commissioner Jeff Baker opened his copy of *County News* to read a profile of a man with a familiar face: His old buddy from Camp Casey, Jim Goltart.

"I read his profile in *County News*, I saw the name," said Baker. "We put two and two together. And then I called him."

Last month, the two got together to chat at the NACo Annual Conference held in Clark County, Nev. before heading to the NACo Veterans and Military Services Committee Meeting.

Baker, a longtime county employee who was sworn into office in January 2017, and Goltart took a break between workshops at the Annual Conference to talk about catching up with each other after nearly four decades.

Goltart, the Veterans Services Office director for Le Sueur County, Minn., served in the Army for 20 years and is a past president of the National Association of County Veterans Service Officers.

He recalled joining the Army all those years ago.

"Forty years ago, June 20, I got on a train from Chicago and went to Anniston, Ala. and started basic training at Fort McClellan," he said. "I just turned 18."

Baker, a Denver native, joined the Army when he was 19 and did his basic training



(Left to right): Jim Goltart and Jeff Baker pause for a photo before tripping down memory lane in Clark County, Nev. at the NACo Annual Conference. Photo by Hugh Clarke; black and white photos courtesy of Goltart and Baker

at Fort Leonard Wood in Missouri. "I wanted to be a cop, but you couldn't be one until you turned 21," he said. "The Army let me carry a gun and a badge."

The two worked together in 1981 at Camp Casey, in Dongducheon, South Korea, about a 20-minute drive from the Demilitarized Zone (DMZ).

"We were both assigned to 2nd MP Company, and worked as military police investigators," Goltart said.

"There was no average day, it would depend on what was going on."

They investigated fights, shoplifting by soldiers and civilians using the PX base store, black market selling of cigarettes and liquor, theft of government property, fights in the village, assaults, domestic calls and more.

"There were a lot of clubs and bars outside the gates," Baker said.

"We had a lot of young soldiers away from home for the first time, they would get into fights, sometimes with Koreans."

A military exercise called Team Spirit saw the area population increase with an influx of Marines.

"They have some money in their pocket," Goltart said. "At the time, a beer would cost a quarter."

Beer wasn't the only bargain.

"The other thing you'll notice in our photos, we appear to be really, really well dressed," Baker said. They often wore suits that were custom-made for \$15 to \$25 in town. "We wore three-piece suits. We were soldiers, but we were investigators, so we wore civilian clothes."

"We were very well dressed," said Goltart, whose pencil-thin mustache at the time earned him the moniker "Inspector Clouseau" from the popular *Pink Panther* films.

They often traveled to Seoul or the DMZ. "I was an M-16 gunner," Baker said. "I had to carry this huge machine gun and the ammunition up to the DMZ and march back."

The two recalled breaking up fights, working with their

desks up on cement blocks in a Quonset hut when their office flooded during monsoons and pulling tipsy "turtles" (their nickname for newcomers to the base) out of concrete ditches during the rainy season.

"We had to put our desk up on concrete blocks and pallets because of the water," Goltart said.

"That's where I learned to type...on a manual typewriter. We didn't have computers, Internet or cell phones."

After working together for a year, they went their separate ways when Goltart left in the summer of 1982.

Baker, whose wife Yangson hails from Korea, also continued his career in the military, serving 17 years as a military police officer, including a tour in Desert Storm.

He retired as a chief warrant officer from the U.S. Army in 1993 and went to work as a crime scene investigator for the Aurora Police Department.

He then worked for Arapahoe County, including as the manager of Facility and Property Operations for the county



Goltart



Baker

before winning his commissioner's election in 2016.

Goltart said he's gotten involved with various committees including those at NACo that look out for veterans' health and behavioral health.

"I come and I learn," he said.

"It's not just veterans. You look at mental health, health care, suicide, health care in county jails."

The two plan more get-togethers in Colorado, where Goltart's son is based at Fort Carson, Colo.

"It's funny because I've worked with his fellow commissioners — Nancy Sharpe and Bill Holen, who is also a veteran," Goltart said.

It was Holen who suggested to Baker that he ought to come to Washington, D.C. to a NACo legislative conference where he saw Goltart at a Military and Veterans Affairs Committee but didn't recognize him because of his beard.

Then he saw him in *County News*, and the rest is history. "It's a very small world," Goltart said, "when you're dealing with veterans." **CN**

Child advocacy center gets its wheels

by Rachel Looker
staff writer

A new child advocacy center in Delaware County, N.Y. is on the move.

The county is the first in the state to receive a mobile child advocacy center to enhance services for children who have been abused.

The mobile unit is funded through a partnership between the New York state Office of Victim Services and the state Office of Children and Family Services as part of a \$4.45 million investment by the state. Delaware County's unit is one of seven being funded through the partnership.

The Delaware County Department of Social Services received \$250,000 to purchase the mobile unit and will receive \$50,000 annually for three years to cover maintenance costs.

The mobile center is operated by Delaware Opportunities, a community action agency that receives funds and works closely with the county's Department of Social Services.

Since its opening on June 1, the mobile unit has worked with 16 cases, helping 26 children as of early August.

"It's truly a 'if you build it, they will come' situation," said Stacy Osborn, director of Safe Against Violence, one of Delaware Opportunities' programs that provides services for victims of abuse. The new mobile center is part of the program.

The unit is a renovated 28-foot Winnebago that is designed specifically for child advocacy purposes. The RV is set up with an interview and observation room that includes video equipment to record interviews, a waiting area, bathroom and kitchenette.

New York is the first state where Winnebago custom-built an RV to be used as a child advocacy center.



Winnebago custom built Delaware County's mobile child advocacy center which includes an observation and interview room, a waiting area, bathroom and a kitchenette.
Photo courtesy of the Delaware County Department of Social Services

"They've taken the regular footprint of a family RV and scratched that," Osborn said. "It's really been retrofitted to make it useful as an office as opposed to what most people think when they walk into an RV."

Delaware County does not have a fixed child advocacy center location. Osborn explained that the county is very rural and does not have public transportation; the mobile center provides services to families who would be unable to get to a physical location.

Before the mobile unit, if a child was a victim of abuse, they would be referred to a child advocacy center outside the county, explained Shelly Bartow, executive director of Delaware Opportunities. In this situation, a family may have to drive several hours to get to the center and then go through the interview process after making the trek. Additionally, local cases would get top priority, meaning others from outside the county would get bumped.

"Rather than taking a long time or not at all, now families can get in within 24 hours for these services," Bartow said.

The RV, which may be parked at the Delaware Opportunities

offices to provide accessibility for families who live close by, has the ability to travel to other communities to reach clients.

"When time is of the essence, we don't have to transport them 45 minutes to our office or to a freestanding facility," Osborn said. "We can bring it to them and we're there and able to interview them within 10 minutes of them knowing that we need to talk to them."

When the RV travels to a community, Bartow said it stays in publicly discreet areas.

"It's really designated for specific areas and we can transport people to the RV," she said. "It doesn't park in anybody's driveway."

Osborn added that the mobile unit can travel to private, child-friendly locations where not everyone will be able to see where it's parked.

"We're not an obvious building with a sign out front where people are like, 'Oh, I just saw that kid go in there,'" she said.

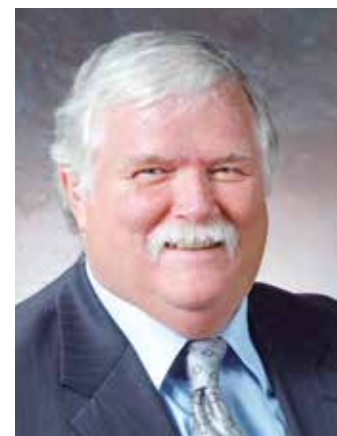
Bartow said the main purpose for the mobile unit is to reduce the number of times a child has to repeat their story to different service providers.

"All the parties that

PROFILES IN SERVICE

MARVIN MYERS

Board Member
County Surveyor
Roscommon County, Mich.



Myers

Number of years involved in NACo: 10

Years in public service: 29

Occupation: Professional surveyor

Education: B.S. in Surveying Engineering from Ferris State University; B.S. in Land Surveying from Ferris State College; A.S. in Civil Engineering Technology from Ferris State College; 64 credit hours with the Natural Resources Technology at Kirtland Community College

The hardest thing I've ever done: Marriage

Three people (living or dead) I'd invite to dinner: Thomas Jefferson, my grandfather and my wife.

A dream I have is to: Have more grandchildren. They are the best.

You'd be surprised to learn: I have been married to my beautiful bride for 44 years!

The most adventurous thing I've ever done is: Surveying, every day is a new adventure.

My favorite way to relax is to: Attend a late model car racing event.

I'm most proud of: My wife, Rosalie, my children and grandson.

Every morning I read: Emails.

My favorite meal is: Hot dogs and baked beans.

My pet peeve is: Drivers that don't use turn signals.

My motto is: Learn how to learn, it is the beginning of lifelong learning.

The last book I read was: *Epic Wanderer: David Thompson and the Mapping of the Canadian West* by D'Arcy Jenish

My favorite music is: Anything new and different. My collection is extremely diverse.

My favorite U.S. president is: Thomas Jefferson

My county is a NACo member because: NACo is our county's lobbyist.

My favorite movie is: *Star Wars*



My NOBCO internship experience at NACo: 'One I will never forget'

by **Brianna Jenkins**

I began my internship with the National Organization of Black County Officials (NOBCO) Jan. 29, 2018. I obtained this internship through a school program that provided housing for a semester in Washington D.C., a class once a week and a full semester of credits. My time with NOBCO was transformative.

I met so many amazing people, such as Marian Wright Edelman, founder of the Children's Defense Fund, who spoke at NACo's Legislative Conference in 2018. I have now attended two National Organization of Black County Officials Economic Development Conferences (NOBCO EDC) and two NACo Annual Conferences, one where I addressed members at a workshop.

The first NACo Annual Con-

ference I attended was in Davidson County (Nashville), Tenn. The hustle and bustle of this conference was overwhelming at first, but I quickly became comfortable. I served as NOBCO's representative at our table, meeting and greeting anyone who stopped by to share what NOBCO is all about. We mixed condoms in with our candy dish to bring attention to the intersections of health, HIV and prevention. HIV is something people don't typically enjoy talking about because of the stigma that surrounds it, but we do our best to keep everyone educated because HIV does not discriminate or wait for someone to bring it up.

My favorite part about NACo conferences is that even after the meetings are over, there are plenty of events. Our visit to Woolworth on 5th in Nashville



Brianna Jenkins, far right, poses with members of the Chatham County, Ga. Youth Commission after she and NOBCO Executive Director Helen Holton (center) spoke to them about HIV/AIDS and prevention. Photo courtesy of Brianna Jenkins

taught me the history, up close, of the movement led by students, who began the process of lunch counter desegregation.

The last day of the conference showed NACo at its most exciting — Election Day for 2nd vice president. I have never experienced something so

intense and informative. Many county officials that step up to the microphone to announce their county's vote begin with a couple of facts about their county, and the energy in the room is a roller coaster of different emotions.

The second NOBCO EDC I

attended was in Wayne County (Detroit), Mich. At this conference, I heard from four presidential candidates; Sen. Cory Booker (N.J.), Sen. Amy Klobuchar (Minn.), Miramar, Fla. Mayor Wayne Messam and entrepreneur Andrew Yang of New York. I learned a lot about each candidate during their address to conference members, and had the opportunity to meet and speak with Yang. I thoroughly enjoyed the opening reception, which took place at the Charles H. Wright Museum of African American History where I was able to walk through the museum, at my own pace, giving me the chance to really absorb all the history that surrounded me.

One of the bonuses of working at NOBCO: Living in Washington, D.C. It allowed me to

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Stepping Up initiative reaches 500 county participants

by **Nastassia Walsh**

The national Stepping Up initiative to reduce mental illness in jails reached a milestone 500 county resolutions this month.

Started in May 2015 by NACo and its partners at The Council of State Governments Justice Center and the American Psychiatric Association Foundation, Stepping Up was launched as a way to elevate the issue of too many people with mental illnesses entering jail and provide county leaders with tools and resources to address this challenge locally.

As part of this launch, counties were called to action to pass a resolution or proclamation committing to joining the initiative and building data-driven and collaborative plans to tackle the issue in their communities.

The first county resolution was passed in April 2015 by Merrimack County, N.H., and the number of resolutions being submitted has continued

to grow over the last four years of the initiative.

The 500th county proclamation was passed by the Malheur County, Ore. Court on July 31.

"Malheur County decided to join the national Stepping Up initiative to support the work that we have already started to help people in our community achieve and maintain emotional well-being and get the services they need," said Daniel Joyce, county judge.

"We already have a lot of support in our community to

address this issue from our sheriff's office, the courts and community partners and hope to make an even bigger difference in our residents' lives with this initiative."

Malheur County started its jail diversion program in July 2014.

The Jail Diversion team works closely with community partners, law enforcement agencies, courts, human services, community corrections, hospitals and the VA to collaborate on cases involving individuals with mental illnesses.

The program includes a dedicated forensic social worker from a community behavioral health provider, Lifeways.

The social worker provides services both in the community and in an office that is co-located inside the jail, where she conducts mental health assessments on people who enter the jail and offers case management and referrals as individuals are leaving to connect them to services.

The jail diversion team also trains law enforcement officers in Crisis Intervention Teams

(CIT) and partners with parole and probation officers to help people under supervision access treatment and resources.

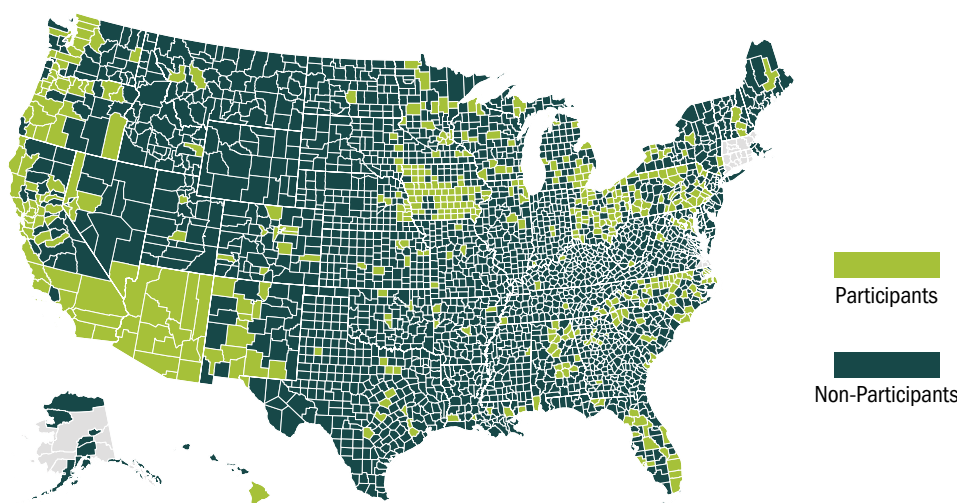
The program has reduced the amount of time that people with serious mental illnesses are staying in treatment and helped more people access the services they need in the community.

Joyce feels that joining Stepping Up can only help to enhance these efforts in his county.

Counties that are part of Stepping Up receive online technical assistance through webinars, toolkits, case studies, networking calls and in-person peer exchanges.

It's not too late to join the initiative! Counties interested in receiving assistance to reduce the number of people with mental illnesses in their jails should visit stepuptogether.org to join the initiative. **CN**

Nastassia Walsh is the associate program director for Justice at NACo.





NACo releases *Connected and Automated Vehicles Toolkit*

by Jenna Moran

The National Association of Counties (NACo), in partnership with the Federal Highway Administration, has created the Connected and Automated Vehicles Toolkit: A Primer for Counties to provide county leaders with an opening framework to the connected and automated vehicles conversation and starting ideas for how counties may enter the field.

Technology manufacturers, software developers, auto companies, universities and many other professionals have long been imagining and testing a variety of techniques to optimize the nation's transportation system through the use of integrated technology, communications, vehicles and infrastructure. These breakthroughs are poised to revolutionize local and national transportation systems and

could bring significant changes to the built environment and how residents live, work and move around the community.

As significant advances in transportation technologies continue to be made, it is imperative that county officials, county engineers and transportation planners understand these advancements when making decisions about future needs.

The primer has four main

sections: Technology, policy, deployment and next steps. With the fast pace of technological advancements in the connected and automated vehicle industry, it can be hard for government policy and procurement systems to keep pace. The technology section provides an introduction to connected and automated vehicles (CAVs) and the technologies developed to support them, while the policy section provides an overview

of current CAV-related policy at the federal, state and local levels. With a basic understanding of current technology and policy in place, the toolkit then sets the stage for the current state of CAV deployment at the federal, state and local government levels — as well as within the automotive industry.

Each of these sections highlights useful existing resources

See *DRIVE* page 13

N.J. bail reform: right thing philosophically, operationally complex

From *BAIL* page 5

duced, New Jersey Association of Counties Executive Director John Donnadio said it hasn't added up to cost savings for his members yet.

"We've certainly seen a reduction in the county jail population, so from that point, it's reached its intended purpose," he said. "The counties are still processing the same number of prisoners. The majority of the cost-drivers at the county level were increasing county prosecutor office staffing, investing \$50 million in hiring prosecutors, investigators; there was very little investment going into the county jails. We haven't seen any jail layoffs, we may see some attrition in a few years, but ... we're still processing the same number of prisoners."

"These same prisoners who couldn't make bail were reviving mental health services in the jail and now they're back in the community."

"We thought we might see some nominal cost-savings five years down the road, but we haven't yet."

Even though the measures haven't produced savings yet, Donnadio said they were successful.

"It was, philosophically, the right thing to do. Operationally, there are other issues."

For all the merits of community-based human service delivery, Donnadio said county

jails were still helping get help for inmates on a regular basis.

"These same prisoners who couldn't make bail were reviving mental health services in the jail and now they're back in the community," he said, "It's something our jail wardens, our welfare folks, our human services folks are talking about. We're struggling with what to do with the folks who were receiving mental health services in jail and now they're not. We're processing more prisoners than in the past but turning them around."

Donnadio also said the technology upgrade costs might force an increase in court filing fees.

"If any states are looking at bail reform, I can tell you it's going to cost a lot more money than they think it will." **CN**

FINES, FEES ALSO CAUSE PROBLEMS

Bail isn't the only financial consideration facing people in the justice system. Fines and fees can include traffic citations, penalties for conviction and court costs.

These fines are intended as a revenue source, in addition to a penalty, but low collection rates stymie that effort. Partially, it's a matter of a disproportionate number of low-income people being affected. The Prison Policy Initiative found that the median monthly income for incarcerated people is less than \$2,000. Texas Appleseed found that between 20-50 percent of people are in jail because of failure to pay fines.

And the effort involved in trying to recover those fines can be fruitless. Los Angeles County ended up spending

\$3.9 million to collect \$3.4 million in probation fees.

NACo's publication *Reducing Fines and Fees in County Justice Systems* offers a variety of approaches for holding people accountable for minor infractions while improving outcomes:

- Inquiring about a person's ability to pay financial obligations
- Reducing penalties by a flat amount or by using a graduated scale
- Creating flexible payment plans
- Eliminating fees
- Prohibiting warrants and jail time for unpaid fees
- Adopting practices that can help minimize failures to pay or appear in court

Burning Man gathering in Nevada desert poses cha

From *BURNING MAN* page 1

in Black Rock Desert since 1991 and has grown steadily from 250 attendees that year to more than 51,000 in 2010, up from 43,000 a year before. That coincided with a turning point in local attitudes toward the event.

“Not that long ago, it was a giant pain for folks, and there was a lot of grumbling about

the traffic and the commotion,” Thomas said. “Now there’s a turnaround, we have the art in the community from the event and locals have realized there’s a lot more to gain from the folks who come through town in offering car washes and spa days rather than fighting it.”

In Gerlach, the last permanent town before the desert, the stores fly banners “we’re your

playa supplaya,” and the event has a Black Friday-scope effect on local merchants’ revenues.

“Folks are able to make their living outfitting people who come from all over the world to participate in Burning Man,” Thomas said. “Some people are buying RVs, others are buying food and supplies for a week and a lot of them have flown right into Reno, so they’re get-

ting everything here.” After some rocky years and minor legal actions between organizer Black Rock City LLC and different surrounding counties, the event is coexisting and collaborating with local governments.

“Once a year we bring all co-operating agencies, including Washoe and Pershing counties, to meet at the Emergency Operations Center in Reno to review

past operations and look ahead to the coming year, oftentimes practicing emergency response scenarios,” Burning Man spokeswoman Megan Miller wrote in an email. “Counties were deeply involved in our 10-year permitting process that recently concluded with an Environmental Impact Statement.”

Outside of the direct economic benefits, Washoe County



Thousands gather around "Galaxia," a temple made of 2,400 wooden triangles at Burning Man last year. Photo by Duncan Rawlinson

POTENTIAL AREA 51 GATHERING CONCERNS LINCOLN COUNTY OFFICIALS

by **Charlie Ban**
senior writer

While the Burning Man routine is down pat, across the state, county and federal officials are dealing with a far more uncertain gathering.

It's part ironic spectacle and part public safety hazard surrounding one of the region's enduring myths, steeped in the state's reputation and character. An untold, large number of people may be coming to Lincoln County, Nev. in late September, with some perhaps unhinged enough to try and take on the military.

A Facebook post, later acknowledged to be a joke, proposed storming the Nevada Test and Training Range, known colloquially as Area 51. Home to many experimental programs including the U-2 spy plane, it came to prominence in the 1996 blockbuster *Independence Day*, which reinforced conspiracy theories about the U.S. Air Force using the base to conduct research on captured extraterrestrials. The Facebook post, about an event titled "Storm Area 51: They can't stop us all" said "We can move faster than their bullets. Let's see them aliens."

Whatever the intention, the gathering may be happening in some form, and Lincoln County Commis-

sioner Varlin Higbee doesn't mince words when he talks about the military installation in his county.

"They are authorized to use lethal force, and if local law enforcement can't handle it to keep them off their perimeters, that would be an awful black eye for the military and Lincoln County," he said. "It would be an ugly scenario."

The event was originally scheduled for 3 a.m. Sept. 20 in Nye County's Armagosa Valley but was then rescheduled to the Lincoln County town of Rachel, the permanent settlement closest to the base.

Higbee and his colleagues met with base commanders, who expressed concern about the ways this could go wrong.

"They got concerned when the Facebook event launched, getting 2 million (RSVPs) and 1.5 million people who were interested," Higbee said. "They knew not everyone was going to show up, but those numbers are concerning."

Clark County's monitoring of airline ticket purchases, hotel reservations and car rental reservations indicated that people were indeed making commitments for the event.

"Event planning experts told us to expect a minimum of 10 percent of the people who RSVP for an online

llenges, opportunities for surrounding counties

received a \$75,000 grant from the National Endowment for the Arts to create a series of art installations along the road to Black Rock Desert.

Other counties in the northwest part of the state are also participants in the Burning Man cycle, but don't see the same payoff. Once split among Pershing, Humboldt and Washoe counties, the event now

takes place entirely within the former's boundaries, though Washoe briefly broached the topic of shifting county lines in 2018.

"The city of Lovelock (the county seat) doesn't derive much tax revenue from the participants at Burning Man," said Pershing County Commission Chairman Larry Rackley. "They don't really stop here; If they're

coming from the east, they'll stop in Fernley (in Lyon County) for groceries."

Pershing County makes roughly \$300,000 by providing 45 sheriff's deputies for the week. Though Black Rock City has a temporary jail, offenders are eventually brought to the county jail in Lovelock for their hearings, which typically brings the jail to capacity.

"Where we get behind and where we lose money is when sheriff's personnel have to be there before and after" the event, Rackley said. "That's about \$30,000 that the county eats every year."

Rackley said the event organizers often have a representative at County Commission meetings, and the organizers have been active partners in the planning process.

"Our staff meet regularly with district attorneys to consult on legislation and law enforcement matters," Burning Man spokeswoman Megan Miller wrote in an email. "Depending on the issue, Burning Man meets with county departments such as roads and health. Burning Man representatives meet year-round with sheriffs to discuss matters of concern with respect to public health and safety, from traffic management and vending operations along the highways to on-site emergency response coordination."

Most eventgoers travel to the desert from Reno through Washoe County, but a few travel

west through Humboldt County's dirt roads.

"The heavy truckloads will turn the roads into talcum powder," said Humboldt County Commissioner Jim French. "If we get some rain, the roads end up like gumbo. We're usually still catching up with repairs the next year."

Humboldt General Hospital is back on as the medical care provider for Burning Man after a few years off, and the hospital brings its \$100,000 field hospital structure, along with eight extra ambulances that French said sit idle for the rest of the year.

Far removed from the commerce that Washoe County enjoys, some Pershing County residents take exception to the bohemian atmosphere at Burning Man, but Rackley said others take advantage of the county's senior center's day and night trips to the event. He's gone a few times and was impressed.

"The lights are incredible, they're really breathtaking," he said. "I don't go every year, but it's always a good trip." **CN**



Traffic begins to pick up in the Nevada desert heading to Burning Man in 2018. Photo by Duncan Rawlinson

event," Higbee said. "Well, that's 300,000, so we'll have to plan for 30,000."

Higbee, along with base officials, have been buoyed by efforts by the joker to make the event a legitimate festival. He has hired a promoter who has done due diligence with county officials to plan an event, with alien-themed bands, dubbed Alienstock.

"This guy seems to know what he is talking about," Higbee said. "A lot of promoters can turn out to be frauds, but he had a good knowledge of the logistics that go into something like this. He knew what kind of permits they would need and gave us some helpful feedback, too."

"He's trying to keep people contained (on private land) and that will work well for everyone...keep them where they have their own security, their own medical, their own restrooms."

In short, he displayed the acumen that was lacking in the organization of the infamous Fyre Festival in the Bahamas, where festival-goers arrived to find few accommodations and little food.

Higbee is still concerned about the community's capacity to play host to 30,000 people. The town of Rachel is home mainly to ranching families, but its proximity to Area 51 has supported some specialty

tourism with an alien theme.

"We have two gas stations, and if you have that many people trying to get gas, that's going to be a problem," he said. "They don't even have a grocery store in Rachel."

The county sheriff's office doles out trespassing citations in excess of \$700, but it's not exactly a cash cow for the department, which provides services outside of the base.

"Most people are pretty good, they'll drive up to the boundary line, take a picture of the signs and then go away," Higbee said. "Once in a while, you get some idiots who try to cross over and make it to the gate, they grab them, detain them and the sheriff's department picks them up. It's hard to do that with 30,000 people."

The gates of the facility lie a mile from the outer boundary, which is too large to fence, but the surveillance measures make that moot.

"They know the moment you drive over the summit," of the hills surrounding the base, Higbee said. "They have cameras, helicopters at the ready. It's extremely well protected."

But the base and sheriff's office are intrinsically linked. The last four numbers of the sheriff's office phone line? "5151"



Counties help employees prepare for retirement

Nationwide recently announced that Eric Stevenson will be the next leader of Nationwide's retirement plan business. Stevenson steps into the role succeeding John Carter, who was recently named president and chief operating officer-elect over all of Nationwide's financial services business lines.

Stevenson most recently served as senior vice president of distribution for Nationwide's retirement plan business, which is responsible for nearly \$145 billion in assets under management for more than 2.5 million participants.

The National Association of Counties (NACo), in partnership with Nationwide Retirement Solutions (NRS), and state associations of counties, provides county employees with a Section 457 Deferred Compensation Program. Since its inception in 1980, NACo's Deferred Compensation Pro-



Stevenson

gram has grown to become the largest supplemental retirement income program available to county employees. More than 380,000 county employees from more than 3,100 county agencies currently participate in the Program, with accumulated assets of more than \$19.2 billion.

"Our experience serving small and medium-sized businesses and public sector plans for state, city and county employees, as well as first responders, puts Nationwide at an advantage to best understand the unique needs of

plan sponsors and their participants," Stevenson said.

County News asked about Nationwide's vision for county employees' retirement readiness and how counties can attract and retain talent through robust benefits packages.

Q: How can counties help prepare their employees for retirement?

A: Identifying a trusted retirement plans provider, and one whose values align with yours, is the first step. Nationwide is committed to helping drive retirement readiness by engaging with our county partners and their employees on an ongoing basis. From attending new employee orientations to coordinating workshops and being available for personal consultations on-site, we partner to help educate employees on the benefits and make it easier for them

to start saving.

Q: What is the best way for a county employee to assess whether they are on track for retirement savings?

A: Take advantage of the tools your retirement plan provider offers to ensure you're tracking against your goals. For example, Nationwide's My Interactive Retirement Planner calculates how much participants may need and allows them to model different retirement scenarios. Additionally, they can generate a Retirement Readiness Report to have a conversation with their Retirement Specialist or advisor to explore other savings solutions to help them meet their goals.

Q: What should employees do to maximize their savings?

A: Employees should contribute what they feel comfortable to their 457 plan and then meet with their Retirement Specialist or advisor on an annual basis to review their account and discuss options to help maximize their retirement readiness. They can also take action through a Participant Engagement Program if one is offered. Nationwide has found that employees who engage in our program increase contributions by approximately 22 percent. (Participant Engagement Program results from April 2017 to October 2018)

Q: What is the biggest mistake people make with their retirement accounts?

A: Waiting. According to a Nationwide study, we found that on average, employees start saving for retirement at age 31.

See *SAVE* page 17

NATIONAL ASSOCIATION of COUNTIES NACo®

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save the date


Prepare for self-driving cars

From *DRIVE* page 9

that have been created to track and showcase these advancements, from the National Highway Traffic Safety Administration's Automated Vehicles for Safety webpage to the National Conference of State Legislatures' Autonomous Vehicles State Bill Tracking Database, as well as NACo's *Connected Counties: Tech Innovations in Transportation* publication and the National League of Cities' *Autonomous Vehicle Pilots Across America* report.

There are a number of ways that county leaders can leverage new technology innovations to facilitate transportation services' design and delivery, improve public safety and pro-

mote local and regional economic development. By making minute changes to infrastructure and policies today, counties can prepare themselves to be at the forefront of the mainstream application of connected and autonomous vehicle technology in the future.

This toolkit primes county officials to determine if their counties have potential to be leaders in the continued development of the connected and automated vehicles field whether via the adoption of local policies or the deployment of CAVs on local roads. 

Jenna Moran is associate program director, Resiliency, Transportation and Infrastructure at NACo.

'My time was transformative'

From *NOBCO* page 8

attend events I would otherwise not have the opportunity to, such as the screening of *True Justice: Bryan Stevenson's Fight for Equality* at the National Archives Museum. At this event, I learned about Bryan Stevenson, founder of the Equal Justice Initiative in Montgomery, Ala., and the work he does to find justice for those accused.

I heard him speak about his work and what it means to him and was even able to meet him and have him sign my copy of *Just Mercy: A Story of Justice and Redemption*. I was also introduced to his Community Remembrance initiatives.

I was able to speak to members about the initiative in July at the joint National Association of Black County Officials (NABCO)/NOBCO meeting during NACo's 84th Annual Conference in Clark County, Nev. It was a great experience to speak to county officials about a way in which they could help preserve history. I was met with a lot of questions, congratulations and constructive feedback.

Working with NOBCO has

been an eye-opening experience. Before starting this internship, I didn't know anything about county government and how important it is. NOBCO focuses on many issues, and I spent the most time working on healthcare, technology, criminal justice and the 2020 Census. I've also learned a lot about things such as the U.S. Department of Housing and Urban Development's Smoke-Free Policy, the 3DaysCount bail reform campaign, 5G deployment, Smart Counties and the Census.

My assignments allowed me to learn new things, such as the social media project I did in February 2018 when I posted African American "Sheros" for black history month, and this year when I posted black history facts. My experience at NOBCO will be one I will never forget, and one that has taught me skills, and provided me with opportunities that will benefit me in the future. 

Brianna Jenkins is a student at Binghamton University, Binghamton, N.Y. and served as a NOBCO intern in 2018 and 2019.

GET TO KNOW...

Randolph County, Ill.

Welcome, Randolph County, Ill.

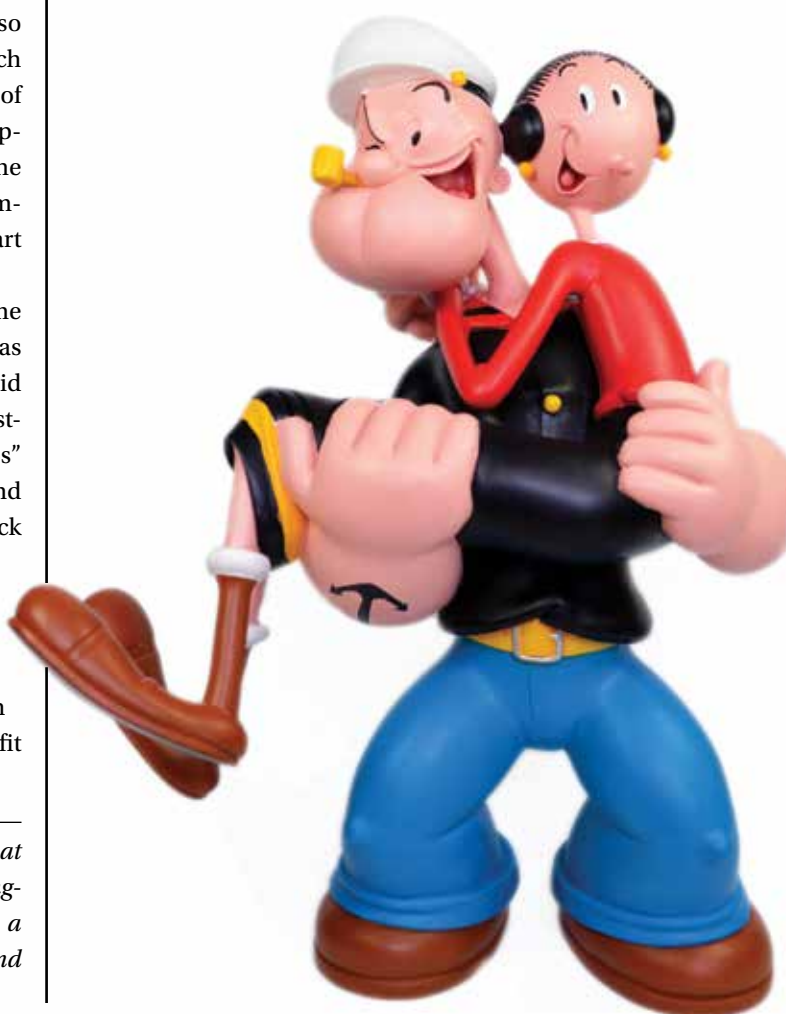
Randolph County is located in southwest Illinois along the Mississippi River. The county was organized in 1795 as part of St. Clair County and named in honor of Edmund Randolph, who served as an attorney general and Virginia governor. The county seat is Chester.

The first European settlement in what is now Randolph County was called Kaskaskia, which was originally settled by the French and Native Americans. **The county was part of Quebec until it was officially annexed into Louisiana.** For a period of time, the British ruled the area until it was conquered by the American colonies during the revolution. Between 1801 and 1812, Randolph County covered most of southern Illinois.

The county relies on the agribusiness, mining, manufacturing and transportation industries as well as tourism with activities such as fishing, camping, hunting, kayaking and hiking. **The Church of the Immaculate Conception on Kaskaskia Island, one of the oldest churches in Illinois, can be found in Randolph County.**

The county was home to Elzie Crisler Segar, the late cartoonist who created Popeye the Sailor Man in 1929.

Segar grew up in the county seat of Chester.



GREENE COUNTY, Mo.

Greene County's seal was established after the county court held a design contest that was won by Robert White, an art teacher.



The center of the seal features the U.S. flag and the Missouri state flag. A heraldic shield depicts loyalty and includes three "fasces," which are bundles of rods with an ax blade. Fasces were often carried by Roman magistrates as the symbol of their office.

An Ozarks' oak tree at the top of the seal depicts the qualities of strength, longevity and growth. On the bottom half of the seal, the date 1833 represents the founding of Greene County and includes the Latin motto of the state of Missouri: "Let the will of the people be the supreme law of the land."

A wreath of oak leaves and acorns encompasses the seal. The oak leaf clusters symbolize recognition of the people while each acorn represents a municipal township. The wreath intertwines at the top and the bottom to show unity between the people and the Greene County government.

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

Your Weakest Security Link Is Probably in Your Employee's Inbox

We've all seen those too-good-to-be-true emails offering riches if we just send over some personal details, like banking information or our social security number. But phishing — defined by the Federal Trade Commission as “when a scammer uses fraudulent emails or texts, or copycat websites, to get you to share valuable personal information” can be a serious and sophisticated threat. Successful phishing attempts can lead to data exfiltration, malware infections and more. These are major risks for organizations responsible for public data such as State and Local Government and Education (SLED) or State, Local, Tribal and Territorial (SLTT) entities. Keep reading to learn how you can defend your organization from phishing attacks.

Demystifying the threat

A typical phishing attack begins when an employee receives an email that appears to be legitimate which urges them to click on a link or download a file. The user is unaware that this link or file is malicious — compromising not only the user's computer, but sometimes the entire network. There are additional sub-categories of phishing which are more targeted, such as:

- **Spear Phishing:** Focused attempt at phishing an individual or small group of users
- **Smishing (SMS Phishing):** Leverages malicious SMS/text messages on mobile devices
- **Vishing:** Cybercriminal uses Voice over IP (VoIP) to gather information

Organizations should focus their defense resources on email, since it is the most popular form of phishing. Since early 2017, email has ranked as the most common initial in-

fection vector among the Top 10 Malware measured by the Multi-State Information Sharing and Analysis Center (MS-ISAC).

Spotting the phish

Employees are often the first line of defense against a phishing attack. Therefore, it's essential to train them on what to do if they receive a suspicious email. Implement a security protocol: Work with the IT department to determine a procedure for managing potentially-malicious email deliveries. Make sure this security protocol is part of regular employee training and communications, so everyone knows what to do if they suspect a phishing attempt.

When it comes to training, there are some basic security

recommendations employees should follow whenever handling email:

- Do not click on unknown links or open suspicious emails. Hover over all links and “from” addresses to reveal their true destination.
- Never reveal personal, private organizational or financial data in response to an email. Legitimate organizations would never ask for this information via unsolicited emails.
- If you believe you have received a phishing email, do not respond. Follow organizational security procedure, or report it to the IT department immediately.

Train, then test

Similar to the old security adage “trust, but verify,” it's

essential to educate employees about phishing and then validate the training. Conduct regular phishing assessments to get a sense for your organization's defenses against an attack. You can organize these internally or work with a professional security team to conduct phishing exercises. An outside cybersecurity phishing team comprised of experts, such as those at CIS, can demonstrate two areas of vulnerability in your organization:

1. The ability of a cybercriminal to lure a target to a particular website which may host malware used to compromise employee workstations.
2. The ability for an attacker to quickly collect sensitive user credentials which could be leveraged for access to the

organization's network.

Professional cybersecurity organizations providing phishing engagements should also be able to provide detailed reports of the assessment objectives, methodology and campaign results.

Stay on guard

While phishing attacks are a major infection vector, there are other threats your organization should consider. Download the Public Sector Cyber Defense Guide from CIS to learn other ways to keep your network secure, from implementing an Intrusion Detection System (IDS) to conducting regular vulnerability assessments.

Download the guide here: <https://bit.ly/2TuXJ0Z>



LEADERSHIP EDGE

You Bring Your Weather

by Tim Rahschulte

Recently, a few friends of mine had an opportunity to take a vacation. The destinations of choice were Arizona, Florida and Hawaii. You can immediately recognize these as desired destinations for many people looking to escape the coldness and cloudiness of other places in the world. Certainly, there are many other places in the world people escape to when looking to get away.

These locations normally share one common element: Weather. Simply put, weather affects comfort. Weather influences moods and the way people feel.

The word “climate” is often used to classify different weather conditions. That same word, climate, is also used to describe workplace conditions. In other words, how does the office feel? Is there a positive climate or a negative climate?

Just like weather systems and geographical locations, you, too, bring weather with you when and where you show up in the world. That positive or negative climate in the workplace isn’t just happenstance. It exists because people make it happen.

It’s a byproduct of the people who are part of that system. Leaders bring the weather. Everyone brings weather. What



kind of weather do you bring? Said another way, what shows up when you do?

This is a self-check question — and an important one. Think about your day, the meetings you attend, the people you meet and the work you do. Think about how you show up. Do you have a smile on your face or a frown? Are you a solutions collaborator or the person who always raises issues? Are you a problem solver or passive-aggressive? Are you

“we” focused or “me” focused? Do you share and facilitate collaboration or roll your eyes in disgust?

How you show up matters because it’s a representation of your attitude. More importantly, when you’re a leader, people are always watching you. You’re always influencing, while others are always judging. Whether you want to or not, you’re affecting those around you.

We’ve all likely heard the

sentiment that we can’t create every situation, but we can choose how to act in every situation. Tracey Arnish, the chief talent officer at SAP, has said, “Life is about perspective. The only thing you can control is how you choose to show up.” Indeed, and how you do that affects everyone in your path.

Next time you walk through the doors of your company or into a meeting room, ask yourself what’s showing up. Ask, “What kind of weather am I

bringing?” Your attitude, conviction, and demeanor can be the difference between success or failure. And it will influence everyone around you. So always consider the impact of your weather and the climate you create. **CN**

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

Mobile advocacy center: ‘It’s truly an if you build it, they will come situation’

From CHILDREN page 7

would need the information can get it either by observing the interview or by reviewing the recording and this traumatized child doesn’t have to repeat this story five, six, seven times,” Bartow said.

In addition to making a situation more traumatizing to a child by having them repeat a story, Osborn said children often leave out details of their stories when they are repeating them multiple times to multiple people.

“By doing the interviews as a

team, we have one person doing the interview and then other team members can observe the interview via closed circuit recording systems,” she said. “It just makes the whole system much more seamless.”

The mobile unit has been helpful to service providers

who are now able to collaborate and be on the same page when it comes to different cases, Osborn said.

Bartow said she sees more agencies across the country providing mobile services when it comes to child advocacy programs.

“For a county like Delaware County, we can’t wait for people to come to us for services. They can’t get here. There are just too many barriers,” Bartow said. “The ability to be able to provide a mobile service to people and take the services to them is really huge.” **CN**

BRIGHT IDEAS BROWARD COUNTY, Fla.

Online Game Engages Public in Water Conservation

PROBLEM:

Communities face challenges finding new, innovative ways to engage the public and bring awareness to issues involving environmental sustainability.

SOLUTION:

Use an online game to educate residents about water conservation, sustainability and climate change.

by Rachel Looker
staff writer

Friendly competition is bringing awareness to the importance of environmental sustainability in Broward County, Fla.

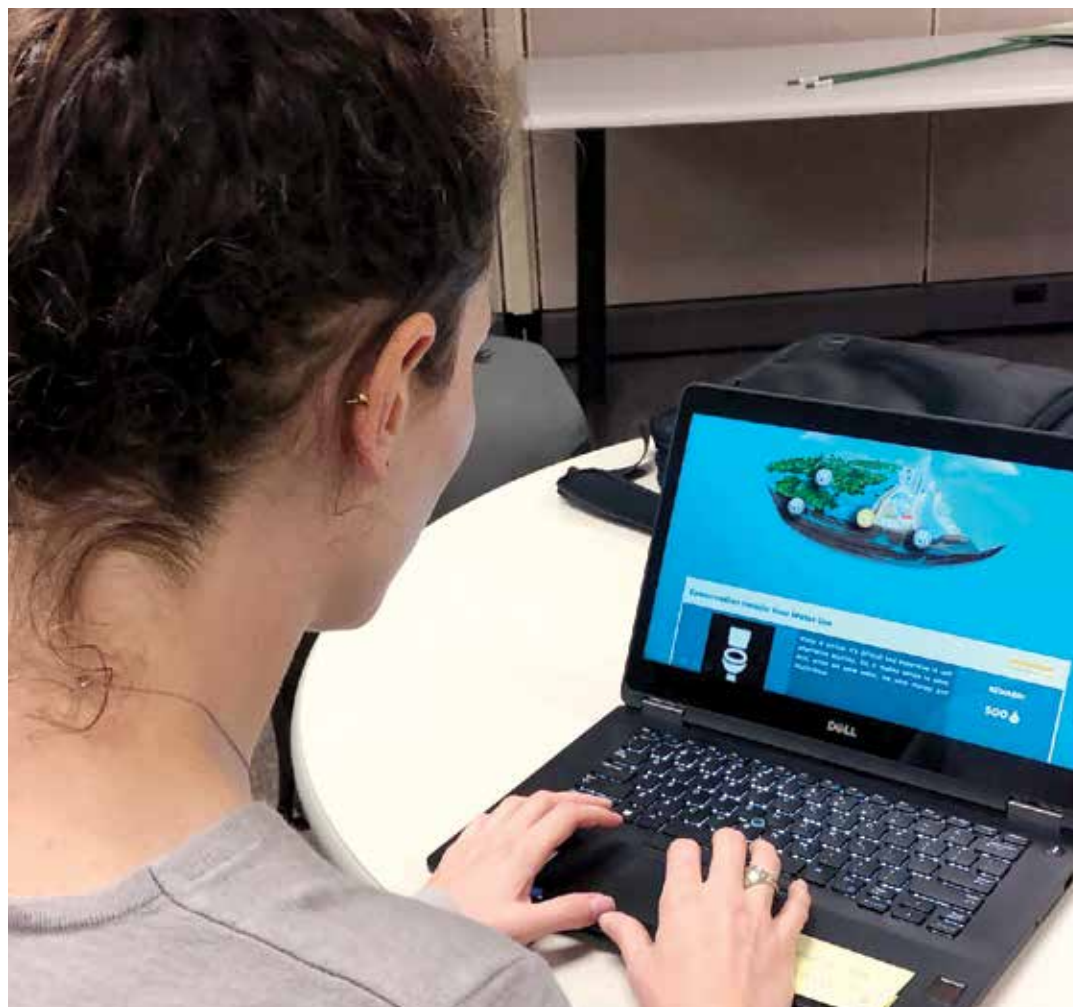
The southern Florida county created the Play Conservation Pays and Win! online game as part of a campaign to promote water conservation and teach residents about climate change and sustainability.

The game was developed as a way to promote the Broward Water Partnership, which brings together the county and 17 municipalities. The partnership focuses on water conservation through education, the distribution of free water-saving devices and rebates for high efficiency toilets.

Previous campaigns to promote water conservation and environmental sustainability involved contests or challenges, but kept reaching the same group of individuals who were passionate about the environment and water conservation, said Sam Baker, program/project coordinator for Broward County.

"We've always been trying to come up with new ideas, new ways to reach people to get a different audience," Baker said.

The county is central to the water partnership and implements outreach efforts that typically involve media messaging and education, said



Broward County Natural Resource Specialist Stephanie Kedzuf plays the Play Conservation Pays and Win! game that was part of a campaign by the Broward Water Partnership to promote water conservation and environmental sustainability. Photo courtesy of Broward County

Carolina Maran, Broward County Water Resource manager.

"We don't want to have the same repetitive messages because it's hard to achieve new audiences when we are delivering the same type of message," Maran said. "We understand that promoting messages about conservation can be challenging."

The county worked with an outreach consultant to create the Play Conservation Pays and Win! online game, which launched in 2019. The game lasted three months and attracted more than 1,900 active players.

When users log into the game with a username and password, a depiction of the water cycle of southern Florida shows users where water comes from and how it reaches the county. Those playing the

game can answer questions in the sustainability, climate change and conservation categories.

The questions asked users about rebate programs, water conservation, water reuse, plants, ways to reduce greenhouse emissions and the ties between water conservation and climate change. Maran said her team developed the series of questions, tasks and activities for the game.

Once a user answers two to four questions in each category, he or she receives water "drops" as points. Players can then use the "drops" to flip cards that reveal instant-win prizes or watch one of 18 videos the county produced. The instant-win prizes included gym memberships, pool passes and even pavilion rentals, Baker said.

By watching videos, users re-

ceived points, increasing their likelihood of winning cash prizes. One user received the grand cash prize of \$5,000, two users received second place prizes of \$1,000 and three users received third place prizes of \$500.

The game was an effective way to educate the public about water conservation, Maran said, adding that she saw competition between users, even internally at the county.

Baker emphasized how the graphics in the game provided visuals to inform users about how water is obtained, how sea level rise is contributing to water issues and how climate change and water conservation are connected.

"We took a local lens on these issues," she said.

The platform for the game is available at a discounted rate if the county wants to create a

similar campaign in the future, Baker said. The county has the option to create new questions or new graphics to promote different topics.

"We have a lot of different programs within our divisions so it's available for you in the future for other campaigns or other types of promotions," she said.

The game was promoted on social media through Facebook, Twitter, Instagram, YouTube, email blasts and the Conservation Pays webpage. Maran said the county saw an increase in social media activity whenever they posted about the game.

"We thought this was a unique way and a positive approach," she said. "We were truly investigating all different resources and all different avenues where we can talk with people about the challenges that we see here on our daily basis."

Baker added that the online game is a new way for local government to use innovation to be on par with the private sector.

"This right here is a completely new way for the public to get involved and not feel like they're being bombarded with information; rather, they're being rewarded for getting this information," she said.

Maran said she feels people are interested in learning about these issues through different ways, such as playing a game on the Internet.

"I think the message is truly being innovative every year and finding different fun ways to share your message and get the attention from your community," Maran said. 

Play Conservation Pays and Win! is the recipient of a 2019 NACo Achievement Award in the County Resiliency: Infrastructure, Energy and Sustainability category.

Educate county employees on retirement plans

From SAVE page 12

Time is your biggest ally when it comes to saving for retirement, but many workers put off contributing to their retirement savings because they feel obligated to commit their income toward more immediate needs like paying off student loan debt or saving up for a down payment on a house. But the truth is, retirement savings doesn't have to be all or nothing. Even a little bit can go a long way down the road. (*Nationwide Participant Solutions Research Study, 2017*)

Q: What should counties do to ensure employees are taking full advantage of their retirement accounts?

A: There are a couple things we recommend to Nationwide's

plan sponsor partners in the public sector. First, we encourage them to meet with their local Program Director to establish an annual education and marketing plan that's designed to reach employees and drive up participation and savings. The second recommendation we give is to use our online Plan Health Dashboard, which provides a comprehensive view of the retirement readiness of all their plan participants.

Q: When recruiting new employees, what should counties highlight about their pension plan/457 to attract good candidates?

A: A 457 plan is a great way for people to save for retirement on a pre-tax basis. Beyond defined

contribution plans, Nationwide is always looking at additional ways to help workers with their financial wellness. For instance, if a county offers a Health Savings Account, this is another tax-advantaged tool employees can leverage to save for health-care costs in retirement that would free up their 457 funds for other living expenses.

Q: Are all retirement plans the same?

A: 457 plans may look similar, but the level of engagement a county has with the plan provider is what sets things apart. We find the more a county collaborates with us and enables us to come in and support educational and marketing efforts, the better results we see from a participation and savings standpoint. **CN**

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WORD
SEARCH

BOONE COUNTY, KY.
Created by: Mary Ann Barton

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- BARBECUE:** Readers of *NKY Magazine* have voted Smokin This 'n That BBQ in the county as their favorite barbecue in the region.
- BASEBALL:** The Florence Freedom Minor League Baseball team is based in the city of Florence, located in the county.
- BURLINGTON:** The county seat of Boone County has a population of about 16,000.
- COURTHOUSE:** The county's first courthouse was made of logs and built in 1801.
- DANIEL:** The county is named for folk hero and pioneer explorer Daniel Boone.
- DISTILLERY:** The Boone County Distilling Company was originally created in Petersburg, Ky. in 1833.
- GAINES:** The Abner Gaines House in the county was an inn and stage-coach stop.
- HISTORY:** Boone County was founded in 1798 from Campbell County.
- KENTUCKY:** Boone County is located in the northernmost tip of the state.
- MAMMOTH:** These creatures, which went extinct 10,000 years ago, were attracted to an area of the county now known as Big Bone Lick State Park.
- MORRISON:** Nobel prize winner Toni Morrison told the story of a slave born in the county.
- RABBIT:** The Rabbit Hash General Store has been a fixture around town since 1831.
- RIVER:** The county is bordered on the north by the Ohio River and located in the largest bend of the river.
- SPERTI:** The late Dr. George Sperti, a native of the county, invented a wide range of medical products including Preparation H and Aspercreme.
- TOWER:** A large water tower in the city of Florence reads "Florence Ya'll." It originally read "Florence Mall" but was repainted because the mall wasn't built yet. Locals liked the "ya'll" so much they decided to keep it.

ON THE MOVE

NACo OFFICERS

- NACo First Vice President **Gary Moore**, judge/executive, Boone County, Ky. is planning to attend the Association of Arkansas Counties (AAC) conference being held Aug. 21-24 in Garland County.

NACo STAFF

- Blaire Bryant** presented NACo's work on opioid addiction


with the Appalachian Regional Commission at the Maryland Association of Counties Summer Conference Aug. 14-17 in Worcester County.

- Lindsey Holman**, associate legislative director, is planning to attend the Association of Arkansas Counties (AAC) conference being held Aug. 21-24.
- NACo awarded several accolades to staff members for their

work during the Annual Conference in Clark County, Nev. Staff voted **Erin Knight**, manager of conferences and affiliate services as MVP, **Frank Cadle**, junior graphic designer for providing the best customer service and Health Associate **Josef Burkart** for best reflexes in responding to requests for assistance.

Legislative Assistant **Zach George** and Justice Associate

Jessica Perez were voted best dressed. George recorded the most steps on Friday — 30,081. General Services Manager **Kevin Carr** recorded 27,000 steps on Saturday, Legislative Intern **Jackie Wheeler** recorded 27,000 steps on Sunday, Chief Technology Officer **Rita Reynolds** recorded 29,191 steps on Monday and Carr was the overall leader for the conference with 97,500 steps.



Carr

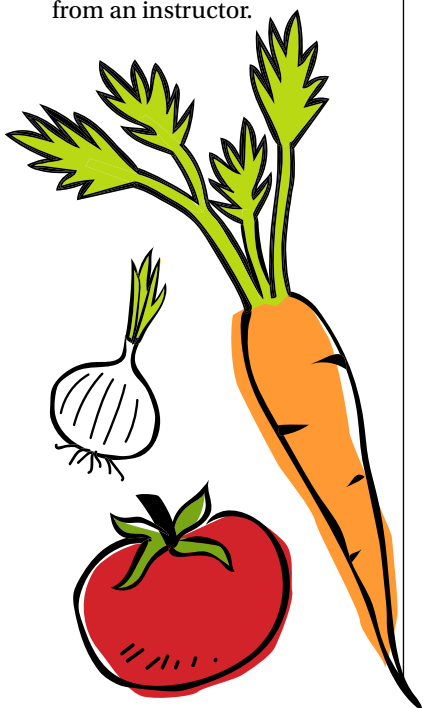
NEWS FROM ACROSS THE NATION

CALIFORNIA

The Board of Supervisors in **ALAMEDA COUNTY** agreed to **lease a former jail to be used as a homeless shelter** to the city of Oakland, according to the *San Francisco Chronicle*. The county will lease the jail to Oakland for \$1 per year to convert the facility into housing for the homeless population. In the last two years, Alameda County's homeless population has increased by 43 percent. The first jail facility that would be converted into a homeless shelter has plumbing, toilets and facilities to accommodate more than 800 people.

GEORGIA

An initiative by health leaders in **DOUGHERTY COUNTY** is **expanding a gardening program** to promote healthy eating. The "Pick it! Try it! Like it!" program involves four gardens throughout the county, WALB reported. This year, two additional gardens have been added with one located at the county's health department. Through the initiative, county residents can harvest their own produce and learn how to prepare foods in healthy ways from an instructor.



HAWAII

MAUI COUNTY has established a program to **assist first-time homebuyers**, *The Maui News* reported. The First-Time Home Buyers Down Payment Assistance Program will select applicants through a lottery drawing process. Applicants must submit a credit pre-approval letter from a mortgage lender with their application. The program assistance will be made available in the form of a grant for eligible properties in the county.

KENTUCKY

MARSHALL COUNTY launched a **text to 911 service** where 911 dispatchers can send and receive text messages through a program called Texty, WPSD Local 6 reported. The service is helpful in situations where there is no cellular reception to make a phone call, but texts can be sent. The program allows individuals in certain situations to discreetly contact 911 services without making an audible call.

MARYLAND

- The **MONTGOMERY COUNTY** Council unanimously voted to remove barriers for homeowners to **build Accessory Dwelling Units (ADUs)**. The Zoning Text Amendment makes it easier for homeowners to build ADUs, which are defined as second, separate living units on a lot zoned for single unit development. The amendment allows for the conversion of existing, legally built structures into ADUs and removes the prohibition of ADUs in new construction.

- The state attorney in **PRINCE GEORGE'S COUNTY** is establishing a **juvenile justice reform** plan that focuses on sending youth to diversion



INDIANA

Records at the **JOHNSON COUNTY** recorder's office are being **digitized and archived** to make it easier for residents to complete online searches. According to the *Daily Journal*, more than 400,000 records have not been indexed in the county since its incorporation in 1823. Records include real estate documents, leases and military discharge information. The county has entered an agreement with CrowdForce to index the records.

Recorder Addie Rund digitizes records at the Johnson County Recorder's Office.

Photo courtesy of The Daily Journal

programs instead of jail for less violent crimes, NBC4 Washington reported. The diversion program involves partnerships with police departments, non-profits and school systems to decrease arrests within schools.

MICHIGAN

The clerk's office in **ALLEGAN COUNTY** has launched an **online document retrieval system** to reduce wait times for residents who want to print official records, the *Holland Sentinel* reported. The program allows residents to search for birth certificates, land deeds and other official documents from their home and is beneficial for residents who live far away from the county clerk's office.

MINNESOTA

DAKOTA COUNTY is **partnering with Lyft** to provide transportation to certain residents on Medicaid waivers, *TwinCities Pioneer Press* reported. The pilot project focuses on helping those with disabilities find work in areas where public transportation is

scarce. Residents who receive home and community-based services are eligible for the free program.

MISSISSIPPI

A new program in **CHICKASAW COUNTY** will provide **inmates with iPads** at the county's regional correctional facility. Inmates will be able to rent the iPads for a full month using their "canteen funds," WCBI reported. The iPads will help inmates stay connected to family members, take college courses, watch movies and video chat. The goal of the program is to



provide inmates with tools to help them find jobs when they are released from prison.

MONTANA

The **LINCOLN COUNTY** Health Department is offering **training on how to administer Naloxone** to someone who is suffering from an opioid overdose, *The Western News* reported. The program involves 90 minutes of online training followed by live training. A trainer teaches participants how to administer the medicine using different types of delivery methods such as a nasal spray and a compact auto-injector. Those who finish the training receive the medication free of charge. Photo courtesy of The Western News



NEVADA

• **ELKO COUNTY** is the fourth largest in the contiguous United States, so mobility is a big part of county operations. The county will soon take the keys to a **mobile command vehicle** from the Department of Emergency Management, which will serve as a satellite communications center, crucial in parts of the vast county that don't have adequate connectivity. The Nevada Division of Investigation acquired the 2004 Freightliner Major Incident Response Vehicle through a Homeland Security grant, but it was not used much — only about 380 hours, according to the *Elko Daily Free Press*. "We can provide a unified command center out there instead of just being out in the dirt or out by a sand pile. We could coordinate everything, and we'll have satellite phone connections," Emergency Manager Annette Kerr told the paper. Photo courtesy of Elko County



NEVADA

• The **DOUGLAS COUNTY** Community Relations and Public Information Department got some star power recently when **Miss Nevada 2016** joined the staff, according to *The Record-Courier*. Bailey Gumm's talent during the pageant was tap dancing, but the multitasking abilities required to respond to different public requests while rolling out county initiatives uses a lot of the same skills.

NEW YORK

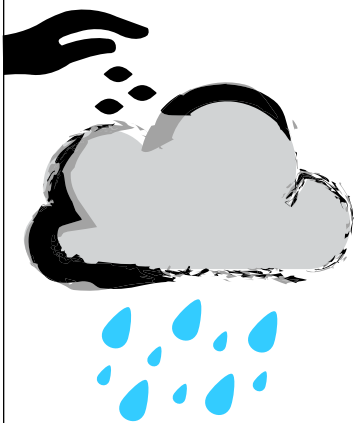
ONONDAGA COUNTY held an expo to **educate drivers** about the safety risks posed by different vehicles sharing the roadways. Experts outlined techniques for maneuvering alongside school buses, as well as bicycle, motorcycle, teen driver and senior driver safety.



NORTH DAKOTA

Voters will decide in June 2020 whether **WARD COUNTY** should continue its **weather modification program**. The county's contract with the North Dakota Atmospheric Resource Board for services doesn't expire until March, and if voters approve continuing those services, funding would be necessary for the rest of the year, according to the *Minot Daily News*. Most of North Dakota above the Highway 2 corridor, which includes part of Ward County, is suffering from a moderate drought

and could benefit from continued cloud seeding.



OHIO

Overpopulated county jails must alleviate overcrowding by **sending inmates to other jails at their own expense**, according to a legal opinion issued by Attorney General Dave Yost.

GUERNSEY COUNTY, which was housing more than 120 inmates in its 78-inmate-capacity jail, asked for the opinion. Yost's opinion also says that inmates must be sent to other counties if that jail doesn't have "a sufficient jail or staff," *The Plain Dealer* reported.

OREGON

• **LINCOLN COUNTY**'s Public Health Department is teaming up with the Partnership Against Alcohol and Drug Abuse to complete a **community assessment about problem gambling**.

VIRGINIA

In a stunning upset, they're

tearing up a parking lot to plant paradise. The **PRINCE WILLIAM COUNTY** Board of Supervisors voted to abandon an unused 2.5-acre commuter parking lot and **replace it with a new park**. The county's parks, recreation and tourism department will build the new park, with a focus on wellness, with amenities for children and adults, *Inside NoVa* reported.

WISCONSIN

The venerated, 62-year-old **BROWN COUNTY** Veterans Memorial Arena has been **demolished** to make way for a new \$93 million expo center featuring about 120,000 square feet of event space,

which is expected to open in January 2021. The demolition took place over a long stretch, which gave onlookers a view of the process.

WYOMING

• A bankruptcy judge ruled that **CAMPBELL** and **CONVERSE counties** do not have first priority when it comes to collecting the **unpaid mineral production taxes** owed by Cloud Peak Energy. The judge said that debtor-in-possession financing creditors will be first in line to collect what they are owed, the *Powell Tribune* reported. That might total \$30 million for Campbell County for the second half of 2017 and all of 2018 and 2019. Wyoming law doesn't allow for counties to attach a priority lien claim on unpaid taxes.

• The **TETON COUNTY** Library Board has passed a **video surveillance policy** that states why the library has cameras trained on its exterior grounds — to discourage illegal behavior and policy violations, to enhance the opportunity to apprehend offenders and to provide recorded data relevant to the control of Library security and operations — and establishes that the library director and facilities maintenance coordinator will be the only staffers to view the footage, the *Jackson Hole News and Guide* reported. The video data can be shared with law enforcement if the director approves. **EN**



OREGON

Why did the **CROOK COUNTY** jail inmate cross the road? Because the county finished work on a new jail, a stone's throw from the old one. **Nineteen inmates walked across the street** to their new, larger accommodations, accompanied by sheriff's deputies. The new jail sports 85 beds, much larger than the 16 beds and overflow holding cells of the old facility, KTVZ News reported. In a few weeks, the 26 inmates housed in **JEFFERSON COUNTY**'s jail will join them, though not likely on foot. Crook County jail deputies accompanied inmates in a walk across the street from the old jail to the new county jail on a recent Monday evening. Photo courtesy of Crook County Sheriff's Office

News from Across the Nation is compiled by Charlie Ban and Rachel Looker. Send your news tips to cban@naco.org or rlooker@naco.org.

the HR DOCTOR

with Philpot & Winkler

Natural Disasters: *Not a Sprint — a Marathon*

Summer in the western United States is wildfire season. In a mountain community, a wildfire is threatening homes, residents are preparing for possible evacuations and a plume of smoke hovers ominously over neighborhoods. Residents stand in the streets taking photos with their cell phones and gaze up at the mountain, while a somber air show takes place as planes and helicopters tirelessly fight the blaze. The county jumps into action, activating and supporting an Emergency Operations Center (EOC), a Command Post and fire-suppression activities.

Designated employees across the county leave their regular positions to take assigned roles in the EOC where they offer their knowledge, skills and abilities to the effort.

Other employees step up to cover the vacancies left in departments, ensuring ongoing operational coverage while allowing their colleagues to fully engage in the EOC and response activities without distraction.

Neighboring jurisdictions and community partners also assist in the fight to keep the citizens and their homes safe during this natural disaster.

While certain departments, such as Emergency Management, the Sheriff's Office and Public Works are obviously needed in responding to a natural disaster, they are not alone in supporting the county's emergency response: IT supports the technological infrastructure of the EOC, GIS makes numerous maps of the fire area as it evolves, Finance tracks expenses to assure state and federal funding, Public Affairs keeps the public informed and HR calculates overtime.

Within days, the fire is no



longer a threat, but the danger of monsoon flooding emanating from the fire scar is high and ever present. The County Flood Control District leads these efforts by immediately assessing the flood risk and implementing mitigation measures while others at the county keep citizens informed via press releases and social media, work with non-profits to set up volunteer stations and go door to door to inform citizens.

A natural disaster is not a sprint; it is a marathon. In the case of flooding following fire, the threat of rain and flooding will last for quite some time. Here are several human resources items to consider when working with your Emergency Management department and preparing for a natural disaster:

- First, have policies in place that address how people will receive overtime or straight time for working long hours during an emergency. Will staff in the EOC or others receive overtime? Will exempt staff receive straight time? If

so, then ensure this functionality exists in your timekeeping software and is tested prior to the emergency. Also, identify how the organization will track natural disaster expenses. Have training and resources materials established ahead of time. How will emergency shifts be adjusted and what impact might this have on shift differential? Will anyone receive standby or on-call pay? If other jurisdictions are working together, side by side, then does each have a similar pay policy or will some workers perceive inequity?

- Second, cross-training is the key to operational coverage. Flooding can occur days, weeks or months after a fire event. Employees in the EOC or Command Center could be activated and demobilized multiple times. They will need back up to ensure they can work shifts or rotations. Also, departments will need cross-training to complete the work of the employees working at the EOC. Desk manuals are important resource guides, as employees in the EOC are

too busy to answer day-to-day departmental questions. Identify how temporary agencies and partners can assist.

- Third, a wide variety of expertise is needed. HR will support the emergency efforts by identifying staff who are able to assist with specific skill sets. If an emergency declaration is needed, then the County Attorney's Office's assistance will be needed. As the Board will be involved in the outreach and will attend briefings at the EOC, each event where a quorum may take place will need to be posted according to public meeting law. If a quorum of the Board is present, then the Clerk of the Board will need to take minutes. Translation services may be needed for translation of press releases, social media, community meetings and door-to-door communications. Facilities staff may need to set up temporary facilities, arrange a volunteer center or community meeting or deal with a county building within the path of the natural disaster. A Government Relations Office will coordinate

site visits from outside elected officials and government representatives. Additional employees may be called upon to assist due to their organizational skills, writing skills, communication skills or accounting skills to meet a specific workload.

- Fourth, employee assistance programs and counseling may need to be brought in as employees deal with heightened stress, fear and exhaustion. These employees are not just dealing with the work of the emergency response; many of them may also be personally concerned for their own safety, the impact of the fire or flood on their own homes or those of family members. Communication may break down as employees work under stress and deal with uncertainty. Frequent communication, maybe in the form of a global email, can keep staff on the same page and lessen anxiety. Some employees may need to take leave to prepare for evacuation or assist others.

Whatever the emergency, from fires and floods to earthquakes, hurricanes, tornados and landslides, counties answer the call to help. Many employees across many departments are needed to assist in the ONE COUNTY response. Human Resources supports the emergency response by supporting employees and making sure they have the resources to not only do their jobs but to feel supported as part of the county family.

To all the public servants and first responders who preserve community, keep neighbors safe and help when the need is greatest, thank you. **CN**

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