

# CHALLENGES MOUNT, PARTNERSHIPS POWER WESTERN COUNTIES

by **Charlie Ban**  
senior writer

Under welcome rainy skies, county officials from parched and wildfire-threatened counties met earlier this month in Salt Lake County, Utah for the 2021 Western Interstate Region Conference, joined by NACo's Rural Action Caucus Symposium.

The conference, held Oct. 13-15, was the first in-person meeting for the groups since 2019, and while the pandemic that forced cancelation of the 2020

WIR conference in Mariposa County, Calif. figured into meetings and workshops, programming focused on longstanding existential threats unique to the two rural constituencies that largely saw their low population density as a defense against the spread of COVID-19. And the threat posed by continued drought was a constant topic.

"Figuring out how to work with more limited resources with more people has been a huge challenge," Brian Steed said of

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2021 WIR officers pause in Salt Lake County (l-r): Mark Whitney, president, Beaver County, Utah; John Espy, second vice president, Carbon County, Wyo.; Daniel Joyce, first vice president, Malheur County, Ore. and Greg Chilcott, immediate past president, Ravalli County, Mont. Photo by Hugh Clarke

# Remembering a leader: General Colin Powell

by **Tim Rahschulte**

Long before he was a four-star general, Colin Powell was a leader. He was a leader while attending City College of New York; a commander of his Reserve Officers' Training Corps unit's drill team. He was commissioned as a second lieutenant in the U.S. Army. He served two tours of Vietnam combat.

Beyond his military credentials, Powell served on a number of corporate boards, helped non-profit organizations and

supported the NACo High Performance Leadership Academy to make leaders better and in so doing build stronger counties for a stronger America.

He passed away Oct. 18 due to complications from COVID-19. Fully immunized, his immune system was compromised due to treatment for multiple myeloma.

A trailblazer, Powell served as the country's first Black national security adviser, chairman of the Joint Chiefs of Staff and secretary of state.

For leadership and service he

was awarded the Purple Heart, the Bronze Star and the Soldier's Medal for rescuing fellow service members from a burning helicopter crash from which he, too, was injured.

Throughout his life, Powell received more than a dozen military awards, accommodations, and decorations. He has also been awarded two Presidential Medals of Freedom, the President's Citizen Medal and the Congressional Gold Medal.

His focus to make leaders better is captured in his book, *It Worked For Me: In Life And Leadership* and throughout the NACo High Performance Leadership Academy.

Nearly two-thirds of counties across the country have leaders who have graduated from the NACo HPLA and learned directly from Powell.

It is with grief and sadness that we experience his passing, but it is with gratitude and perpetual optimism that we cele-

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# A year later, 2020 hangs over county elections

by **Charlie Ban**  
senior writer

Every hour he spends dealing with the past is one Jack Sellers can't spend working on the future. As the chairman of the Maricopa County, Ariz. Board of Supervisors, he has led the county's pushback against criticism that prompted a lengthy audit that ended up confirming the results.

He'd rather focus on long-term infrastructure planning to ensure the county's prosperity, years down the road, but he can't ignore attacks on the foundation of representative democracy or his county's reputation. So, he travels to Washington, D.C. to testify before the House Oversight and Reform Committee. He responds to the state Senate's accusations. He engages with individuals who are certain something

is rotten in Phoenix.

"I try to approach this all as noise — I have a job to do and that's where my focus is, so I continue to attend all the same meetings, all the same functions, everything I always did," Sellers said. "I'm just trying to keep things as normal as possible."

But how much do those goals conflict?

"Not only has what's gone on and on and on with the election challenges been frustrating, but I can't help but keep thinking that the same people that we are in arguments with right now are the people I have to work with to accomplish what I need for infrastructure improvements and those types of things."

Sellers also noted that most

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# After 2020 election: 'It's a year after, but it still feels like the day after'

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of the noise about the election's integrity has come from political candidates angling ahead of their races, far outnumbering the feedback he has gotten from private citizens.

Some state Legislatures have been startled by the noise and are reacting reflexively, like in Iowa, where county auditors may no longer mail out absentee ballot request forms, deadlines are moved up and voting hours are shortened.

"Because of allegations of misconduct in other states, our Legislature passed laws that made it look like we were breaking laws willy-nilly," said Grant Veeder, Black Hawk County, Iowa's auditor.

A member of the Pennsylvania Senate was inspired by the Arizona audit and requested access to voting machines from three counties, all of which declined. Pennsylvania's secretary of state ruled that allowing unauthorized access to voting machines will result in their



**Jack Sellers, chairman of the Maricopa County, Ariz. Board of Supervisors, fields reporters' questions. He has largely handled the county's public response to unfounded allegations of improper administration of the 2020 election. Photo by Fields Moseley**

decommissioning, with no reimbursement from the state to replace them. At the same time, the clerk and recorder in Mesa County, Colo. has done just that, after involvement with organizations disseminat-

ing election misinformation, and has been barred by a judge from overseeing November's election.

"It's a year after, but it still feels like the day after," said Lisa Schaefer, executive director of the County Commissioners Association of Pennsylvania.

"Short of changing the results, I'm not sure what we can do to convince folks that we ran a good fair accurate election."

Yavapai County, Ariz. Recorder Leslie Hoffman said the facts, such as the legal separation of responsibilities that prevents her from participating in parts of the elections process, often get little traction with the more passionate of her skeptics.

"They don't want to accept the truth," she said. "They don't have any interest in knowing we saved \$43,000 in return postage last year because people used drop boxes. And a lot of times, we get mail about the election from people who don't even live in Yavapai County, so it's not always our residents

we're getting feedback from."

In Hoffman's estimation, public health restrictions during the COVID-19 pandemic affected people's view of the election system.

"We lost the personal touch, where people would speak to an election worker in person," she said. "They didn't have someone help them vote in person, and we weren't able to get out to schools, homeowners' associations, Kiwanis Clubs and be part of the community. In a presidential election year, we'd be somewhere every day leading up to Election Day."

Missouri county clerks have invited legislators to observe county elections operations, to see how they're done, and the steps clerks take to verify security in hopes of proactively fending off laws that would limit their authority. Scotland County Clerk Batina Dodge said that initiative could help start a more informed conversation.

"We can help fill in the blanks

for people, before they're filled in by people who don't work in elections," she said.

Then there are the threats. Friends alerted Hoffman to some online postings about her. While it did not add up to actionable intelligence, the county sheriff has sent regular patrols past her house to check up on her safety.

Sellers has police protection too, though as a widower who lives alone, he is more concerned for county supervisors with families to protect. The sheriff told him to install a doorbell camera to add a layer of security to his house, particularly after answering the door following irate knocking by a stranger.

"I talked to him for 20 minutes and at the end, he said 'I still have unanswered questions, but at least I'm now convinced that you're an honest, quality guy and I take back any bad thing I've ever said about you,'" Sellers said. "My chief of staff said, 'One down, 1.8 million to go.'" **CN**

## SNAP/STATS

## IT'S BAT WEEK! (OCT. 24-31)

## TOP 5 BAT LOCATIONS

TRAVIS COUNTY, TEXAS .....	MEXICAN FREE-TAILED BAT
COMAL COUNTY, TEXAS.....	MEXICAN FREE-TAILED BAT
DICKINSON COUNTY, MICH.....	BROWN BAT
EDDY COUNTY, N.M.....	BRAZILIAN FREE-TAILED BAT
MARION COUNTY, TENN. ....	GRAY BAT

Source: Sierra Magazine, The Sierra Club



# County clerks 'pull back the curtain' on elections

by Rachel Looker  
staff writer

After receiving an unprecedented level of interest and scrutiny in elections and election administration following the 2020 presidential election, Utah County, Utah, Clerk Josh Daniels decided to open his doors.

Daniels hosted a first-of-its-kind event in the county: An election open house.

The event allowed the public to see what goes into running an election and find out about the technical details behind election administration.

"It became clear that in order to improve public faith and confidence in the election system, we needed to become more transparent and more proactive in communicating to the public," Daniels said.

Daniels brought out samples of equipment and mixed the night with hands-on demonstrations, a question-and-answer portion and a presentation on the steps that go into running an election for the event's 40 participants.

The event helped inform the public about the security of elections, he said.

"If we're going to be effective public servants, we need the trust and faith of the public," he said.

"In order to gain public faith and confidence, we need to be transparent about what we do and inform people about what we do."

According to Daniels, his office is planning on holding similar online events in a webinar format in the future.

"Just given the degree of scrutiny in the wake of the 2020 election, it's really important that we get ahead of it and be proactive, 'open up' so to speak and give the public a peek into what we do," he said.

Francisco Diaz, the assistant county clerk-recorder in San Benito County, Calif., said the county has also seen an increase in the number of people who have voiced concerns about how the election process works.

"I think more than anything it is about trying to understand how the entire process works,



**Elections staff in San Mateo County, Calif. stand next to an official ballot drop box. The ballots are regularly collected by staff with two-person integrity and custody logs rechecked at each stage of the process.** Photo courtesy of San Mateo County Office of the Assessor-County Clerk-Recorder and Chief Elections Officer

from the beginning to end and that's part of the outreach efforts I'm working on," he said.

Diaz said his office has increased their outreach efforts since March 2020.

The office performs social media outreach and live broadcasts the arrival of ballots, the counting of ballots, running ballots through machines and troubleshooting any errors, he said.

"I think people are appreciative of the fact that they can see what's going on, who's working in the elections office," he said.

Diaz holds live broadcasts where he answers common questions related to the elections process.

He also holds presentations that walk residents through the entire elections facility and shows off the room where ballots are located. The groups can range from one person to 60.

Diaz said he thinks the tours take away the mystery behind the election process.

"We highly encourage those individuals who come into our facilities to become volunteers for the next election and some of them have taken us up on that offer," he said.

The San Mateo County, Calif., clerk's office established community-based citizen advisory committees to help with voter outreach.

Assistant Chief Elections Officer Jim Irizarry said Chief

Elections Officer Mark Church led the initiative to form the citizen advisory committees. Church is elected to his position.

The committees include the Language Accessibility Advisory Committee, the Voting Accessibility Advisory Committee and the Voter Education and Outreach Advisory Committee.

The committees' goals are to increase voter participation

and engagement, Irizarry said.

Irizarry, who is also the assistant assessor-county clerk-recorder, said the county was the first in the state to conduct all mail ballot vote-center elections as a pilot project in 2015.

This led to the passage of the California Voters Choice Act of 2018 that establishes a new election model and requires counties that opt into it to establish a voter education and outreach component.

San Mateo's committees review election programs and recommend outreach efforts. The groups are comprised of stakeholders, community-based organizations and advocacy groups.

"Everyone is invited to the table," he said.

Irizarry said he has seen an increased interest in voting integrity and transparency during the last election by elections integrity projects and other groups ensuring the electoral process is transparent.

"But that's in our DNA, way before the heightened interest that's here now," he said.

He described how the county has had an "open-door" policy and encourages residents to observe the elections process to walk through different units and stations to see the vote by mail, signature verification and adjudication process.

"The foundation of elections is trust and transparency and of course professionalism and applying the very best technologies and the very best people to ensuring that you have an open and fair, honest, transparent and of utmost importance, an accurate process," he added. **CN**



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# In memoriam: A salute to Colin Powell, a true leader and friend of NACo

From POWELL page 1

brate his life.

We will continue to work hard to achieve our mission to make leaders better and to build Stronger Counties for a Stronger America; and so will he — through his examples of courage, stories of success, and his leadership rules he has provided us for the NACo High Performance Leadership Academy.

Here are a few things to remember about Powell's leadership:

First, "It will look better in the morning." You may not believe this right now as you grieve his loss, but as he said in Leadership Rule #1: "It will look better in the morning."

Second, "Perpetual optimism is a force multiplier."

His Rule #13 speaks for itself. And, if you need to get mad about this terrible event, well, go ahead and get mad.

But, remember his Rule #2 "Get mad, then get over it." **CN**

*Tim Rahschulte, PhD, is the chief architect of the NACo High Performance Leadership Program.*



Colin Powell speaks to county officials March 3, 2020 at the 2020 NACo Legislative Conference in Washington, D.C. in a conversation with NACo CEO/Executive Director Matt Chase. Photo by Denny Henry

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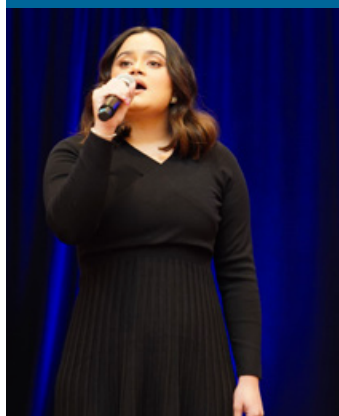
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## 2021 WESTERN INTERSTATE REGION CONFERENCE IN PHOTOGRAPHS

Photos by Hugh Clarke



Naomi Torres sings the national anthem during the Oct. 14 General Session.



Members of the Salt Lake County Sheriff's Office present the colors Oct. 14 to open the General Session.



Following a tour of the new Olmsted Hydroelectric Plant in Utah County, attendees visit the historic Olmsted Station Power House, which operated from 1904-2015 and now serves as an interpretive historical center. Photo by Charlie Ban



Members of the Public Lands Steering Committee view the impacts of the recent Parleys Canyon Fire in Summit County, Utah.



Yavapai County, Ariz. Recorder Leslie Hoffman and Arizona Association of Counties Executive Director Jen Marson get comfortable behind the wheel of an ATV before starting their trip to Moonshine Arch in Uintah County, Utah. Photo by Charlie Ban



NACo Executive Director Matt Chase captures NACo President Larry Johnson fitting in with the Western crowd as Second Vice President Mary Jo McGuire looks on.



Utah native Chad Hymas delivers a stirring luncheon address touching on leadership, determination and firm fatherly guidance.



# ‘We’re experiencing conditions where we have less water and more people’

From WIR page 1

Utah’s drought combined with a growing population. Steed is the executive director of the state’s Department of Natural Resources, following a stint at the Department of Interior during the Trump administration.

“If you’re a Westerner, you’ve faced that challenge as well, and there’s no easy solution for this,” he said. “We’re experiencing conditions where we have less water and more people, and oftentimes the demands for that water are different than they’ve historically been, so water policy has been a really big deal.”

That’s one reason why attendees didn’t mind a little rain in a region that hasn’t seen much. The variety of high profile and relevant speakers, along with trips to visit local wildfire damage, natural gas and oil drilling sites and the facilities made possible by proceeds from that extraction and a hydroelectric plant, kept county officials busy.

Deputy Secretary of the Interior Tommy Beaudreau noted in a video address that the National Interagency Fire Center had been at preparedness levels four or five for 99 days in 2021, the longest stretch on record.

“Wildfire is an ‘always has been’ part of life in the West, but in recent years, we have seen a new normal in extended and more severe wildfire seasons, unprecedented drought and stress on water systems as well as extreme heat,” he said. “The reality, as we all know, is that there is just not enough water in many basins, which means our relationships, strategic thinking and spirit of community that have served us so well over the decades is needed now more than ever.”

## Intergovernmental partnerships are necessary

Utah Gov. Spencer Cox (R) praised the initiative county officials take in their intergovernmental relationships and urged them to continue it.

“We take great pride in our efforts to include county governments in the decisions we make that impact your communities and economies,” he said via a video message. “Without your knowledge and input, state



(L-r): Mark Whitney, Beaver County, Utah; Darin Bushman, Piute County, Utah; Todd Devlin, Prairie County, Mont. and Greg Chilcott, Ravalli County, Mont. Bushman and Devlin each accepted the Dale Sowards Award Oct. 15 in Salt Lake County, Utah. Photo by Hugh Clarke

governments are failing to fully serve their citizens.”

Cox served as a Sanpete County commissioner earlier in his career.

“County voices aren’t just important in guiding Utah policy, but federal policy as well,” he said. “Not only do laws and regulations coming out of Washington directly impact Utah counties, but with over 60 percent of our state owned by the federal government, their policies have more of an impact here than in Eastern states.

“What might seem like a great idea in Washington, D.C. can have lasting economic impacts on counties here in Utah,” he noted. “Our partners in Washington need to listen to your voice to improve decisions and build trust with rural communities.”

Speakers returned consistently to the need to pursue active forest management practices in federal forests to both remove potential fuel for forest fires and glean economic benefit from the wood products.

“We target areas that are likely to burn catastrophically,” Steed said. “We’ve had some success in that,” along with watershed restoration initiatives that have removed invasive species.

Mary Farnsworth, Intermountain Regional forester with the U.S. Forest Service, told the WIR Board of Directors that the service was working with counties

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far more than it ever had, and shared stewardship agreements were making that possible.

“Fire knows no boundaries,” she said. “Economic development is something we have to do together. We’ve lost capacity [for fuels treatment] and we need to grow it back in order to move forward.”

Forest Service Chief Randy Moore told an Oct. 15 General Session audience that the attendance at the Forest Service’s first webinar on its guidebook on working with local officials, authored in part by Sublette County, Wyo. Commissioner Joel Bousman, drew more than 300 line officers [forest supervisors], which encouraged Moore about the future of intergovernmental cooperation.

Jim Ogsbury, executive director of the Western Governors Association, presented WGA Chair and Idaho Gov. Brad Little (R)’s “Working Lands, Working Communities” initiative, which will examine the interdependent relationships between Western

communities and state and federal land managers, looking at the role local communities play in successful land management.

“It will provide a forum to develop bipartisan strategies to support those Western communities that are seeking to improve land management and mitigate wildfire risk and restore ecosystems,” Ogsbury said.

## Down to business

Beaver County, Utah Commissioner Mark Whitney took office as president of WIR during a May WIR Board meeting in Ravalli County, Mont., home to Immediate Past President Greg Chilcott. Malheur County, Ore. Judge Dan Joyce was elected first vice president and Carbon County, Wyo. Commissioner John Espy was elected second vice president.

The WIR Board of Directors voted to approve a change to its bylaws, empowering itself to appoint members to the Wildfire Leadership Council.

The WIR Executive Committee named two Dale Sowards Award winners, recognizing service to public lands counties: Prairie County, Mont. Commissioner Todd Devlin and Piute County, Utah Commissioner Darin Bushman, whose efforts to prepare his county for remote work, well ahead of the pandemic, fueled the Rural Online Initiative with Utah State University (read more about Bush-

man on page 7).

WIR named two Sowards honorees because there was no WIR Conference or award given in 2020.

Devlin has long been known as the county government guru on Payments in Lieu of Taxes and has been involved in NACo’s efforts to reform the system since 2005. It’s an effort in which he’s dived into numbers and resurfaced with an almost-encyclopedic knowledge of the program as he fought to represent less-populated counties in the PILT funding formula.

“NACo and WIR, since that time, have taught me some valuable lessons in life,” he said. “As an advocate for small counties on PILT payments, I assumed and thought that the thought that I had, was obvious to all counties, that small counties were being treated unfairly and that an immediate change would be fully supported by WIR and NACo.”

That changed in April 2012, when his wife, Susan leveled with him, days before she died.

“Todd, you need help on PILT reform, you can’t do it alone,” she said.

Shortly after, Devlin attended the WIR Conference in Santa Fe County, N.M., where he received a warm welcome from Ron Walter, then a Chelan County, Wash. commissioner and WIR president, who soon made him chairman of the Public Lands Subcommittee on Federal Lands Payments.

“The gesture by Commissioner Walter started a wonderful relationship of care and trust between me and WIR and NACo,” Devlin said. “It all happened because of caring and trusting relationships.”

Though Devlin sees the American Rescue Plan Act framework as a possible PILT formula replacement, he also hasn’t lost sight of the big picture.

“Counties and the people we serve would survive without PILT,” he said. “It would be tough, but we don’t need federal revenue-sharing — we’d survive. But I’m so pleased that what happened in this conference, to make the number one priority access to federal lands — that’s huge. Without it, we would have no constituency to serve.” **CN**



# MATH OFTEN DOES NOT ADD UP FOR RURAL HEALTH CARE DELIVERY



Piute County, Utah Commissioner Darin Bushman speaks to county officials during an Oct. 14 workshop on rural health care during the 2021 Western Interstate Region Conference and Rural Action Caucus Symposium in Salt Lake County, Utah. Photo by Charlie Ban

by **Charlie Ban**  
senior writer

Darin Bushman was at home in 2003 when his beeper went off.

Somewhere in Piute County, Utah, an emergency call went out — a horse accident with a potential double fatality. The only EMS worker in the county was on his way. Bushman was a volunteer firefighter and the call was outside of his wheelhouse.

“I can’t let him go by himself,” he said about that moment, and he didn’t. “After that, I decided I was going to become an EMT and see what I could do to help my county.”

In the 18 years since then, Bushman worked his way up in the emergency response hierarchy before being elected to the Piute County Board of Commissioners, where he recently started his third term. Throughout that tenure, those experiences in emergency response have informed his work to improve conditions for rural counties throughout the state.

“There’s an inadequate number of volunteers and there’s an inadequate number of personnel, so we have ambulances that sit in sheds with no staff to run them,” he said. “I don’t think it’s unlike what we see in other states across the nation.

People volunteering for these positions is almost a thing of the past.”

In most rural counties, particularly in larger Western counties, help can be about an hour away, if the ambulance on staff is even available. Economics squeeze counties, like Piute, which has five EMTs and two ambulances, one at each end of the county. Nothing is more pressing than the supply of volunteers.

“This is not sustainable, it’s not the way to run an operation,” Bushman said. “Financially, it doesn’t work to keep full-time crews in these areas. It’s just impossible for my county of 1,500 people to pay and staff 24 hours a day, seven days a week.

“Invariably, the same people who are running their ambulances are also their search and rescue volunteers and work for the fire department, and they’re doing it, for the most part, out of the goodness of their hearts. When you take out the aged who can’t [work] on an ambulance and you take out the under-18 crowd, you have a very small group of people who can potentially staff an ambulance service.”

Where those ambulances can take people is also a shrinking target. Between 2010-2020, 138 rural hospitals closed and

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in 2021, 253 rural hospitals are operating at similar margins to those that closed in 2019.

“I think that sets up for a decade of potential closures unless Congress can take the reins, folks in state capitols can do that same thing and make some changes,” said Jack Jorgensen, government and policy manager at the National Rural Health Association.

He credited the federal government with adjusting during the COVID-19 pandemic that has helped stave off the demise of vulnerable rural hospitals. Expanding telehealth flexibility led to a 4,000 percent increase in claims.

“That really allows that patient-provider relationship to continue in rural communities, and not circumvent it to go to urban or suburban hospital systems,” Jorgensen said. “The future of telehealth could really be helpful for some of the underlying conditions that we’ve

seen grow in the dark, thanks to COVID-19, things like mental health, substance and opioid use disorders.”

Additional funding, including the Provider Relief Fund, which replaced lost revenue during the pandemic, and the Paycheck Protection Program kept staffing levels from suffering. The combination of eliminating Medicare sequestration and an increase in the Medicare physician fee schedule added up to a 5 percent increase in Medicare payments.

“You’re dealing with hospitals that are treating a patient base that is oftentimes older, has a higher prevalence of underlying health conditions,” Jorgensen said.

“This is all a recipe, going into the pandemic, where a lot of these rural health facilities were vulnerable. At the end of this public health emergency, all of [those measures] are going away.”

Many federal regulations have also been waived during the pandemic.

“Waiving them helped put rural providers put patients ahead of paperwork,” Jorgensen said. Rural hospitals “don’t have the staffing to handle as much compliance as larger facilities. If we’ve gone 18 months without them and they haven’t been necessary,

maybe they aren’t.”

Filling positions in rural hospitals remains a challenge, one problem that Holli Mills, workforce development coordinator at the Utah Department of Health Office of Primary Care and Rural Health, hopes the state can combat with student loan forgiveness programs for doctors who live and work in rural communities for several years.

For the last three years, Bushman has been coordinating working sessions to address challenges, challenges that the participating EMT directors, sheriffs and state lawmakers numbered at 300. A big challenge was addressed immediately.

“State lawmakers had no idea that we had a rural emergency care crisis,” Bushman said. “Nobody had communicated that up to the director of the Department of Health. Now they know.”

The effort has affected a few helpful funding changes. For one, small counties now have access to revenue from a tax intended to fund rural hospitals, which they did not before, counterintuitively enough. A spaghetti plate worth of lines of responsibility for funding emergency response service has now been straightened out, with each jurisdiction responsible for its own territory, by default.

“We figured out we had four players on the field and everyone else was sitting in the stands watching us play football,” Bushman said. Now, the teams are more even.

The Legislature also awarded a \$6 million grant for emergency services, which works out to \$175,000 for every agency in the state. And five EMS liaisons will assist local departments.

Bushman said one of the group’s next priorities was to have EMS services designated an essential service in Utah.

“If your house is on fire, we’re obligated to bring a truck to your house and put it out,” he said. “If someone is robbing you, we’re obligated to have a police officer show up at your front door. But God forbid grandpa’s having a heart attack, we’re not obligated by law to show up at your house. That’s a travesty.” **CN**



# TWO-MAN SHOW POWERS UTAH COUNTIES' RURAL ECONOMIC DEVELOPMENT EFFORTS

by **Charlie Ban**  
senior writer

If rural counties in Utah are looking for an economic development boost, they just talk to their state association. They know a guy.

Or two guys, rather. The pair of staffers from the Utah Association of Counties who have been handing economic development efforts throughout the state aren't looking toward the day a county signs a deal to be a company's new home. They're looking years down the road, making sure that home can support the new employees.

"The incentives are the easy part, getting the deal done, that's traditionally where economic development stops," Stuart Clason, the association's regional economic growth manager, said during the Western Interstate Region General Session Oct. 14 in Salt Lake County. "You guys are grappling with things like how do you build out in your respec-

tive communities? Who do you go to for help if you're not a Salt Lake County with 1,800 employees?"

Clason and Patrick Mullen, Opportunity Zone and financial incentives director for the association, operate like a tiny consulting firm, helping craft incentive packages and long-term, holistic development strategies. Clason has professional experience in public finance and Mullen has worked in private finance, giving them a broad perspective from which to approach their projects.

"You have a tremendous amount of population density along the Wasatch Front but the rest of the state is tremendously open," Clason said. "That's a core part of what makes our state's identity, and it creates natural resources, but for very long it was just overlooked by the economic development sector. Our current administration would be the first to admit that that's why they've prioritized rural development

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and that's why it's starting to shift."

Mullen said that part of that shift involves looking beyond the traditional finish line of inking a development deal.

"We're addressing 'If I invest in your company, where are people going to live?'" he said. "If you don't solve that housing problem, 'Where's our labor coming from?' 'If you don't have vocational training, where's that labor coming from?'"

"What this was about was collaborating as a region to figure out where you could build clusters [of development]. It

was about creating a framework. How do we figure out a holistic approach to get communities to aggregate together?"

And they come in with a better understanding of the details of nuances in each county and region.

"Beaver County is a unique county, and Beaver County is different from Box Elder County," Clason said. "Your resources, availability of resources, access to infrastructure, your neighboring counties they are very unique."

The pair prefers to work with local associations of governments rather than grow their staff, which allows them to remain nimble.

"I don't think that we've figured anything out," Clason said. "I think the fact that we're present and we get on the road and go do work and we don't act like we have all the answers and have all the solutions, but we're willing to roll up our sleeves and do work, has been

very successful. The key to our success is that we show up."

The pair sees their success in securing Economic Development Administration funding as validating that their approach is working, but they also like that their successes are building stronger networks within Utah and between the counties and their state association, rather than with consultants outside the state.

"They're paying [the state association] money that would have otherwise gone to an economic development consultant," Clason said.

Mullen said their approach also helps save counties the expenses that could hobble development projects before they start.

"When you start thinking about all of those pieces it almost gets impossible because you're spending so much money up front — who has \$50,000 to explore with an attorney what that looks like?" he said. **CN**



Stuart Clason (left) and Patrick Mullen discuss economic development with the Western Interstate Region General Session Oct. 14 in Salt Lake County, Utah. Photo by Hugh Clarke



# Winning student artwork features family connections in Granville County, N.C.

Brim Royster is the 11th-grade winner of the NACo student art competition held this year. In his pencil artwork, he wrote “I love my county because of the family connections I have here.”

This fall, Brim is a senior high school student at J.F. Webb High School in Granville County, N.C. Brim’s art teacher is Ophelia Staton.

“Granville County was well represented in this contest,” said Sue Hinman, chair of the Granville County Board of Commissioners.

“We thank all the students who participated as well as the art teachers who submitted entries on behalf of their students. We are also grateful to Granville County Public Schools, who assisted us in this project.”

In addition to participation from students at J.F. Webb High School, students at Tar River Elementary School and Creedmoor Elementary also submitted artwork to the competition. All entries from the county were on display at the Harris Exhibit Hall of the Granville County Historical Society Museum, 1 Museum Lane in Oxford, N.C.

The Granville County Board of Commissioners recognized student winners at a recent meeting and took photos of them with their parents and



**Brim Royster is the winner in the 11th grade category for the NACo Student Art Competition. A student in Granville County, N.C., he drew this image for the “I Love My County Because...” student art competition, stating: “I love my county because of the family connections I have here.”**

certificates from the county.

The art competition is sponsored by Americans for the Arts, the nation’s leading non-profit arts organization, which serves, advances and leads a network of organizations and individuals who cultivate, promote,

sustain and support the arts in America. They have partnered with NACo for almost 25 years to educate and inform county elected leaders about the importance and value of the arts to their community, both culturally and economically. **CN**

*Winning artwork will be featured in a 2022 NACo calendar and in County News.*

**Brim Royster (center) holds a certificate he received from Granville County officials for his winning artwork in NACo’s Student Art Competition.**



## GET TO KNOW...

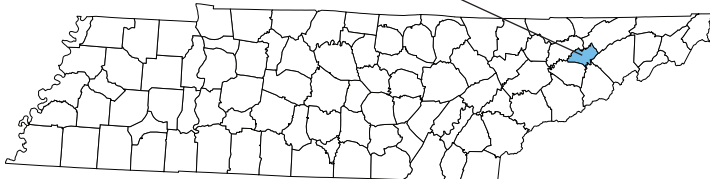
### Hamblen County, Tenn.

#### Welcome, Hamblen County, Tenn.

In the valley between the Holston and Nolichucky rivers, Hamblen County is located in eastern Tennessee. The county formed in 1870 and is named for Hezekiah Hamblen, a lawyer in neighboring Hawkins County.

Textile mills and furniture companies dominated the county’s earliest local industries. Currently the largest employers in the county belong to the automotive parts industry or furniture products industry.

The Hamblen County seat



is Morristown, named after Gideon Morris, the first European settler in the area. Despite being under the jurisdiction of Hamblen County, a portion of Morristown is located inside neighboring Jefferson County. The county seat offers a variety of outdoor attractions from boating, fishing and mountain biking to hiking and camping.

**Nicknamed “Tennessee’s**

**Disc Golf Capital,” Morristown has four championship disc golf courses.**

American folk hero Davy Crockett lived in Hamblen County before serving as a member of the Tennessee State Legislature and a representative in Congress.

*“Get to Know” features new NACo member counties.*





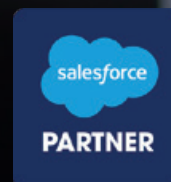


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### SPONSORED CONTENT

## COASTAL CLOUD USES THE POWER OF SALESFORCE TO STREAMLINE GRANT MANAGEMENT

Coastal Cloud, a Florida-based technology company, has been assisting state and local government agencies with enhancing grants management, economic development and community engagement for more than a decade.

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Coastal Cloud is a woman-founded, award-winning Salesforce technology partner. Our team of more than 400 employees has served more than 800 clients and completed 4,000 Salesforce projects across 35 states with an innovative 100 percent on-shore national delivery model. The company is

ranked as the number one consultant in the world in Customer Satisfaction by Salesforce.

An expert in public sector solutions, Coastal Cloud is the premier grants management software provider for state and local government. The company's system has been designed to handle high-volume and complex grant management solutions, typical requirements for today's state and federal solutions.

By utilizing Salesforce as the platform, the Coastal Cloud grants management solution easily integrates with your existing systems and provides automated processes, with a completely integrated audit tracking capability. The cloud-based solution has a high degree of adaptability and affordability, while also being easy-to-use for county staff and grant recipients.

The grants management solu-

tion has a depth of functions and features that only Salesforce cloud platforms can support, along with customizable dashboards and reporting tools that allow users to easily visualize and report on information in the ways best suited to their needs.

Federal grants require states and counties to gather extensive information about citizen, business and community needs, determine eligibility, process intake and case management and generate financial assistance, while also providing accurate and timely reporting and monitoring and avoiding duplication of benefits.

Coastal Cloud's grant management solution can automatically scale from one to millions of users. This flexibility allows agencies to expand the capacity of their programs on short notice and with little added expense.

The benefits of Coastal Cloud's

Salesforce grants management solution include the ability to:

- Standardize grants processing and reporting on a single platform by connecting data and replacing or retiring isolated systems.
- Manage grants quickly with completely automated grant approval and payment processes, available to grant recipients via an easy-to-use web portal.
- Access live dashboards and reports anytime to confidently display a 360-degree view of approvals and payments.
- Meet state and federal reporting and compliance requirements.

Coastal Cloud has implemented its grants solution for dozens of state and local government agencies across the country in emergency management, economic development, disaster recovery, rural development,

COVID-19 solutions, CARES Act and American Rescue Plan (ARP) Funding, among other funding streams from multiple federal entities.

Coastal Cloud has installed this system within weeks, while it typically takes months to implement similar functionality. The company's grants management solution allows local governments to hit the ground running, saving time and money by reducing overall implementation costs and reducing risk.

Coastal Cloud's dedicated public sector team boasts a broad range of skills and experience serving the public sector. The team has delivered robust solutions for state and local government clients in more than 25 states across the country. Learn more about how to get your grants management process up and running quickly at [www.coastalcloud.us](http://www.coastalcloud.us).



## BRIGHT IDEAS | MONTGOMERY COUNTY, Md.

# Older Adults Technology Training Program Pivots to Offer Virtual Help

**PROBLEM:** The COVID-19 pandemic shut down in-person technology training sessions for older adults.

**SOLUTION:** Switch all courses and training online, while increasing outreach to guide older adults to use online platforms.

by Rachel Looker  
staff writer

Montgomery County, Md., Department of Technology Services staff knew when COVID-19 hit in March 2020, they would need to pivot an already-existing, in-person technology training program to a virtual platform to help older adults navigate the new online world.

The county partnered in 2016 with Older Adults Technology Services to launch Senior Planet Montgomery. The program was held at 16 senior centers and libraries throughout the county and teaches individuals 55 and older how to use technology.

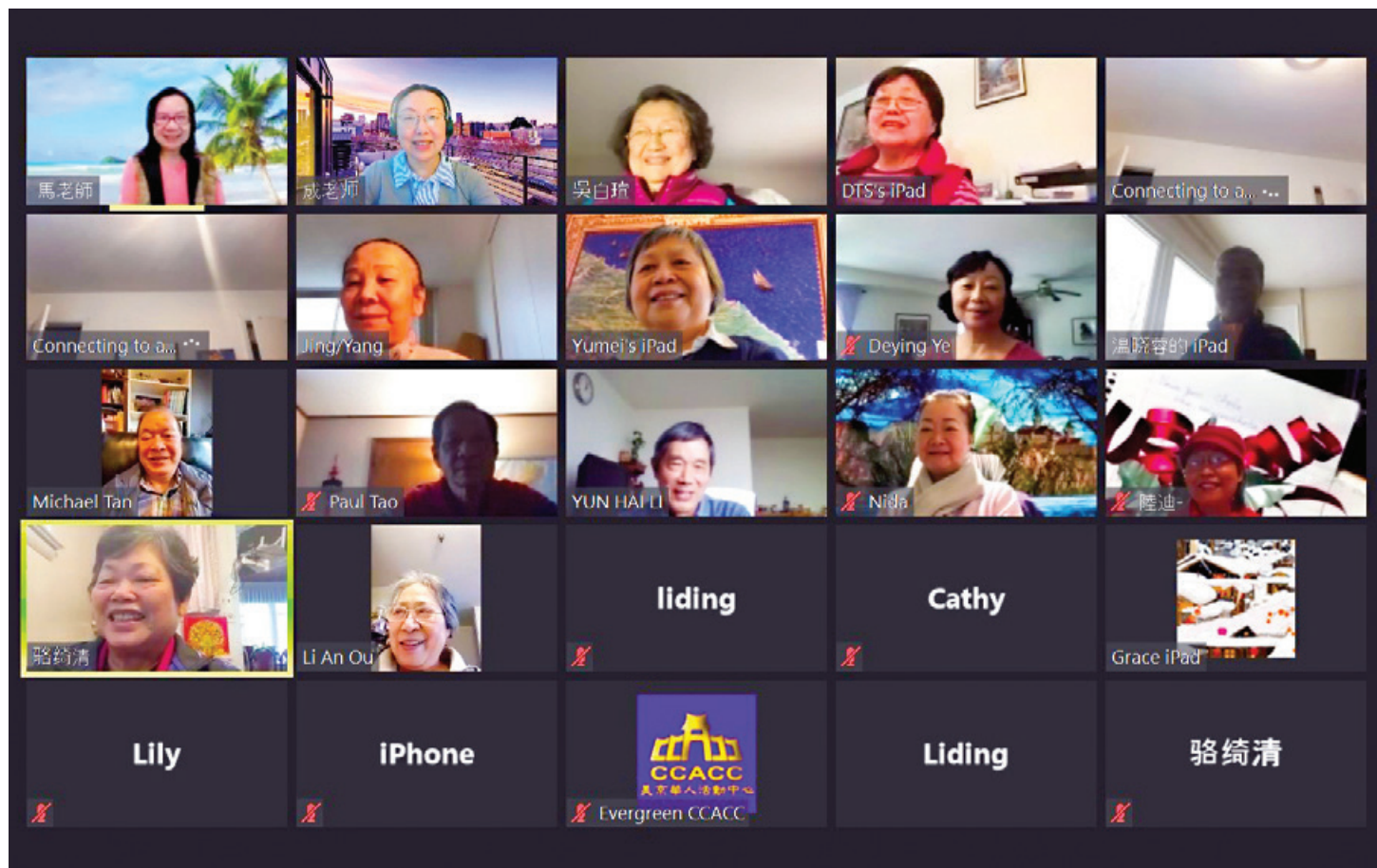
But when the pandemic hit, Senior Planet Montgomery transformed into the Senior Planet Montgomery Home Edition to deliver all the same training via online platforms.

Senior Planet Montgomery Regional Director Shivali Haribhakti said the transition to all virtual training was rocky at first.

The county first decided what platform to use for the technology trainings and selected Zoom. Haribhakti said Zoom is easy and accessible because it does not require an email and participants can dial in through a phone without needing a wired connection.

She said planning for virtual programming required more steps compared to planning in-person meetings.

"That has made us think



Montgomery County partnered with the county's Chinese Cultural Center to hold a virtual iPad essentials class in Mandarin to address the county's underserved older populations as part of the Senior Planet Montgomery Home Edition. Photo courtesy of Montgomery County

a little bit harder and more intentionally about how to make a program successful," Haribhakti said.

She said the county worked to create curriculum specific to the digital space, initially posting technology guides and "how to Zoom" videos online along with "stuck at home" guides for virtual ways to shop online or connect with friends.

A key to the virtual pivot was outreach, Haribhakti said. Staff worked to get the word out about the virtual offerings and inform those who participated in the in-person trainings that new trainings would be available online.

Senior Planet Montgomery established a hotline while staff made outreach phone calls and spoke on Telemundo and other cable news shows. Additionally, county summer youth workers provided one-on-one tech support for older adults and helped sign up individuals for low-cost internet programs.

"One of the silver linings of COVID is that we were able to really get the word out to a lot more people than we were in person just because of the outreach and how easy it was to do from home," Haribhakti said.

The program now offers more than 200 classes created for the virtual space that are 60-minute lectures. Courses are now taught by two trainers to allow one person to teach while the other helps those having trouble getting online.

Zoom lectures cover a variety of topics ranging from Facebook, Zoom, Google maps, iPhones, Twitter, telemedicine, ride sharing apps and online shopping.

The wide variety of topics offered online brought an influx of participants to the trainings. The county served 846 participants in the first three quarters of 2020 before the pandemic. In the first three quarters of offering online trainings, the county served a total of 8,804 participants.

These online programs supported 10 times as many participants compared to the in-person trainings.

Senior Planet Montgomery Home Edition also targeted underserved populations by providing different courses in English, Spanish and Chinese.

Haribhakti said they partnered with the Chinese Cultural Center in the county which helped identify residents who would benefit from the programming. This led to the creation of an iPad essentials course taught in Mandarin — the first training held in this language in the county.

"We specifically are addressing the county's underserved populations that speak Spanish and Mandarin through classes in those languages," she said.

Haribhakti emphasized that many older adults faced challenges with social isolation at the beginning of the pandemic.

The pandemic "really puts social isolation into a magnify-

ing glass and Senior Planet was very cognizant of older adults feeling socially isolated and needing to connect as a result of the pandemic," she said.

One program called Hello Montgomery County is held every two weeks and simulates a senior center lobby to provide an open dialogue for small talk.

"There was a lot of thought put into some of the programming that we had to make sure that they were really encouraging that sort of engagement," Haribhakti said.

She said Senior Planet Montgomery is slowly returning to in-person events, but still plans to have a virtual presence with a blended model of both in-person and virtual options for participants. **CN**

*Montgomery County's Senior Planet Montgomery Home Edition is the recipient of a Best in Category 2021 NACo Achievement Award in the Information Technology category.*





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# SHARE YOUR CYBER KNOWLEDGE



by Rita Reynolds

As we close out 2021 October Cyber Security Awareness Month, I am reminded of the effective ways of learning. People who listen to lectures retain about 5 percent of knowledge. People who read retain about 10 percent, while discussion yields a 50 percent retention rate. The highest retention rates are from doing (75 percent) and teaching others (90 percent).

Cyber best practices don't just come from reading about them, but rather from implementing and showing others how to be strong cyber practitioners. With that in mind, here are vital takeaways from this month that I hope we all will implement and teach others to incorporate into their daily lives, whether at work or at home!

These takeaways are broken down into three categories:

## You as an individual

So much of what we have heard about this month is critical in keeping our personal identities safe. This includes protecting your private information. The top three drivers to accomplish that are:

- Use multi-factor authentication on all important online accounts (bank accounts, loan accounts, retirement accounts, etc.).
- Password-protect your mobile phone (both biometrics

— such as fingerprints or facial patterns — as well as a number password).

- Change those default passwords on your home devices, such as the wi-fi router, the Alexa, the security camera.

## You as an organization

As part of the basic skills that every individual is required to have, it is your responsibility to keep your work environment both physically and virtually safe. To do this, implement the following three best practices

- Lock your computer when you walk away from your desk.
- Practice a “clean-desk” policy. Don't leave confidential information laying on your desk. This includes not writing down your password on a “sticky” that you attach to your monitor or under your keyboard!
- When entering a secure building with your key fob or key card, do not let someone in that may be walking behind you, especially if you do not know them.
- Don't let someone else use your computer for anything, even if it is just to print out a document or find an address or online resource.
- Don't give out your password to anyone – not even IT support staff!
- And finally, remember to not click on links or open attachments that come through emails. This can be a hard one,

especially if the email comes from a known source. Ask yourself the question, “does this email look official? Is it from someone I know and is this format consistent with what that person usually emails you? Check out that signature line and the actual email address. Those two checks can help prevent irreversible actions!

## You as a mentor

You are a mentor for your family, friends and those who report to you. By practicing what we speak about, you can become a powerful tool in this cyber battle we will continue to fight against.

- Always practice safe cyber hygiene, even when you are tempted to take the easy way
- Remind your children (yes, even adult children) why they should have their mobile phone password protected
- Share all the above cyber tips with your co-workers, your friends, and your family

If you need additional assistance, be sure to make use of the resources available to you year-round. These include:

- Homepage | CISA
- On the Internet — FBI
- Internet Crime Complaint Center (IC3) | Home Page
- National Cyber Security Alliance: Homepage ([staysafeonline.org](https://www.staysafeonline.org)). **CN**

*Reynolds is chief information officer at the National Association of Counties.*

## PROFILES IN SERVICE

### JAMES GORE

**NACo Board Member**  
Supervisor  
Sonoma County, Calif.



Gore

**Number of years involved in NACo:** Seven

**Years in public service:** Seven

**Occupation:** Full-time county supervisor. Prior to that, presidential appointee at the U.S. Department of Agriculture.

**Education:** Undergraduate in agribusiness at Cal Poly. Master's in political management at George Washington University.

**The hardest thing I've ever done:** Battle through health issues with my wife and kids.

**Three people (living or dead) I'd invite to dinner:** Teddy Roosevelt, Barack Obama and the Dalai Lama.

**A dream I have is to:** Find peace and practice mindfulness within the chaos.

**You'd be surprised to learn that:** I speak three languages fluently (English, Spanish and Italian) and dabble in others including Piedmontese, Amharic, Yoruba and Guarani.

**My favorite way to relax is:** Mountain biking.

**I'm most proud of:** Being a great daddy for my seven and 10-year-old kiddos.

**Every morning I read:** My local headlines.

**My favorite meal is:** Super burrito— Al Pastor (seasoned and marinated pork).

**My pet peeve is:** Strongly held, lightly informed opinions.

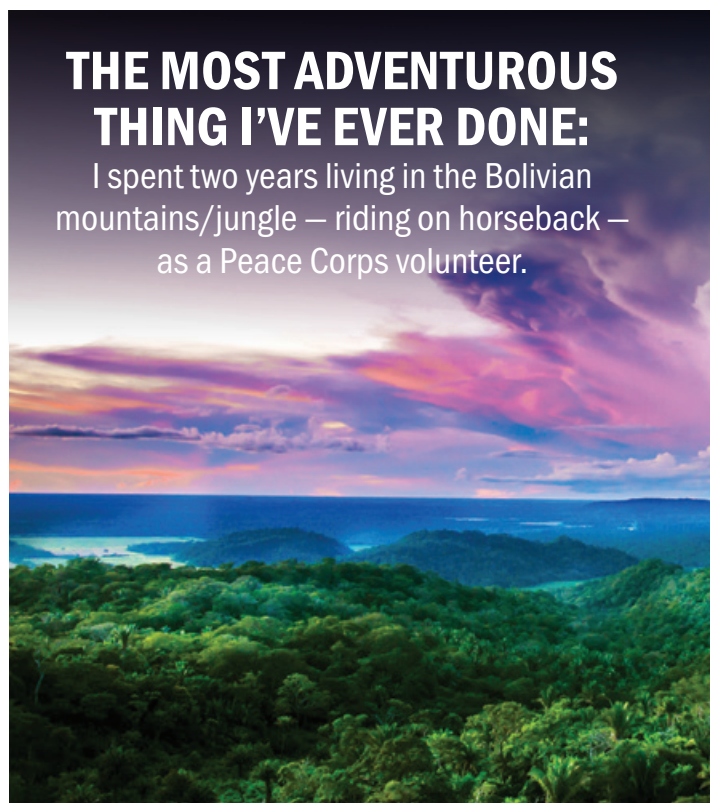
**My motto is:** GSD (Get \*\*\*\* Done)

**My favorite U.S. president is:** Teddy Roosevelt

**My county is a NACo member because:** NACo rocks! We have been able to demonstrably leverage our work with NACo to deliver services to our local communities. Key examples include the recent award of \$37 million in FEMA Building Resilient Infrastructure and Communities (BRIC) grant, amending rules for ARPA to support flexibility of spending and numerous improvements in health and human services programming. NACo is helping us make a major difference at home!

## THE MOST ADVENTUROUS THING I'VE EVER DONE:

I spent two years living in the Bolivian mountains/jungle — riding on horseback — as a Peace Corps volunteer.





## CALIFORNIA

• **HUMBOLDT COUNTY** recently began offering a new program to **help new home-buyers** and it's proving to be quite popular. Thanks to funding provided by the Housing and Urban Development's Home Program, a Community Development Block Grant and state funding, the county was able to offer low-interest loans to first-time homebuyers, the *Times Standard* reported. The in-demand program reopened for the first time since 2016.

"Most of the people that we hear from that want to buy homes are in rentals right now," said Andrew Whitney, who coordinates housing and grants for the county. "It almost feels like a lot of the renters are getting kicked out of their homes because the homeowners and the landlords are selling because the prices are higher right now."

• Supervisors in **SAN DIEGO COUNTY** approved funding for a **monument entryway**

**program** for unincorporated areas in the county. The allocation from Supervisor Jim Desmond's Neighborhood Reinvestment Program will dedicate a staff to create the monument signage to identify entrances to unincorporated communities. Desmond said the program will rely on community input for the design and location of entryway monuments or arches.

## COLORADO

• **LARIMER COUNTY** has launched an **equity, diversity and inclusion advisory board**. The board will advise county commissioners and ensure equity, diversity and inclusion is a focus for all areas including hiring and county policies. Nine individuals from advocacy organizations for marginalized communities will serve on the board, the *Coloradoan* reported. All three commissioners will serve as liaisons to the board.

## FLORIDA

• The **OSCEOLA COUNTY** Sheriff's Office launched a new program to **support the LGBTQ+ community**.

The Safe Place Program gives businesses and organizations decals to display at their locations to represent safety and understanding for members of the LGBTQ+ community. Additionally, the decals declare that criminal activity against LGBTQ+ members is not tolerated. The decals are free for all establishments and available in English and Spanish.

• A new program launched by the sheriff's office in **WALTON COUNTY** is making it easier for **first responders to find home addresses** during an emergency. The Sign Up, Stand Out program provides residents with reflective 911 address signs that help first responders quickly locate a home in the case of an emergency, WJHG-TV reported. Interested residents can sign up to have the decals installed at their home.



## CALIFORNIA

• **SANTA CLARA COUNTY** supervisors voted to use federal COVID-19 relief funds to provide "**hero pay**" to county employees. The county will use \$76 million to pay \$2,500 to nearly all the county's 22,000 employees, the *Daily Post* reported. Supervisors and the county executive will not receive the hero pay. Full-time employees will receive the \$2,500 and part-time employees will receive a pro-rated amount based on hours worked.

# NEWS FROM ACROSS THE NATION



## MARYLAND

**HOWARD COUNTY** Executive Calvin Ball pre-filed a bill to acquire an agricultural preservation easement that would **preserve nearly 128 acres of land** through the Agricultural Land Preservation Program. The program's easements are voluntary and a farmer whose land meets certain requirements can offer to sell a perpetual easement to the county while still owning and farming the land, preventing development of the property. Photo courtesy of Howard County

## GEORGIA

**GWINNETT COUNTY** has found a new way to help residents **recycle plastic items**. The county is participating in the Hefty EnergyBag program that provides residents with options for recycling plastic. Residents can purchase an

orange Hefty EnergyBag online they can use to dispose of plastic-related trash. The bags can be dropped off at a facility in the county, the *Gwinnett Daily Post* reported. The program aims to divert hard-to-recycle plastics from landfills.

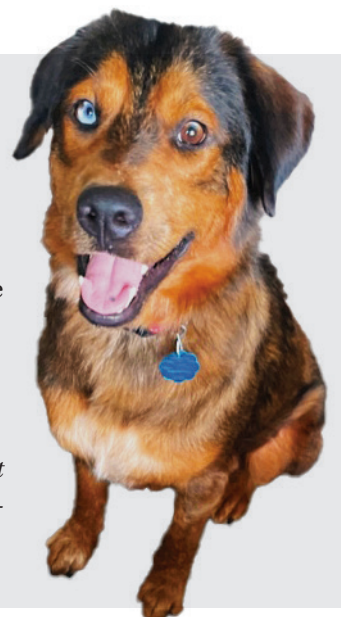
## HAWAII

The **COUNTY OF KAUAI** is helping **connect residents to new jobs**. The Ho'ohana Kaua'I is a free job connection service that allows businesses to post job openings and allows potential applicants to reach out

## KANSAS

The sheriff's office in **SEDGWICK COUNTY** is implementing a **professional therapy dog program**. The program will help officers respond to those in the community impacted by trauma, mental health problems or crime. One-year-old Cherokee will serve as the first therapy dog and assist the office's victim advocate as well as serve as a support for the office's employees. The program is in partnership with the Wichita Animal Welfare League and will be funded solely by donations from community members.

*Cherokee is a one-year old Aussie mix and will work to support county residents impacted by trauma. Photo courtesy of the Sedgwick County Sheriff's Office*





directly for positions. The program aims to help people who were unemployed throughout the COVID-19 pandemic return to the workforce, according to KHON-TV.

Services Commission helps decrease wait times for people in jail who need **mental health services**, according to a report by the *Rowlett Lakeshore Times*. Laura Edmonds, assistant director in Behavioral Health, said the interlocal agreement funds Dallas County staff positions that support the Jail Based Competency Restoration Program.

The program targets individuals who have been found incompetent or mentally unfit to stand trial and are waiting in jail to go to the state hospital. It provides competency education to those who want it while waiting in jail. The program can serve 24 men and 12 women.

## WASHINGTON

- The **CLARK COUNTY** Auditor's Office has launched an **identity theft** program, *The Columbian* recently reported. One example of identity theft using a public record is title theft. Although it makes up only a fraction of identity theft cases, title theft can happen and it's costly. According to a 2017 report from the FBI, 9,600 cases of real estate theft were reported that year costing victims over \$56 million. "Property owners occasionally contact us with concerns that documents may have been recorded against their property without their knowledge," Clark County Auditor Greg Kimsey said in a prepared statement.



## NEW YORK

**NASSAU COUNTY** has launched a #VaxToSchool initiative to **get students ages 12 to 17 vaccinated** for COVID-19, offering three locations as well as incentives including gift cards for movie theaters and Amazon, Garden City Patch reported.

"Nassau County has been a model in COVID-19 vaccinations, leading the state and nation with getting shots into arms," County Executive Laura Curran said. "While we have made historic progress, the vaccine is our pathway to keep ourselves and our loved ones safe and keep our county, including our schools and businesses, open. That is why we are joining New York State in its #VaxToSchool program to continue encouraging eligible young people to roll up their sleeves with special incentives at these upcoming pop-up events. Thank you to New York State and Northwell Health for joining us in this important initiative."

## WEST VIRGINIA

The **MERCER COUNTY** Health Department recently ended its **needle exchange program**, after the board of health voted to discontinue it, citing new state regulations they said are so strict, compliance is not possible, the *Register-Herald* reported. "Under the new law, we can't comply," Health Department Administrator Roger Topping told board members after presenting them with a list of almost 50 requirements to be approved for a license for a harm

reduction program that includes the needle exchange.

Mercer County Commissioner Greg Puckett, who attended the board of health meeting, called the legislation a "travesty," especially considering the HIV rates in the county are "horrible." He went on to say "...I think all health departments in the state need to go back to the legislature and tell them that they are killing people," he noted, and the spread of HIV will be at "epidemic status, if not already, in a matter of a year."



## WASHINGTON

- **KING COUNTY** Executive Dow Constantine recently met with one of the new crews restoring and enhancing regional parks and trails, an early success of the Jobs and Housing Program he included in the pandemic re-

covery package announced earlier this year.

King County's Jobs and Housing Program hosted focused recruitment events at emergency shelters to offer people experiencing **homelessness** the opportunity to join King County Parks

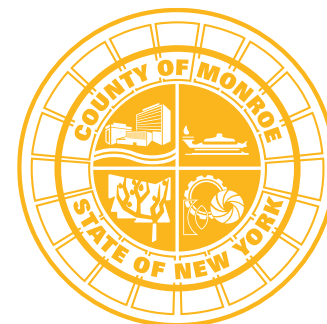
Beautification Crews, earning salaries that can help them transition to permanent housing. The new program applies the Rapid Rehousing model developed by the King County Department of Community and Human Services to connect participants with housing.

King County is working to expand the Jobs and Housing Program to other county services, including logistical support for emergency management, sanitizing fleet vehicles and providing customer support for animal services.



## MONROE COUNTY, N.Y.

The Monroe County, N.Y. seal is shaped as a wheel with a hub that symbolizes the county seat of Rochester.



Nineteen spokes radiate from the hub to represent the 19 towns throughout Monroe County.

Within the hub are four quadrants that represent government, industry, education and county growth.

A "lamp of learning" in the upper-right quadrant represents education.

Lenses, a diagram and a gear in the lower right quadrant of the seal represent skilled industry in the county.

Civic center buildings are placed in the upper left quadrant to symbolize public service.

The wavy lines below the buildings represent the Genesee River which flows through the county and Lake Ontario which borders the county to its north.

In the lower left quadrant, a fruit tree placed on top of an outline of the county symbolizes agricultural growth.

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

## KENTUCKY

The **MARSHALL COUNTY** Library launched a **books-by-mail program** to improve accessibility to books for those with transportation challenges. Library staff will work with individuals to create a book list based off their interests and then mail one to three books to the individual. Readers can then return the books in the same bag they came in using a prepaid shipping label. The program will also mail DVDs, CDs and audio books, WPSD-TV reported.

## MINNESOTA

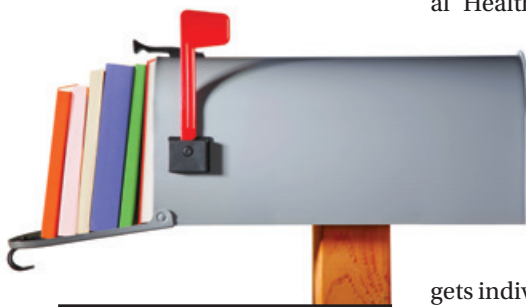
The **HENNEPIN COUNTY** Sheriff's Office launched a program to provide **education and training options for inmates**. The Helping Others by Providing Education (HOPE) initiative provides inmates with classes to develop skills needed to re-enter society. Classes include GED programs, life skill courses, financial literacy classes and vocational training. The program is modeled off a similar program launched last year in **GENESSEE COUNTY**.

## OHIO

Students in **WARREN COUNTY** can spend more time in the classroom thanks to a new "test and stay" **COVID-19 testing program**, the *Dayton Daily News* reported. The program does not require students to quarantine who are exposed to COVID-19 but do not have any symptoms if they have a negative test at day three and again between days five to seven.

## TEXAS

An interlocal agreement between **DALLAS COUNTY** and the Texas Health and Human







Comfortable, individually wrapped Dräger NIOSH-approved N95 disposable respirators filter out 95% of non-oil-based particulates. They're ideal for frontline workers and qualify for PPE reimbursement from federal grants. Best of all, they're in-stock, ready to ship, with respirators available right now. Choose a one-time order, subscription plan or a preparedness stockpile plan for regular, reliable deliveries. For a quick and easy order, scan the QR code below or visit [N95USA.com/naco](https://N95USA.com/naco).



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