



NACo, Sheriffs' Association talk fix for health care in jails

by **Rachel Looker**
staff writer

County officials and sheriffs pushed for legislative action to improve health care services in local justice systems for pre-trial detainees during a visit last week to the nation's capital.

Members from the National Association of Counties (NACo) and the National Sheriffs' Association (NSA)

Health Care in Jails Task Force met Oct. 8 and Oct. 9 at NACo headquarters to explore ways to bring awareness to the Medicaid Inmate Exclusion Policy, a federal policy that removes federal health and veterans benefits from individuals as soon as they are admitted to jail.

Task Force Co-Chair Arapahoe County, Colo. Commis-

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Brown County, Ind. attracts thousands of tourists each fall who come to see a kaleidoscope of autumn colors. The county's online "leaf cam" gives visitors a look at the changing colors. Story Page 4. Photo courtesy of Brown County

California counties grapple with power shut-offs

by **Mary Ann Barton**
editor

Traffic tie-ups at dark intersections. Closed grocery stores with no power. Residents powering up medical devices at

community centers.

More than 2 million residents across more than half of California's 58 counties were grappling last week with power shut-offs from PG&E and other power companies as a way to deter wildfires, after dry conditions and a forecast for "red flag" high winds.

In August, when power shut-offs were being considered, Sonoma County Supervisor James Gore said turning off the power to prevent wildfires "is going to be a shock to people. There's no way the community's going to be prepared."

Thousands of residents and businesses in Gore's county were without power last week. Officials were worried about intersections, especially after dark, due to traffic signals not working. Grocery store workers moved frozen goods into

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Feds award nearly \$1 billion in airport infrastructure grants

by **Zach George**

The U.S. Department of Transportation (DOT) recently awarded \$968 million in airport infrastructure grants to more than 350 airports, many of which are county owned and operated.

This most recent round of funding marks the fifth dispersal of \$3.18 billion in total funds for such grants in FY 2019. Of the airports receiving funding, the majority serve rural communities.

Airport infrastructure grants are flexible and may be used for runway reconstruction and rehabilitation, construction of firefighting facilities, noise mitigation, emissions reduction and the maintenance of taxiways, aprons and terminals.

A longstanding county pri-

ority, the Airport Improvement Program (AIP) provides funds for capital projects without the financial burden of debt financing.

However, airports are still required to provide a local match of between 5 percent and 25 percent depending on the airport size and eligible costs.

With 34 percent of public airports controlled by counties, AIP provides crucial funding for lo-

cal governments to maintain the nation's airport infrastructure.

As Congress continues to negotiate FY 2020 federal spending levels, both the House and Senate DOT appropriations legislation would fund AIP at \$3.35 billion, similar to the FY 2019 enacted levels.

Read more about the program at the Federal Aviation Administration website, at: <https://www.faa.gov/airports/aip/>. **CN**



NACo, Sheriffs seek solutions to Medicaid Exclusion Policy

From TASK FORCE page 1

sioner Nancy Sharpe said the group is working to bring more awareness to the Medicaid Inmate Exclusion Policy, educate federal partners and explore opportunities to advocate for legislative changes through data collection and a comprehensive report.

"This is not just to identify the issues, but really to focus on solutions," she said. "I think most of us don't want to be spending time going to more meetings without offering solutions."

Renee Danser, associate director of research and stra-

tegic partnerships at Harvard Law's Access to Justice Lab, facilitated the discussions which ranged from pre-trial populations in jails, health care services and expenses, recidivism rates and the type of community support provided by counties for justice-involved individuals before and after they are incarcerated.

Erie County, N.Y. District Attorney John Flynn said Erie County, which includes rural and urban areas, will eliminate bail on misdemeanor and nonviolent felonies starting Jan. 1.

He said in anticipating this



NACo CEO and Executive Director Matt Chase kicks off a two-day meeting of the NACo-NSA Health Care in Jails Task Force, held Oct. 8-9 in Washington, D.C. Photo by Chris Wathen

change, the county has limited bail, which has resulted in a decrease of the pre-trial population by 50 percent in one year.

"We have incredible results in the decreasing numbers of individuals who are being held pre-trial now," he said.

In addition to bail reform, members discussed challenges faced with collecting accurate data, such as determining the number of veterans who are incarcerated.

Past President of the National Association of County Veterans Service Officers Ed Zackery said he finds veterans are one group that when released from jail, can be immediately connected to other services.

"The better the data we can collect, the more we can do to help these groups," Zackery said.

Task force members also identified strengths, weaknesses, opportunities and threats during an analysis of the relationships between local law enforcement and local

government.

The analysis focused on establishing best practices for jail inmates and continuums of care.

When identifying strengths and opportunities, task force members acknowledged criminal justice collaborations as well as county and citywide collaborations and found there are more opportunities for sheriffs and county officials to work together to solve problems.

Attendees of the meeting reiterated challenges with data when it comes to having too much or too little to "harmonize the data and humanize the action."

Other challenges identified were public perceptions, lack of messaging for the public, funding constraints, negative media, siloed government agencies and community capacities such as not having enough professionals to provide care to inmates.

Task force members created recommendations to state and federal leaders including

the local and federal department of veteran affairs, state governments, the U.S. Department of Justice and the U.S. Department of Health and Human Services.

NSA Staff Liaison Carrie Hill reviewed legal strategies with task force members ahead of the task force's visit to Capitol Hill for an advocacy day. With this framework in mind, task force members visited Congressional offices to explore the path forward for legislation that would improve health care access in jails.

NACo and NSA are working with House and Senate staff to introduce bills that would improve care continuity for pre-trial detainees through repeal of the Medicaid Inmate Exclusion Policy.

The task force concluded that it's necessary to convey to members of Congress that "these are not convicted felons, these are people accused of crimes that just got in the system and have not been convicted of anything." **CN**

SNAP/STATS

CELEBRATING OKTOBERFEST?



TOP 5 NEW CRAFT BREWERY COUNTIES:

Small craft breweries added from 2012-2016

Clark County, Wash.:	13+
Adams County, Colo.:	6+
Will County, Ill.:	6+
Hampshire County, Mass.:	6+
Monmouth County, N.J.:	6+

Small craft breweries employ over 55,000 workers with a total annual payroll of \$2.6 billion.

Source: U.S. Census Bureau/County Business Patterns

Companies shut off power to half of California counties to deter wildfires

From SHUT-OFFS page 1

refrigerated trucks and Mom ‘n Pop stores either closed or accepted only cash, the local newspaper, *The Press Democrat*, reported.

PG&E filed for bankruptcy earlier this year after the company paid billions of dollars to local governments for sparking last year’s Camp Fire, the most destructive fire in California history.

Now, the company is cutting power instead of risking any live wires sparking the next wildfire. The massive power shut-offs to hundreds of thousands of customers is a first.

“Millions without electricity is what a third-world country looks like, not a state that is the fifth-largest economy in the world,” State Sen. Jim Nielsen said in a statement.

PG&E said it was working closely with local officials to provide information about the planned outages, some expected to last almost a week.

Sonoma County Supervisor Shirlee Zane, speaking to the *San Francisco Chronicle* during the shut-offs last week, said “the ramifications of not



Sonoma County, Calif. Supervisor Gore (far right) last week, shows county officials areas devastated by fires in 2017. Photo courtesy of California State Association of Counties

having electricity for five days is a full-blown crisis that is being manufactured, honestly, to maintain their corporate bottom line so they can avoid liability. It’s immoral what they’re doing.”

Zane’s Santa Rosa district was heavily damaged in the October 2017 Tubbs Fire.

Counties got the word out to residents to prepare to shelter in place, after being contacted by PG&E Oct. 6 about the wind forecast coupled with dry conditions.

Santa Clara County’s Emergency Management Office offered a power outage map, a customer resource center at

a local stadium and advised calling 211 to access social services. San Mateo County activated its Emergency Operations Center Wednesday afternoon and encouraged residents to sign up for alerts.

Holly Powers, assistant director of emergency services at Placer County, briefed the



Gore



Zane

Board of Supervisors Tuesday on the power shutoffs.

The county participated in three conference calls per day with PG&E to stay updated and held two conference calls per day with county departments. The county expected about 51,000 homes and businesses would be impacted by the shutoffs.

Placer County notified residents and businesses on its Facebook page to visit the county’s emergency services page, which included a county information line to call instead of 911.

PG&E opened a community resource center at the county fairgrounds offering charging ports (primarily for those with powered medical devices), air conditioning, restrooms and bottled water.

The county also reached out to eight nursing facilities that were to be impacted by the shutoff to offer assistance if they needed to evacuate patients.

Another problem caused by the blackouts: The possibility of not being able to drive. California is the country’s largest electric vehicle market.

Tesla sent out warnings to customers to power up, with power possibly being cut at charging stations. **CN**

WORD SEARCH

SANTA FE COUNTY, N.M.

Created by: Mary Ann Barton

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

BURRITO: Some say the breakfast burrito was invented in Santa Fe in 1975.
CHAPEL: The oldest church in the country, San Miguel Chapel, was built around 1610 in the county.
COLLEGES: There are several colleges in the county including Santa Fe Community College, Santa Fe University of Art and Design and St. John’s College.
ELEVATION: The county is 7,000 feet above sea level.
EMPLOYERS: The biggest employers in the county are the state department of health, New Mexico state government and Buffalo Thunder Resort Casino.
GEORGIA: The work of artist Georgia O’Keefe is featured at a museum in Santa Fe.
HISTORY: The area was occupied by Pueblo Indian villages, claimed by the Spanish and Mexico before it became part of the United States in 1914.

LIMITS: County commissioners are limited to two four-year terms in office.
MOUNTAINS: The county is located at the foot of the Sangre de Cristo Mountains.
MOVIES: Many films have been made at the Bonanza Creek Ranch in the county, including *Lonesome Dove* and *The Man from Laramie*.
POPULATION: As of 2018, the county was home to 150,056 residents.
PUEBLO: A style of historic adobe architecture prevalent in the county
RIVER: The Rio Grande passes through the county’s northwest region.
SEAT: The county seat is the city of Santa Fe, founded in 1610, the oldest state capital in the United States.
TOURISM: Each year, the county attracts about two million tourists who come to experience the area’s unique art, architecture and cuisine.



The Brown County Convention and Visitors Bureau uses leaf cameras to provide live looks at the different stages of leaves throughout the county. Photo courtesy of Brown County Convention and Visitors Bureau

by Rachel Looker
staff writer

As some regions are winding down after a busy summer season, things are just gearing up for a rural county in Indiana.

"It gets pretty nutty around here in the fall," said Aubrey Sitzman, the public relations coordinator for the Brown County Convention and Visitors Bureau.

In Brown County, Ind., tourism is the second largest industry and is the biggest employer, right behind government jobs. In 2017, Brown County visitors spent nearly \$43 million in the county. Sitzman estimates around three million people visit the county per year, with one million visiting in October during the fall.

The county's landscape has always been a draw, dating back to the early 1900s, when the county attracted artists who traveled there to paint its hills, forests and other landscapes.

"From there, it turned into a tourist town," Sitzman said.

The majority of Brown County is public land and includes the Brown County State Park, the Yellowwood State Forest, the Hoosier National Forest and nature preserves. As the most densely forested county in all of Indiana, outdoor activities are popular with one seasonal attraction rising above the others: Viewing the fall foliage.

"I think people have this view that Brown County is a place where they can get away in the fall time, have peace and quiet, watch the changing leaf colors and have a nice spot to huddle around a campfire and just enjoy nature," said Mark Shields, director of the Brown County Department of Parks and Recreation.

During the fall, leaves from the county's Sassafras, Maple and Oak trees all produce a variety of colors, he noted. Given the county's geographical location, Maple trees are common in the area.

"It's like a tradition that when it turns fall and the leaves start

changing, everyone loves to come to Brown County because it's way brighter leaves," Sitzman said.

From the county perspective, visitors who come during the fall season help the local economy by booking hotels, to the point where there are no available rooms, and providing local shops with more business, Sitzman said. She added that restaurants and retail shops do 30 to 40 percent of their business for the whole year in the fall, specifically in October.

"The whole county can benefit because the more people you have to come or even the more residents come and spend at your local businesses, the more money goes back into the county," she said.

Throughout the years, the Brown County Convention and Visitors Bureau has used a leaf camera to provide a live look at leaves in different areas of the county. The cameras are posted online so visitors can plan a visit when the leaves will be at their peak, Sitzman said. The

main "leaf cam" is perched atop a cabin and updates every 15 minutes.

"A lot of people want to come when they're going to be at their absolute brightest so they can kind of keep tabs on where they're at in the process of changing by looking at that leaf cam," she said.

According to the U.S. Forest Service, the colors of leaves are influenced by leaf pigments, the length of night and the weather. The color usually begins to change when nights become longer. In Brown County, leaves typically peak around the third or fourth week of October. This year, with warmer weather, Sitzman said she expects the leaves to peak later than usual.

"We don't really mind that because it extends our busiest tourism season on into November," she said.

Shields explained the Department of Parks and Recreation holds other community events for local residents including a "Fall-O-Ween" kickoff

event for the season, hayrides, bonfires, showings of Halloween-themed movies, haunted trails, Trick-or-Treat on the Trail and an annual Cabin Fever 5K. Additionally, the county has a walkable downtown village with around 200 shops and restaurants that are always decorated for the fall season.

"Beyond the leaves and the outdoor aspect, I think people like to come because it's an exciting place to be," Sitzman said. "It has a fun fall vibe that people enjoy and to a lot of people, it's just a tradition for them."

Other counties across the country see colorful displays of leaves specifically near the New England, the Adirondack, Appalachian, Smoky and Rocky Mountains. The eastern part of the country typically sees more reds, oranges, golds and bronze colors in leaves while the west sees bright yellows, according to the U.S. Forest Service.

SmokyMountains.com fea-

See LEAVES page 8

Doug Hill to retire from CCAP after 35 years

by **Charlie Ban**
senior writer

Deer hunting season opens in late November in Pennsylvania, and while Doug Hill won't exactly be turning over a rifle to Lisa Schaefer as she succeeds him as executive director of the County Commissioners Association of Pennsylvania, he's giving her plenty of ammunition.

"I have 13 pages of bullet points in our transition plan," he said. When they first met after she accepted the position, he showed her his exit memos he has been preparing since the beginning of the year. "We've crossed some off and added others. It's a process."

Hill is retiring toward the end of the year after 35 years at CCAP, the latest in a series of retirements over the last few years in state association leadership.

Of the 52 organizations in the National Council of County Association Executives, 25 will start 2020 with new leadership. The association will meet Oct. 22-25 for its fall meeting in Maui County, Hawaii.

"It's enjoyable to me to see a new generation come in," Hill said. "I see where I was back then and I look back at all the people who helped me as mentors and shared their perspective and experience. I'm also excited to see all the new ideas they're bringing to the table."

While in graduate school for public administration, Hill



Doug Hill speaks at the 2019 NACo Legislative Conference. Photo by Denny Henry

interned for Norm Hetrick, then a Lower Paxton township supervisor. The two stayed in touch, and after Hill had spent six years at the Pennsylvania Association of Boroughs, Hetrick, at that point a Dauphin County commissioner and CCAP president, encouraged him to apply for the top job.

"That internship paid off," Hill said.

Public service had always appealed to Hill, dating back to his childhood in the Allegheny County borough of Coraopolis.

"I learned it from my parents," he said. "They were never part of the zoning hearing board, but they were always involved in doing something to help a neighbor, help the borough, help the church. And they had absolute respect for everyone."

That combined with his de-

sire to find common ground made the field perfect for Hill.

"I have a good idea how to take what I want, what the other person on the opposite side of the table wants and putting those together, finding the thing that satisfies both of our agendas to help move forward."

And statewide work was even better.

"County government was and is the fastest-growing level of government in Pennsylvania in terms of scope and reach of services," he said. "When new things come along, when things need to be fixed, quite often state and federal government look to counties to be the ones to provide it. Particularly in Pennsylvania, where our many small municipalities often don't have the capacity to do it."

Hill's tenure has seen a lot

of change for the commonwealth's counties. Counties' responsibility for human services has expanded dramatically, adding programming for children, seniors and people with mental illness and intellectual disabilities. Counties also took over 911 services and set up recycling and county-wide solid waste planning.

"We had a disposal crisis in the '80s and managed to address that while working in a good environmental solution with recycling," he said.

There was a white whale, too.

"The most difficult thing is developing a rational means to pay for all the services," Hill said. "We'd gotten close, five or six times, but we still haven't managed to find an alternative for local government than real property tax."

"The state government just does not have the political capacity to step up and pay its share," he said. "We're providing a partnership with them. I wish we had a better result there."

He attributes those missed opportunities to the change in the political tone over the last few decades.

"When I started, we were at the tail end of the public looking to government for solutions and then we entered the era of government limitations, no tax increases. The hard thing is that sometimes you re-

ally have to come to a reckoning that if you're truly intending on serving that population, you also have to have the political will to develop revenue sources that pay for it."

Among Pennsylvania's boroughs, townships and municipalities, county services are often overlooked by residents. Hill even noticed that in his children's civics books, the word "county" only appeared once. That never dissuaded him.

"The state government and the federal government see us as their strong regional providers," he said. "Our services aren't the most visible to people because they're not registering a deed every day. Unless you have someone who's really part of the correctional system, you don't see it as readily."

The fraternity of state association directors has been important to Hill, because just as county roles vary from state to state, so do perspectives on local government.

"One of the most rewarding parts of my career has been working with people from different states and getting those different perspectives," he said. "One of the best parts is finding ideas that would translate to Pennsylvania and then in turn, sharing what we've been able to achieve in Pennsylvania and see them replicate it elsewhere."

He's seen his share of the commonwealth, and if you quiz him on any of the 67 county courthouses, he can recall which direction they each face.

He's sat in commissioners' and council members' offices and heard their laments, pride and concerns, and it all fit into the story he told back in Harrisburg.

"I go in with no agenda, we just talk," he said. "That helps you that much more when you're in the Capitol because you know where they're coming from."

"I get a tremendous amount of personal satisfaction from bringing people together." **CN**

Fall tourism season boosts local economies

From **LEAVES** page 4

tures a 2019 Fall Foliage Prediction Map. The tool forecasts county-by-county when peak color will occur from the beginning of September to the end of November using data points from the National Oceanic and Atmospheric Administration and historical leaf trends.

"The predictive fall leaf map helps potential travelers, pho-

tographers and leaf peepers determine the precise future date that the leaves will peak in each area of the continental United States," said Wes Melton, SmokyMountains.com data scientist and Chief Technology Officer.

Although it is impossible to ensure 100 percent accuracy, the tool helps those who are traveling determine the weeks that leaves will peak.

"I definitely think if you do have fun fall activities or you do have pretty fall scenery, it's a great thing you can really capitalize and promote and make it a draw for people to come to your destination," Sitzman said.

And for Brown County's busiest time of year...

"There's just a lot of open space that people can come and enjoy," Shields said. **CN**

Maui County lottery helps first-time homebuyers

by **Rachel Looker**
staff writer

Residents in Maui County, Hawaii, are testing their luck to see if they will be chosen during a lottery as part of the county's First-Time Home Buyer's Down Payment Assistance Program.

"You can imagine the anxiety, the excitement just sitting there," Maui County Mayor Michael Victorino said of the atmosphere during the lottery drawing where county residents wait to hear their name read aloud. Victorino and council members participate in the lottery by picking the names out of a spinning glass box.

"It's like playing the lottery or playing bingo," he said.

Maui County's First-Time Home Buyer's Down Payment Assistance Program helps county residents who are first-time homebuyers by providing funds for down payments or closing costs. During a lottery drawing process, eligible applicants are selected to receive funds.

The program was initially offered from 2009 to 2012. During that time, the maximum amount of assistance a county resident could receive was \$15,000.

In the summer of 2018, the county council decided to allocate funding to the program again—and significantly more funding.

"Each year when the program was run previously, it had a total amount of \$200,000 in it," said Jessica Crouse, assistant housing administrator for Maui County. "Then, when county council decided to revive it last year, they allocated \$2 million in funding to the program."

The program is administered by the County Housing Division and funded in the current budget by the county as a general line item grant using taxpayer funds.

The revived program does not provide applicants a flat reward as in previous years, mak-



Council Member Tasha Kama (left), Council Member Yuki Lei Sugimura (center) and Mayor Michael Victorino (right) draw names out of the box during the housing lottery. Photo courtesy of Maui County

ing it dependent on the applicant's needs. Now, the program will fund up to \$30,000 or 5 percent of the purchase price of the property, whichever is less, Crouse said.

"That ensures that all of the people that participate have an equitable opportunity to get the same percentage of support that they purchase," she said.

Lori Tshako, director of the Department of Housing and Human Concerns, said the First-Time Home Buyer's Down Payment Assistance Program can also be used to help families with closing costs in addition to making down payments, which are often the biggest barriers for families when it comes to obtaining a home.

The program has an open application period when anyone can apply to see if they are eligible. Some of the eligibility requirements include: An applicant cannot have owned a home in the last three years anywhere in the United States, cannot have an income greater than 140 percent of the area median income (currently \$117,320); cannot have more than \$75,000 in assets; must be a resident of Maui County at the time of application and must attempt to be a homeowner of a property in Maui County.

With \$2 million, the county can help at least 66 individuals. In the most recent application round, the county received over 370 eligible applications out of 600 submitted.

During the lottery drawing, the first 66 names called are contacted to complete a formal application which allows the department to re-confirm they meet the eligibility requirements. Those drawn after the first 66 names are notified that they have been assigned to a waitlist. If the county determines there are funds available to support their applications, they'll be contacted in the order they were drawn, Tshako explained.

Last year, the county was able to provide funds to names on the waitlist in the 70s.

Crouse said with the median sales price of homes exceeding \$800,000 in the area, most individuals in the program do not purchase expensive homes but find properties that have been affordable with the support of the program.

Victorino added that with the housing crisis and high prices of homes, the program helps those who are "really on the cusp" of being able to qualify to become homeowners.

"This way I believe we can then give them this assistance to carry them over the top," he said. "This will give them the

opportunity to help pay their down payment which sometimes is the last piece of the puzzle they cannot fulfill."

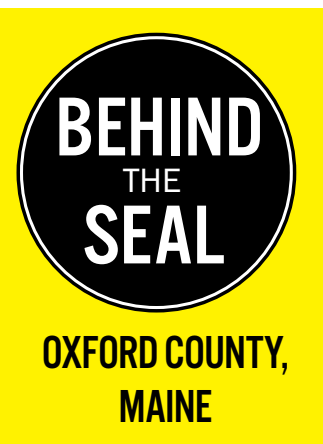
Tshako said creating a similar program to help first-time home buyers requires leadership, political will and commitment to building the community and giving families an opportunity to own a home.

"It's really the county's investment in community buildings," she said.

According to Victorino, when the program first started, some weren't keen on using taxpayer money to help others buy a home. Now, he said taxpayers are behind the program because they realize it keeps their families and friends in Maui County.

This is the second consecutive year the county has held the program after revitalizing it from 2012. Victorino said he has committed to funding the program each year he is in office.

"My advice to all the leaders is to look at everything and think big picture... What does it mean for 25 to 50 years down the road when those children of those children still are here, working here and being a part of the community?" he said. "[That] is our ultimate goal—that our grandchildren don't move somewhere else and can be by us as we get older." **CN**



Oxford County is located in western Maine and was incorporated in 1805.

The county seal was created after commissioners held a contest in 1982 for students at Oxford County schools to design a seal. Carol Clifford, who was 17 years old at the time, won the contest and received \$50. Prior to the design contest, Oxford County did not have a logo or official emblem.



The images in the seal relate to the outdoors. The county mass produced snowshoes, which is represented on the left side of the seal.

Trees, a hunting rifle, fish and a saw are incorporated into the center of the seal and are all connected to nature.

The mill on the right side of the seal is a paper mill in Rumford, located in the eastern side of the county.

Outdoor enthusiast and founder of L.L. Bean, Leon Leonwood Bean, was born in Oxford County.

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

BRIGHT IDEAS | OAKLAND COUNTY, Mich.

Students Explore Careers in Manufacturing

PROBLEM:

Advanced manufacturing companies need to find talent and attract employees to work in the county's manufacturing field.

SOLUTION:

Allow students from county schools to tour facilities at manufacturing companies and discover different career possibilities.

by Rachel Looker
staff writer

Every year on the first Friday in October, students in Oakland County, Mich., get out from behind their desks and travel to advanced manufacturing facilities to discover different types of careers that are available in the county.

Oakland County has been holding its own Manufacturing Day since 2015. Students are picked up at school and brought to different companies where they get a behind-the-scenes look at manufacturing facilities, meet professionals and gain exposure to careers they don't even know exist. During the day, companies allow students to participate in interactive exercises and hands-on activities that translate concepts they are learning in the classroom to the real world.

Oakland County Executive David Coulter said the county's workforce development efforts try to expose young people to a broad array of job opportunities. He said he thinks there are often misconceptions about manufacturing and the jobs available in the manufacturing field.

"We're really trying to inform them of some of the opportunities that are right in their own backyard that they may not have thought about and expose them to that," he said.

Oakland County Manufac-



Students tour a facility and try out equipment during Oakland County Manufacturing Day. Photo courtesy of Oakland County

turing Day is part of a national celebration, which was established by a presidential proclamation in 2014 to encourage the exploration of careers in manufacturing.

Oakland County Workforce Development Manager Jennifer Llewellyn said the county was inspired by officials in their neighboring county, Macomb County, which also participate in Manufacturing Day.

With Oakland County located north of Detroit in eastern Michigan, the area is a hub for advanced manufacturing including research and development, connected mobility, design and innovation. The county is home to more than 2,000 manufacturing companies. In 2017, there were 67,000 manufacturing jobs in the county.

Llewellyn said some manufacturing companies in the county are international companies that range from automotive manufacturing to producing food such as chips and salsa and include larger businesses such as General

Motors and Magna International. Many companies have continued to participate in the program each year.

"It's a fulfilling day for them [the businesses] as well and for their employees to share their stories about how they got in this career and to feel like they're giving back and inspiring the next generation of workers," she said.

Since its inception, Oakland County's Manufacturing Day has tripled in size. This year, 1,300 students from four Oakland Schools Technical Campuses and 25 county high schools visited 50 companies.

Llewellyn said the day opens students' eyes to advanced manufacturing and shows that the field is new and innovative.

"I see that it will translate in future years to students considering careers in advanced manufacturing that may not have considered it before," she said.

The event is led by the Oakland County Michigan Works! Agency/Oakland County Workforce Development, but partners with Oakland Coun-

ty's economic development team, Oakland Schools Intermediate School District and Oakland Community College.

"It's really a county-wide collaborative effort led by the county and I think a great example of where county government can take a convening role to help bring people together that have a mutual interest in an important issue," Coulter said.


Manufacturing Day requires 10 months of planning for marketing and communication, sponsorships, outreach to companies, engagement with high schools, recruitment for companies and transportation arrangements for students.

The costs for Manufacturing Day are underwritten with the help of corporate, educational and partner sponsors, which cover the costs of transportation, print materials, student and volunteer T-shirts and food and beverage costs.

During the day, the county uses social media to inspire companies and students who can't participate, Llewellyn said. During a company tour,

both students and businesses are encouraged to post photos and engage on social media using hashtags. In 2018, the local Oakland County Manufacturing Day hashtag was trending on Twitter and the Oakland County Michigan Works! Twitter account was one of the three most active users of the national hashtag.

Llewellyn advised counties looking to establish a similar event to start small and utilize partnerships because "that's where the magic happens." The first Oakland County Manufacturing Day only hosted 300 students from four different Oakland Schools Technical Center campuses.

"It's quite honestly my favorite day of the year and when you have people that share that passion and love for workforce development, it's easy to be successful," Llewellyn said. 

The Oakland County Manufacturing Day is the recipient of a 2019 NACo Achievement Award in the Personnel Management, Employment and Training category.

CN JOB MARKET

COUNTY ADMINISTRATOR
RENO COUNTY, KS
Salary: \$125,000 DOQ

Reno County offers its 62,000 residents stunning prairie vistas, a flourishing regional economy and cultural and entertainment amenities of a 21st-century metropolitan area. Prospective candidates will find more than a decade of stable and progressive leadership has

positioned Reno County to contribute to economic growth and quality of life. Prospective candidates will find the County with a strong financial condition and a professional and competent workforce. Reno County provides a full range of county government services with a budget of \$17,164,636 and a 400-person workforce. Compensation negotiable and competitive. Minimum start-

ing salary \$125,000. See full Recruitment Profile brochure at www.renogov.org.
HOW TO APPLY: Qualified persons should submit a cover letter highlighting preferred qualifications and resume in one integrated Word or PDF file to Beth Tatarko, Reno County Recruitment Advisor, etatarko@austinpeters.com by Nov. 1. For more information, call (970) 266-8724.

PROFILES IN SERVICE

BRANDON ELLISON

Board Member
County Judge
Polk County, Arkansas

Number of years involved in NACo: Four

Years in public service: 8.5

Occupation: County Judge

Three people (living or dead) I'd invite to dinner:
Mark Twain (Samuel Clemons), Apostle Paul and my father, Wayne Ellison

A dream I have is to: Bring reasonableness back to the public discourse

You'd be surprised to learn:
I race a modified dirt track car as a weekend hobby.

The most adventurous thing I've ever done is: Auto racing.

My favorite way to relax is to: Work on projects in my personal shop.

I'm most proud of: My family

Every morning I read: Today's weather

My favorite meal is: Ribeye, fries, green salad

My pet peeve is: Pettiness

My motto is: Compromise is sometimes necessary — better to get some of what you need

and live to fight another day.

The last book I read was:
Hillbilly Elegy by J.D. Vance

My favorite movie is: *Saving Private Ryan*

My favorite music: '70s classic rock

My favorite U.S. presidents: Ronald Reagan and Calvin Coolidge

My county is a NACo member because: There are so many opportunities to learn from examples and ideas from other counties across our country — no sense in reinventing the



Ellison

wheel when it isn't necessary. Also, there is a power in numbers when fighting for things that are important to counties.

The hardest thing I've ever done is:
Overcome the fear of public speaking.



ON THE MOVE

NACo OFFICERS

- First Vice President **Gary Moore** spoke at the Association of Indiana Counties Annual Conference, held Sept. 30-Oct. 2 in Orange County. He also spoke at the North Dakota Association of Counties Annual Conference, held Oct. 6-8.
- President **Mary Ann Borgeson**, Second Vice President **Larry Johnson**, Immediate Past President **Greg Cox**, Central Region Representative **Cindy Bobbitt** and West Region Representative **Joe Briggs** all attended the Rural Action Caucus Symposium in Essex County, N.Y., along with Executive Director **Matt Chase**, Oct. 10-12. Chase also attended the Business of Counties Forum, held Oct. 3-5 in Palm Beach County, Fla.



Moore



Johnson



Briggs

NACo STAFF

- **Olivia Logan** is NACo's new executive administrative assistant. Prior to NACo, Olivia worked on political campaigns in various capacities handling voter outreach, research, campaign finance and compliance and management. She has specifically focused on state legislature swing districts in Virginia, Texas and Arkansas. Olivia earned a bachelor's degree from the University of the Ozarks in Psychology of Human Behavior.
- Associate Program Director **Nastassia Walsh** spoke at the MacArthur Safety and Justice Challenge Network Meeting, held Oct. 2-4 in Harris County, Texas.
- Program Manager **Jack Morgan** spoke at the Coal-Reliant Communities Meeting, held Oct. 2-4 in Mercer County, N.D.



Logan

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LEADERSHIP EDGE

Feedback Accelerates Learning, Which Accelerates Greatness

by Tim Rahschulte

Do you remember the days before the existence and use of any Global Positioning System (GPS)? It's a wonder we ever got where we were going! In order to reasonably get to somewhere new, you had to download and print directions from the Internet, buy a map from a gas station attendant or stop by your local AAA office to get detailed route directions from where you currently were to where you were aiming to be. Those resources worked really well if you stayed on course and knew where you were at all times relative to the map.

An executive recently shared with me this story: "We once were on a trip to the Boundary Waters in upper Minnesota and lower Canada. What a beautiful and vast place! Over 10 days, we journeyed 120 miles by canoe and foot. We crossed over 20 lakes. We had many maps with us on that journey. Those maps were a lifesaver. The critical nature of navigating that terrain hinged on our ability to always know where we were on the map."

You see, maps are virtually useless if you don't know where you are. The power of

modern GPS is location and continual feedback. The satellites used for GPS tracking consistently provide you feedback relative to where you currently are in position to where you want to be. They've changed our navigational lives, and location and feedback will change your professional and personal life in much the same way. If you're looking to get somewhere new, there's no way better than from feedback relative to where you currently are and where you want to be.

Feedback is a gift. It's an accelerator to realizing your vision, achieving greatness and assuring continual improvement. Cheryl Smith realized the power and importance of feedback while navigating to the role of chief information officer at McKesson. She reminds us that in any (and every) interaction with your supervising manager, peers, customers and subordinates, it's valuable to get feedback. Ask these questions: "What am I doing that you want me to continue doing? What am I doing that you want me to stop doing or change? And, what am I not doing that you want me to start doing?" These questions help to maintain



alignment with expectations and build a rapport that makes it easier to point out issues when they do arise—and they will arise, whether you're in the Boundary Waters or any organization.

In addition to asking the questions Cheryl outlined of your boss and others, you can use them to test your leadership among your team. Turn them into statements, and even add to them a bit to help make sure you're accelerating greatness for others by helping them learn through feedback. Answering yes or no to the following every week, if not every

day, can help your team get better individually and collectively:

- I gave constructive feedback today that will help my team increase performance.
- I showed genuine care, concern and individualized consideration today.
- I helped align priorities and expectations to our vision today.
- I shared information from my meetings with my team to help them see the larger picture of the enterprise and meaning in their work.
- I helped my team members with their individual develop-

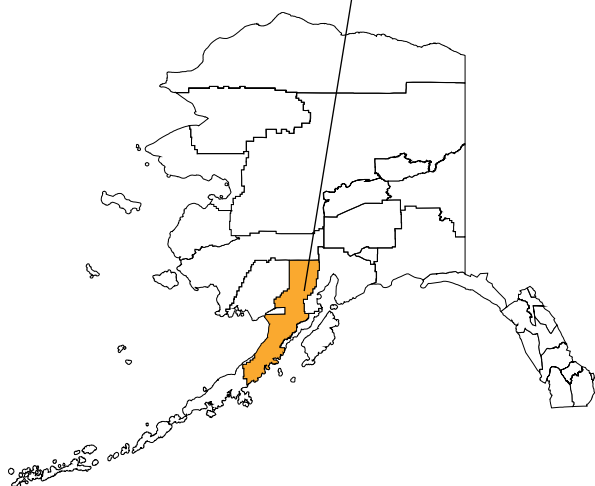
ment plans and career projection.

If you are aiming to get better and make your team better, you should work hard to both solicit and provide feedback—continually! Be serious about feedback, because feedback accelerates learning, which accelerates greatness. **CN**

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

GET TO KNOW...

Bristol Bay Borough, Alaska



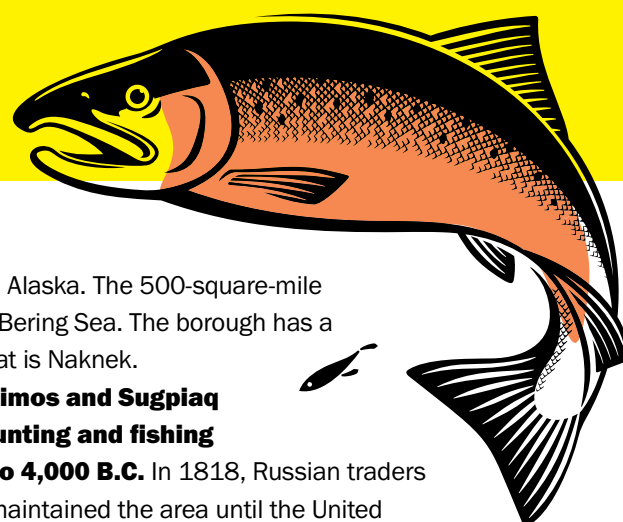
Welcome, Bristol Bay Borough, Alaska.

Bristol Bay Borough is located in southwestern Alaska. The 500-square-mile borough sits next to Bristol Bay, an arm of the Bering Sea. The borough has a population of around 900 and the borough seat is Naknek.

Athabascan Indians, Central Yup'ik Eskimos and Sugpiaq Eskimos first settled in the region with hunting and fishing camps dating back to around 3,000 B.C. to 4,000 B.C.

In 1818, Russian traders established the first Russian settlement and maintained the area until the United States purchased Alaska in 1867. Bristol Bay Borough was incorporated as Alaska's first borough in 1962.

The borough is known as the "Red Salmon Capital of the World" with a primary export of Bristol Bay Salmon. The watershed at Bristol Bay is the largest sockeye salmon, or red salmon, fishery in the world. The bay is permanently protected from future oil and gas leasing.



NEWS FROM ACROSS THE NATION



Sale

CALIFORNIA

The Board of Supervisors in **SAN DIEGO COUNTY** voted to explore **buying and selling electricity**. Supervisors reviewed a business plan on Community Choice Aggregation programs, which allow cities and counties to buy or generate electricity for residents and businesses, *The Village News* reported. The program would allow county residents in unincorporated areas alternatives to buying power.

GEORGIA

Commissioners in **HENRY COUNTY** approved a \$200,000 **grant to combat gang violence**. The funding covers a law enforcement officer who will work in the Sheriff's Office Gang Suppression Unit. The officer will monitor targeted areas, gather intelligence and help prosecute offenders, *Henry Herald* reported. The grant is from the Northern District of Georgia U.S. Attorney's Office and requires no matching funds from the county.

INDIANA

The **MARION COUNTY** prosecutor announced that possessing a **small amount of marijuana will not result in criminal possession charges**,

according to *IndyStar*. The prosecutor said he wants to focus more on violent crimes to keep nonviolent offenders out of the system. The policy only applies to amounts under an ounce, but those with the lesser amount will still face charges if there is another crime beyond possession. Marijuana is illegal in Indiana.

IOWA

Supervisors in **WARREN COUNTY** are considering adding **more members to the three-person board**. Supervisor Crystal McIntyre said adding members would give more power to the county's cities, leaving rural areas underrepresented, the *Des Moines Register* reported. One supervisor supports the idea, one opposes it and the other is "on the fence." The first time the issue could be approved by voters is August 2021.

KANSAS

Around a dozen county websites in the state **were impacted by cyberattacks** in August. Hackers replaced the homepages of websites with cryptic messages and an image of Mecca, *The Wichita Eagle* reported. The hackers did not take any data and did not affect other systems. One county was conducting an election during the attack, but the hackers did not affect vote counting.

MARYLAND

• A bill was introduced in **MONTGOMERY COUNTY** that aims to **protect black employees against discrimination for wearing natural hair** in the workplace. The CROWN Act, which stands for Creating a Respectful and Open World for Natural Hair, applies anti-discrimination laws to protect a range of hairstyles, WTOP reported.

MICHIGAN

• Commissioners in **MECOSTA COUNTY** have approved a **"no pets allowed in building"** sign to be posted at the Mecosta County Commission on Aging, according to the Pioneer. The Commission

on Aging Director said people have been calling their pets "service animals" and bringing them into the center. The center supports service dogs in the facility for those who have disabilities, but the sign reads that emotional support animals do not qualify as service dogs.

• A **county fuel tax** is being considered in Michigan as part of a bipartisan road funding plan, WXYZ Channel 7 reported. Currently, state residents pay federal and state fuel taxes. The bill would allow counties to add a third level of fuel tax where money would be used to repair county roads. County residents would have to vote to pass the tax.

MINNESOTA

SHERBURNE COUNTY may require **solar farms to include vegetation** to support pollinators and other wildlife. The change in the county's zoning ordinance would require solar farms to avoid removing trees while establishing vegetative ground that supports wildlife and pollinators like bees and butterflies, Minnesota Public Radio reported. Other counties in Minnesota have adopted a pollinator habitat

requirement for solar farms.

MISSOURI

ST. LOUIS COUNTY Executive Sam Page requested that **county employees get two weeks of paid time off** to take care of a new child or a sick family member. The benefit aims to "empower employees to be good family members, parents and caregivers at times when their families need it most," according to a release from Page's office. The goal is for the new policy to be implemented by the end of the year.

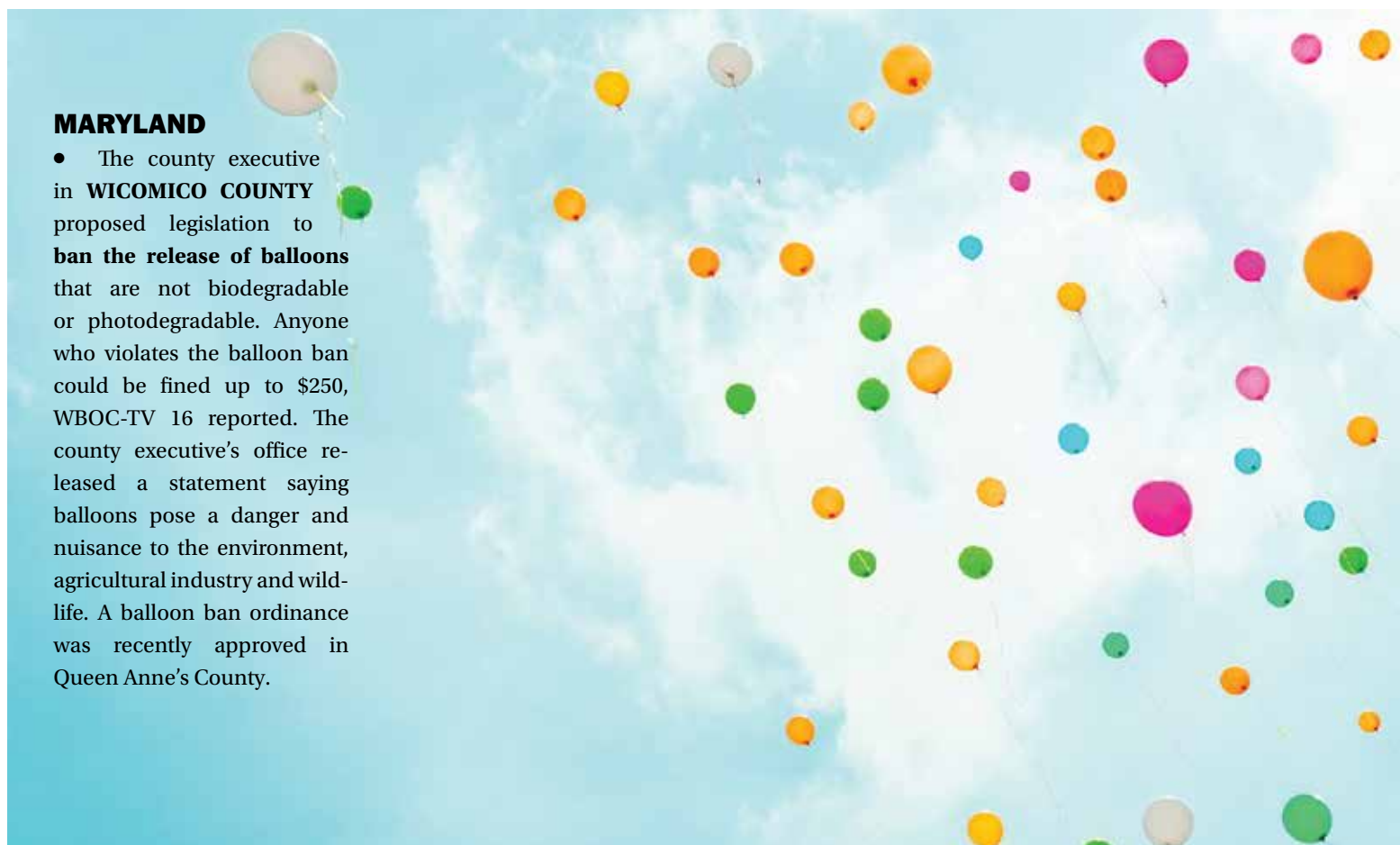
NEBRASKA

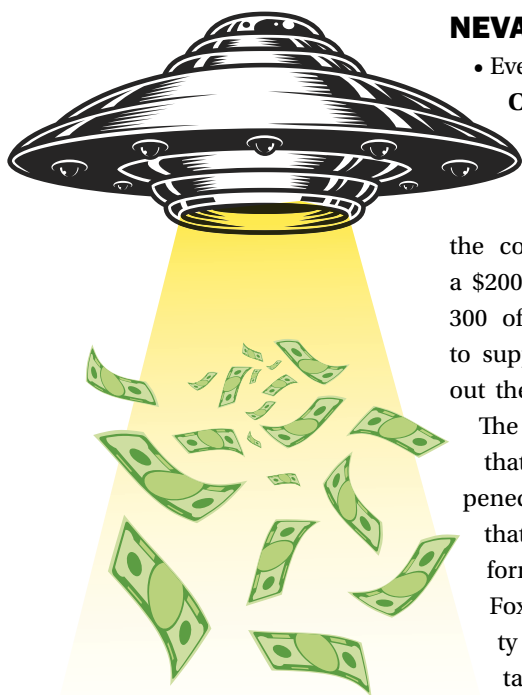
DOUGLAS COUNTY's Forensics Lab has validated a test to tell the difference between **hemp and marijuana** by measuring the TCH level. THC or tetrahydrocannabinol is the chemical responsible for most of marijuana's psychological effects.

"Labs across the country have been scrambling to get things in place because everybody's states are passing these laws" that legalize the use of hemp, Forensic scientist Christine Gabig told KETV News. The lab used a method from the Drug Enforcement Administration.

MARYLAND

• The county executive in **WICOMICO COUNTY** proposed legislation to **ban the release of balloons** that are not biodegradable or photodegradable. Anyone who violates the balloon ban could be fined up to \$250, WBOC-TV 16 reported. The county executive's office released a statement saying balloons pose a danger and nuisance to the environment, agricultural industry and wildlife. A balloon ban ordinance was recently approved in Queen Anne's County.





NEVADA

• Even though **LINCOLN COUNTY** avoided a **public safety disaster** with the Storm Area 51, the county was left with a \$200,000 bill to bring in 300 officers and supplies to support them throughout the Sept. 20 weekend. The county planned for that, but the event happened so late in the year that it wasn't part of the formal budget process, Fox 5 reported. County Commissioners are taking money from the "Land Fund Act" to pay the bill but are hoping that the state will reimburse half of the expenses.

NEVADA

• **CLARK COUNTY** wants to try to prevent pedestrian accidents involving children on Halloween by encouraging **trick-or-treaters** to be off the streets and back in their homes by 9 p.m. The county is also encouraging residents who are handing out candy to turn their lights off at that time to help reinforce the safety initiative.

• The **NYE COUNTY** Commission is considering an ordinance **limiting workplace leave** for legal sex workers. Currently sex workers from the four brothels in the county are required to undergo weekly health checks and given up to 24 hours off-site at a time for that purpose. The new policy would reduce leave to six hours between 8 a.m. and 3 p.m. for every 10 days worked without being tested. If the worker has a verified medical appointment, she will be able to leave the brothel for up to 12 hours between 6 a.m. and 6 p.m.

NEW YORK

• **ALBANY COUNTY** Executive Daniel McCoy is proposing a 2 a.m. **closing time for bars** in the county, rather than the current 4 a.m. closing time. His



proposal comes as alcohol-related deaths outpace those from opioid use. McCoy told the *Albany Times-Union* that he's always been supportive of moving up the closing time but wants to get surrounding counties on board so there are no repercussions to Albany County businesses.

• As part of a multi-year state mandate to consolidate services, **ONONDAGA COUNTY** has reached a **shared services agreement** with the City of

Syracuse to put all county, city and school district retirees on the same Medicare prescription plan, which would mean \$15 million in savings, *The Spectrum* reported.

OHIO

Pharmaceutical company Johnson & Johnson has settled a lawsuit with **CUYAHOGA** and **SUMMIT counties** for \$20.4 million in connection with the company's role in the **opioid drug epidemic**. Johnson & Johnson agreed to pay the counties a total of \$10 million and reimburse them \$5 million in legal fees. An additional \$5.4 million would go toward programs to fight opioid addiction in the two counties. Johnson & Johnson subsidiary Janssen Pharmaceuticals made two opioids that were distributed in the counties. National Public Radio reported that the case is seen as potentially setting precedent for how similar suits will be handled, including a multidistrict litigation in progress in federal court.

OREGON

A report released by the Portland Bureau of Planning and Sustainability found that each person in **MULTNOMAH COUNTY** produced **38 percent less carbon gas** in 2017 than they did nearly three decades prior. This decline reflects the continued growth of renewable energy resources like wind and solar in the Pacific Northwest, investments in transit and bike infrastructure, dense and walkable neighborhoods, renewable transportation fuels, as well as the transition from fuel oil to natural gas for heating, according to the report.

TEXAS

HARRIS COUNTY took a stand against a company that effectively put a murder suspect at large.

District Attorney Kim Ogg wrote in a letter to administrative judges and probation officials that a local electronic surveillance company recently **removed a capital murder suspect's ankle monitor** af-

ter he fell behind in payments to the company, the *Houston Chronicle* reported. The suspect, in custody for a 2017 shooting death, was released under conditions that he pay a monthly fee to probation and wear an ankle monitor. The suspect fell \$305 behind in payments.

VIRGINIA

• Faced with the looming effects of possible sudden economic and population growth resulting from Amazon's move to the region, **ARLINGTON COUNTY** held a **joint public meeting** with the neighboring independent city of Alexandria to prepare. Members of the County Board and City Council discussed how the localities could best collaborate on issues of affordable housing, economic development and small business assistance. The tech company projects adding 25,000 jobs by 2030 to a neighborhood between the two localities.

• The **CULPEPER COUNTY** Board of Supervisors adopted additions to its Utility Scale Solar Development Policy, including a provision that would recommend **limiting total solar development** in the county to 2,400 acres — 1 percent of the total land mass in the county.

The policy includes language

that the county intends to limit "utility scale solar sprawl" to preserve farmland, protect historic resources and ensure development is compatible with neighboring properties, the *Fredericksburg Star* reported.

The Board also approved a provision in the solar policy limiting mass grading of land to 50 acres at a time and individual projects to no more than 300 acres of actual solar panel installation. The solar policy already prohibits projects on state and federally recognized Civil War battlefields, and new language discourages solar projects adjacent to battlefields held in historic easement.

• **WASHINGTON COUNTY** is showing off its courthouse on public tours in an effort to **demonstrate that moving it is a necessity**. The tour emphasizes the building's long, zig-zagging hallways, stacks of records with no space left to put them and a security screening area half the size it should be, WCYB News reported. Voters will decide in November in a referendum whether to make the move.

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

NEVADA

• When children in foster care are moved among families and facilities, they often end up transporting their belongings in trash bags.

"Kids are not meant to feel like trash," Tawnya Robertson, a social worker with the **WASHOE COUNTY** Human Services Agency told KOLO News.

The agency is soliciting donations of new or **gently used luggage or duffel bags** to give to the nearly 800 children in the foster care system.



the HR DOCTOR

With Phil Rosenberg

Phil Rosenberg

by Phil Rosenberg

In our neighborhood a few days ago, an event took place that indirectly or directly reflects on the core of our pride in being an American.

The current president, whatever any individual thinks of his administration, holds an office specifically designed in the Constitution to be merely temporary. When any president, however, visits a local community, the visit generates excitement, concerns, expenses and hopes in the general population, and among government officials. The flags come out and the pride in our country revs up, not to mention the traffic control barricades!

This recent visit brought hundreds of law enforcement and other government employees out to prepare the way, review security and logistical issues, and take appropriate actions to make the visit safe and successful — both for the president and for the average citizen. That citizen may either try to attend the crowded event or choose to stay at home and watch part of it on the giant 4k television screen at home.

Such a visit has a special meaning for county or city elected and appointed officials in the area where the visit will take place. Law enforcement and Fire-Rescue, for example, are overwhelmingly local government property tax-supported agencies. They already generate huge costs, often beyond what is anticipated in budget preparation for the next fiscal year. This is because they are the first responders, not only in times of crisis or acute need, but they are also the “first responders” when it comes to extracting from the

Anytime a President Visits...



general fund unexpected expenditures like overtime costs and infrastructure needs. In a world where natural disasters can come with very little warning and wreak incredible sustained costs and damages, the best we can do as human “budgeteers” is try to build up reserves and interagency relationships to deal with these inevitable elements of our lives.

So it is with a presidential visit where agencies cooperate, perhaps as they never would do otherwise, except in a case like hurricanes or earthquakes. Having spent much time in emergency operations centers during natural disasters, I have seen firsthand the agency representatives sitting next to each other determining how they can best help without paying much attention to what color their uniforms are or what the shape of their badges might look like. The same is no doubt true of a presidential visit.

In community-wide natural disasters, it is basically county government that is the lead agency in marshaling the support and resources of cities, school districts and other agencies in the area, but also the resources which might be made available by neighboring counties or state governments.

The same should be true when counties respond to the arrival of FEMA representatives who flash their impressive badges and credentials and begin issuing instructions. There is often a real conflict in these cases because the resources FEMA or other federal agencies might bring to bear are far greater than a local government typically has available. As “locals,” therefore, we need to be respectful, grateful, and, as much as possible, compliant with their requests. We need to recognize that in certain areas they have expertise and contacts that none of us in local government have. Likewise, FEMA representatives need to be very gentle and perhaps assertively reminded that the security of a particular county or city is the primary reason why local elected officials are in office in the first place. The “feds” need to respect the wishes and the directions which local government leaders may provide. This is a delicate balance. It remains delicate after the immediate disaster, or visit, is over and the parties face the need to discuss who will pay, reimburse, or otherwise help with that overtime, or recovery costs, etc.

However, in the case of a

brief presidential visit, perhaps no more than a couple of hours, the overwhelming issue is security and with the overwhelming expertise and responsibility resting with the Secret Service. They bring with them a degree of experience, knowledge, equipment and training that no police agency or sheriff’s department can match. The number one imperative is to cooperate and let them lead the effort. And that was the case in the visit of a few days prior to the creation of this article.

Many years ago — “many” being the operative word — the college student version of the HR Doctor was commander of the brigade of cadets at one of America’s greatest colleges — UCLA. This group of future Army officers had a role in the visit of another president, Lyndon Johnson. We served in a minor security role of helping keep crowds back. The cadets got to see the president and, in my case, stand in front of him along with many others as he reached over our shoulders to shake hands with people. We felt an excitement about the visit, notwithstanding appreciating the protests dealing with the war in Vietnam as well as civil rights and the “War on Poverty.”

Our excitement about the visit was tempered by worry over the security of the president during the visit. My tiny “nano” role in the visit notwithstanding, I joined everyone else involved — hundreds of “everyone elses” — in breathing a great sigh of relief when the visit ended successfully and the president flew off into the sunset to wherever his next engagement was.

There are certain clear similarities between all the preparation, the excitement, the worry and the great relief associated with a presidential visit just as there is with handling any other major event. These might include the inauguration of a new president, a major local community event like a parade or the opening of a new facility.

What makes the difference between success and unthinkable failures in all of these management challenges involves a “recipe” with only a few basic ingredients. First, anticipate risks and opportunities. Next, establish (far in advance of an actual event) strong bonds of cooperation and mutual support with agencies, community organizations and private citizens. Then, add an important “dash” of taking steps to act on potential risks and mitigate or prevent them. Finally, end with appreciation, recognition of hard work and celebration to enjoy the moment and reflect on success in meeting a difficult management challenge.

All of this relates to an oft-repeated fundamental principle of the HR Doctor’s for many years: “Act Now to Put Off the Day When Something Bad Happens!” For me as an experienced public administrator, former county chief administrative officer, longtime human resources director, former intelligence officer and hubby/daddy, the value of learning how important that principle is in life has never been greater. **CN**