

## From the courthouse to Congress

By **Beverly Schlotterbeck**  
consulting editor

Three county leaders made their way through tough primary fights to take to the field for a shot at a congressional seat in this year's mid-term elections.

St. Louis County, Minn. Commissioner Pete Stauber, a retired police lieutenant and a former professional hockey player, is vying as a Republican for an open seat in Minnesota's 8th Congressional District. He faces Joe Radinovich, a 32-year-old former state representative, first elected to the Minnesota House at 26.

The seat is held by Rep. Rick Nolan (D), who is retiring. Minnesota's 8th District cov-

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**Shasta County, Calif. Supervisor Les Baugh takes the stage with President Trump Oct. 23 at the White House State Leadership Conference, where Trump spoke to county officials.**

## President Trump: County leaders are 'where it's at'

By **Mary Ann Barton**  
editor

President Donald Trump met with county leaders Oct. 23, capping off a year of meetings between county officials and the White House.

"It's a true honor to host so many great leaders from Alaska, California and Hawaii," Trump said at the White House State Leadership Conference at the Eisenhower Executive Office Building.

"In particular, I want to thank the president of the National Association of Counties and a member of the San Diego County Board of Supervisors, Greg Cox," Trump said to applause. Cox was elected

NACo president July 16 and has been active in NACo since 2002, serving on the association's board of directors as well as on the Large Urban County Caucus and task forces.

"As president of the National Association of Counties, I was proud to lead a delegation of leaders from California counties to the White House today to talk about critical issues facing our regions," Cox said.

In addition, Shasta County, Calif. Supervisor Les Baugh thanked the president for federal aid the area received for relief from the Carr Fire and presented him with a certificate of appreciation.

Throughout the year, county officials have traveled to

Washington, D.C. to meet with White House officials about issues important to counties.

"The National Association of Counties applauds the White House for engaging county elected officials from across the country," NACo noted in a statement. "Face-to-face communications and relationship building are pivotal to improving our intergovernmental partnerships. Through this unprecedented series of meetings, county leaders talked directly with top administration officials about pressing issues, such as disaster mitigation and recovery, infrastructure needs, the opioid epidemic and pub-

See **WHITE HOUSE** page 2

## Counties eye measures on midterm ballots

By **Charlie Ban**  
senior writer

While national attention focuses on U.S. House and Senate contests, dozens of ballot measures will hold possible changes for county government, particularly with regard to Medicaid expansion and affordable housing in California.

Six states will put to voters the option to expand or to extend expansions of Medicaid under the Affordable Care Act. Idaho, Nebraska and Utah will ask voters whether their Medicaid programs should expand and Montana will ask voters if its Medicaid expansion should continue beyond its 2019 sunset date.

Medicaid helps counties provide safety-net services to residents who can't afford medical care and relieves the strain on county budgets. In Georgia, voters will decide on expanding Medicaid eligibility to those under 65, whose income is 133 percent of the federal poverty level or below and who are not eligible for other state insurance coverage.

California is home to one of the most expensive housing markets in the country, especially throughout the San Francisco Bay area, and Proposition 10 would allow counties to do more to promote affordable housing.

See **BALLOTS** page 3



President Trump: ‘We have seen the crucial importance of partnerships’



President Trump takes questions from county officials Oct. 23 at the White House State Leadership Conference.

From WHITE HOUSE page 1

lic lands management.”

The president noted that since he first took office, his administration had made it a priority to meet with county officials from across the United States. “Very, very important people to me and to a lot of other people,” he said. “We know where it’s at.”

In all, more than 3,700 local government leaders from 50 states have participated in the

White House Leadership Conference.

“In recent weeks, we have seen the crucial importance of state, local and federal partnerships,” Trump said.

“Natural disasters have struck states across the nation, including each of yours — and very heavily in your states. In every instance, our joint response and recovery efforts have been critical to saving lives and rebuilding communities.” **CN**

County officials run for higher office

From ELECTION page 1

ers northeastern Minnesota, an area nicknamed the “Iron Range.”

In Utah’s hottest congressional race, Salt Lake County Mayor Ben McAdams is challenging GOP incumbent Rep. Mia Love for the state’s 4th District seat. McAdams began the contest polling an average six points behind Love, but now most polls have the two candidates in a dead heat.

Moving east: Gold medalist Olympian and Lehigh County, Pa. Board Chair Marty Nothstein hopes to capture the newly redrawn 7th Congressional District seat in a face-off against Democrat Susan Wild, an attorney and former Allentown city solicitor and Libertarian candidate Tim Silfies. Latest polls show Wild with a seven-point lead over Nothstein.

The new 7th District is pri-

marily composed of the old 15th District, represented by retiring Rep. Charlie Dent (R). The district also includes portions of the former 10th and 17th districts. It is based around Allentown, Pa.

Meanwhile, in statewide elections, county commissioners from Clark County, Nev. and Hennepin County, Minn. are competing in races for the governor’s mansion.

Stephen F. Sisolak, chair of the Clark County, Nev. Board of Commissioners is running against Republican State Attorney General Adam Laxalt. The winner will replace outgoing Republican Gov. Brian Sandoval.

Laxalt has been endorsed by President Trump, but so far has failed to receive Sandoval’s endorsement. Two former Democratic governors have backed Sisolak. To date, Laxalt holds a five-point advantage.

In the Minnesota’s governor’s race, Hennepin County Commissioner Jeff Johnson is the Republican candidate taking on Democrat Tim Walz. In an upset victory, Johnson defeated former Minnesota Gov. Tim Pawlenty, the Republican primary. If he wins, Johnson would replace outgoing Gov. Mark Dayton (D), who defeated Johnson in his first bid for the governor’s mansion in 2014.

In the Empire State, Dutchess County, N.Y. Executive Marcus Molinaro is squaring off against Democrat incumbent Gov. Andrew Cuomo as Cuomo seeks a third term to lead the nation’s fourth-largest state.

In addition to serving as Dutchess County executive, Molinaro, 46, also served as mayor of Tivoli, N.Y., when he was 19, making him the youngest mayor in the country in 1994. He has served as county executive since 2011. **CN**

SNAP/STATS

STATES WITH FEWEST PHYSICIANS PER 100,000

STATE	NUMBER PER 100K	TOTAL NUMBER
Mississippi .....	186.1 .....	5,562
Idaho .....	192.6 .....	3,241
Wyoming.....	199.0 .....	1,165
Nevada .....	200.1 .....	5,884
Arkansas .....	203.7 .....	6,008

Source: 2017 State Physician Workforce Data Book, Association of American Medical Colleges

CN SPOTLIGHT

Bayou views in Baldwin County, Ala.

Mike Shelton (left) of Weeks Bay Reserve gives a tour during NACo’s Coastal Counties Resilience Workshop held Oct. 15-17 in Baldwin County, Ala. Looking on are (l-r) Augusto Sanchez Gonzalez, director of Estuary, Environmental and Special Projects for the University of Texas, Rio Grande Valley, Joe Vega, Cameron County (Texas) Parks director and Patrick Howell of IBTS. Photo by Jenna Moran

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NACo

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# Property taxes, 'dark store' loopholes, voting policies on mid-term ballots

From **BALLOTS** page 1

Passage of Proposition 10 would repeal the Costa-Hawkins Rental Housing Act, a 23-year-old statute that limits local governments' ability to impose rent control and exempts single-family homes and condos from rent control. The measure would also not prevent a landlord from realizing a fair rate of return.

At least part of the cost of housing has contributed to the state's population of homeless people, and Proposition 2 would allow the state to use \$2 billion in bonds to supply homelessness prevention programming.

Proposition 6, however, would repeal the 2017 gas and diesel tax and require a ballot measure to increase those taxes in the future, gutting a significant source of funding for county road and infrastructure projects. The 2018 California Statewide Local Streets and Roads Needs Assessment Report found the repeal would add at least \$12 billion, before inflation, to the funding shortfall for the local transportation network over the next 10 years.

Also in gas tax news, Utahns will vote on a non-binding opinion about raising their gas tax by 10 cents.

Arizona counties are facing a prohibition enacting or increasing taxes on services after the end of the year. Proposition 126 covers a wide variety of services, including fitness activities, pet grooming, financial services and healthcare.

Counties rely on the state's Transaction Privilege Tax for shared revenue, which currently covers only the sale of tangible goods, but passage of Proposition 126 would eliminate policy options for the Legislature by protecting the exemptions in the Constitution, leaving lawmakers unable to expand the tax base to include services and thus lower the sales tax rate for everyone. That will prevent lawmakers from expanding the base to provide additional funding for mandat-



ed functions like education and public safety.

"If passed, the county tax base will be boxed in, limited to retail goods and property," said Jen Marson, executive director of the Arizona Association of Counties. "Eventually this could put pressure on the rate to secure necessary funding. Personally, I think it is a poor strategy to set tax code policy in the Constitution not knowing what financial challenges may face the state in the future."

In Florida, Amendment 10 would prohibit counties from abolishing certain local offices — sheriff, tax collector, property appraiser, supervisor of elections, and clerk of the circuit court — and requiring elections for these offices.

The Florida Association of Counties opposes that amendment.

"There's concern about how the amendment is being presented to the voter," Executive Director Ginger Delegal said. "When you look at Amendment 10, it's bundled together with other proposals that are not connected to it and there's widespread concern over voter confusion and voters not understanding what's at stake. Such an important civic issue should not be bundled with provisions that the voter is like-

ly to want."

The association also opposes two measures dealing with property taxes.

Amendment 1 would provide another \$25,000 in homestead tax exemption for properties assessed at \$100,000 or more, which Delegal said was simply a tax shift.

"While homeowners may in some circumstances receive some benefits, there are other property owners who will absorb the tax shift," Delegal said. "This is not a property tax relief for all my any stretch of the imagination. They may have second homes or own small businesses and they might end up with a higher tax bill in the end."

Amendment 2 would make permanent a cap on property tax assessment increases for non-homestead property.

The association is neutral on Amendment 12, which would prohibit public officials from lobbying for compensation for six years after leaving office.

"We don't see that as much on the county level," Delegal said.

Louisiana's Amendment 1 would prohibit convicted felons, unless pardoned, from seeking or holding a public office until five years after the completion of their sentenc-

es. Amendment 3 would allow parishes to loan or exchange equipment and personnel through written agreements. Amendment 6 would require that tax increases from reappraisals resulting in a property's value increasing more than 50 percent be phased in over the course of four years. Parishes would also not be allowed to adjust the tax rate to make up for lost revenue from the phase-in requirement.

New Hampshire's Question 1 add to state constitution the right of a taxpayer to take legal action against the state or local government to declare that the government spent, or has approved spending, public funds in violation of a law, ordinance or constitutional provision.

New Hampshire Association of Counties Executive Director Ron White said the measure isn't of great concern to the association.

## Voting access

Florida's Amendment 4 would automatically restore the right to vote for people with prior felony convictions once their sentences — including prison, parole and probation — are complete.

Maryland Question 2 would amend the state constitution to authorize the Maryland Legis-

lature to enact a process for registering qualified individuals to vote at a precinct polling place on election day

Michigan's Proposal 3 would add several voting policies to the constitution including automatic voter registration, same-day voter registration and no-excuse absentee voting during the 40 days before an election. Eligible people would have 15 days before an election to register by mail, cutting down from the current 30 days.

## Smaller scale measures

Individual counties have some ballot measures that could have local and state implications.

Seventeen Wisconsin counties have referendums on the "dark store" tax loophole, giving state lawmakers a message about closing a loophole that allows big-box retailers to lower their property taxes by millions, stiffing counties.

A 2008 state Supreme Court decision limited how assessors could use lease payments in calculating property tax assessments and retailers have argued that they have been assessed based on the buildings' full business use, rather than the actual value of the brick-and-mortar structures.

Voters in New York's Hudson Valley will decide on giving the Ulster County Redistricting Committee final say over the creation and adoption of a redistricting map, which would aim to eliminate gerrymandering. The county's vote to adopt a charter government established an independent redistricting committee, but the County Legislature demanded a vote on the plan.

The referendum would eliminate the provision for a permissive referendum, giving the Redistricting Commission the final say over the redistricting map.

And, 12 North Dakota counties will vote on an official county newspaper in which to advertise proceedings and public notices required by law. **CN**

# Federal support available to improve outcomes in your county

By Anna Fogel

Ventura County, Calif. wants to reduce jail recidivism rates and improve public safety. Clatsop County, Ore. wants to improve access to high-quality preschool. Fairfax County, Va. wants to scale two-generation models to improve outcomes for parents and youth.

While these counties vary from rural to urban, they have all identified Pay for Success as a potential strategy to achieve their objectives.

The federal government recently announced a \$100 million fund at the U.S. Treasury dedicated to supporting state, counties and local governments interested in pursuing Pay for Success.

The Social Impact Partnerships to Pay for Results Act (Results Act) is an opportunity for counties to design a Pay for Success project and get substantial federal support for county programs.

## What is Pay for Success?

Governments are using Pay for Success as a new way to fund social programs by tying payment to positive results. Pay for Success projects have various financing and contracting structures but share the same core principles: using data and measurement to inform decisions; building new incentive structures based on defined outcomes (and not just outputs, such as the number of people served); and where appropriate, injecting private capital to scale social programs.

These are not new concepts

for county governments — in fact, Pay for Success optimizes strategies that counties have been using for years: focusing on performance-based contracting and providing transparency about the use of taxpayer funds.

Social Impact Bonds are one example of a Pay for Success structure. Social Impact Bonds — not bonds, actually, but “obligations” — use a performance-based contract to bring together impact investors, nonprofits and governments to tackle a particular social challenge.

Governments work with an intermediary organization such as Social Finance to identify the problem they are trying to solve, the target population to be served, the services to be provided, the outcomes to be achieved and the prices that government is willing to pay to improve outcomes. (Social Finance is a 501 (3) nonprofit organization dedicated to mobilizing capital to drive social progress.)

The intermediary then raises capital from impact investors to expand the targeted services. If, following an independent evaluation, the program achieves the predetermined outcomes, then government makes payments which repay investors.

Whether they are focused on helping impoverished mothers achieve healthy births, supporting immigrants and refugees, or retrofitting homes, Social Impact Bonds align project partners for the achievement of measurable outcomes.

So what does it look like for a county to participate in a Social

## WHAT TO DO NEXT

The Results Act authorizes the U.S. Treasury to use the allocated \$100 million for three main purposes: 1) up to \$75 million to match state and local government outcome payments; 2) up to \$15 million to support project evaluation costs; and 3) up to \$10 million for feasibility studies.

The legislation outlines 20 priority outcomes across a spectrum of issue areas and target populations, including workforce development, health, education, criminal justice, children and family outcomes (e.g., maternal and child health and child welfare), and veterans' employment and well-being. Notably, 50 percent of the SIPPRA funding designated for outcome payments must be used for initiatives that directly benefit children.

The legislation requires the Treasury to release a Request for Proposal in February 2019, with the first round of awards

being announced no later than six months after the Request for Proposal's due date. For each funding stream, the legislation requires applicants to provide specific information, such as rigorous evidence in support of the proposed intervention, projected costs and savings, outcome metrics, proposed payment terms, and evaluation design.

Social Finance is eager to support counties as they develop projects and apply for funding.

We can:

- Provide educational resources for governments learning about the Results Act and support counties as they explore potential projects in their community, and
- Provide intensive technical assistance to select counties to help design a shovel-ready Pay for Success project, and apply to the Results Act for federal funding.

For more information, contact Social Finance at [sippa@socialfinance.org](mailto:sippa@socialfinance.org).

ties which received funding in 2016.

The Ventura County Executive Office partnered with the Ventura County Probation Agency, Interface Children & Family Services and Social Finance to launch the Ventura County Project to Support Reentry.

Interface Children & Family Services, a local nonprofit, has been serving 400 individuals over the past four years, with a customized suite of services focused on understanding and responding to each client's individual needs for successful reentry. Its services are supported by private capital from the Blue Shield of California Foundation, Nonprofit Finance Fund, Reinvestment Fund and the Whitney Museum of American Art.

The project's impact on recidivism is measured by an independent evaluator; the county will only repay the project's funders if there is a decrease in the number of arrests for new crimes. The project launched in November 2017.

## The Pay for Success field

There are now 22 Pay for Success projects delivering services across the United States, and more than 120 projects globally. In the United States, these projects have mobilized more than \$200 million in private capital to address issues ranging from criminal justice to homelessness.

See  
SUCCESS  
page 5

Impact Bond? Ventura County is one example.

The link between recidivism and community supervision is a challenge for Ventura and a policy priority for the state: Across California, approximately one of every 100 adults is on probation and more than two-thirds of probationers return to prison within three years. Recidivism and community supervision generate significant costs for the State of California and Ventura County; in 2014, California counties spent \$1.5 billion on probation services.

Ventura was spurred to develop a Pay for Success project

by an opportunity from the state: The California Legislature passed Assembly Bill 1837, authorizing the state's Board of State and Community Corrections (BSCC) to administer \$5 million in grant money to counties for Pay for Success. Counties were required to match the BSCC grant money and had to use these funds to pay for outcomes.

Importantly, the BSCC allowed up to 10 percent of its grant money to be used towards the county's administrative costs — an acknowledgement of the development costs the counties bear. Ventura County was one of three coun-

## Welcome, Madison County, Ill.

Madison County was founded in 1812 and is named for **President James Madison**. Home to the Southern Illinois University Edwardsville Cougars, the county is also **the birthplace of Robert Pershing Wadlow, the tallest person in recorded history at 8 ft, 11.1 inches tall** and Paul Simon, U.S. Representative from Illinois from 1975 to 1985 and a U.S. Senator from 1985 to 1997. Simon also ran for president in 1988. Visitors can hike the Madison County Transit trail system, visit the Watershed Nature Center or tour the Edwardsville Arts Center, a community visual arts center featuring local, regional and national artists.



Flickr: Eric Bueneman

GET TO  
KNOW...

Welcome,  
Madison  
County, Ill.





## Pay for Success lifts local projects

From SUCCESS page 4

Pay for Success has enjoyed strong bipartisan support. The federal government has included Pay for Success in important legislation, including the Workforce Innovation and Opportunity Act and the Every Student Succeeds Act, and seven federal agencies have directly supported local PFS projects.

Dozens of states, counties, and cities — blue, red, and purple — have commissioned projects or passed enabling legislation. Pay for Success projects are an opportunity to expand high-quality services to those who need them while ensuring the transparency and accountability of services via strong measurement tied to payment for outcomes achieved and not just services delivered.

In February 2018, the federal Results Act appropriated \$100 million to support the launch of state and local Pay for Success initiatives over a 10-year period.

These projects will be designed and shaped by local governments and can address a range of priority issue areas, including child welfare, family stability, education, health, employment, recidivism, and veterans.

The Treasury Department will run a national competition in early 2019 to select projects for funding. This is an opportunity for county governments to leverage federal funding to tangibly advance their policy objectives, deliver measurable results for individuals and communities in need and incorporate outcomes-driven practices into funding and contracting decisions. **CN**

*Social Finance works with counties across the country to improve outcomes for their constituents through Pay for Success. For more information, contact Social Finance at [sippra@socialfinance.org](mailto:sippra@socialfinance.org). Anna Fogel is Social Finance's director.*

## BRIGHT IDEAS SAN BERNARDINO COUNTY, Calif.

# Avoid 'Ballot Selfie' Missteps

### PROBLEM:

The spread of cameras in cell phones made some voting officials uneasy about potential violations.

### SOLUTION:

San Bernardino County, Calif. officials established a separate area for taking selfies with ballots.

By **Charlie Ban**  
senior writer

After years as the industry leader, the "I voted" sticker faces a digital disruptor for its role as civic badge of honor — the voting selfie.

Audilia Lozada points to singer Justin Timberlake's Instagram post of his Shelby County, Tenn. ballot in the 2016 general election, as the time when the practice reached a flashpoint. Lozada is the chief deputy registrar of voters for San Bernardino County, Calif.

Responses to Timberlake's post were swift — he broke his local election laws and could be fined \$50 and jailed for up to 30 days. The county chose not to prosecute the misdemeanor, but it raised questions across the country — could people share their voting experiences with others?

That issue takes on increased relevance after fellow musician Taylor Swift appealed to her fans to register to vote in an Instagram post that garnered more than 2 million likes. The enthusiasm for voting, born through social media, may soon manifest itself in others channeling that zest.

Lozada said San Bernardino County had looked closely at how social media could be both a tool and a hazard in encouraging voter participation, even before Timberlake's dustup.

"We try to balance social media as a platform to get the message out, but you want to be sure we aren't breaking the



Pictured from left to right, San Bernardino County Elections Office staff members: Ashleigh Bachar, Roxana Castro, and Travis Weaver. Photo courtesy of San Bernardino County, Calif.

law," she said. "Social media has become so central to how we communicate with each other, so we had to ask how we engage voters in a way that encourages them to participate using social media."

A 2012 study published by the journal Nature found that the closest Facebook friends exerted the most influence in getting users to the ballot box.

Before 2016, the San Bernardino County Registrar of Elections' staff decided it was better to be safe than sorry.

"If we saw someone using their camera phone in the polling places, we'd gently remind them cameras weren't allowed in there," she said. "But then again, almost everyone has a phone equipped with a camera. It wouldn't be practical for us to try to outlaw phones."

So they hit the books, scrutinizing the common assumption that cameras were forbidden. After further review, the registrar's staff found that that was merely an interpretation of the law preventing photography of other people's ballots.

"The law was written to say you couldn't take pictures of things like other people voting," Lozada said. "It was written in a

way that focused on protecting people's privacy, but you yourself could take a picture of your uncompleted ballot.

"If I'm a voter and I want to share how I voted, that's within my right to do so. If I do that on my own social media, it doesn't make voting any less protected."

But state law did say that voters were prohibited from revealing the contents of their marked ballot to anyone else. Analysis by the Associated Press found that ballot selfies were definitively illegal in 16 states, legal in 22 and the District of Columbia and unclear in 12, including California. If voters were to take their selfies, it would have to be before they marked their ballots. And, it would have to be done in a way that wouldn't disturb other voters who didn't want to partake for themselves.

For the June 2016 California primary election, the county debuted branded "Ballot Selfie" backdrop posters, distributing them to polling places. Along with those posters, instructions warned voters against photographing others or their own completed ballots. The county also promoted hashtags, including #ballotselfie

and #SBCVote2016. Voters who received ballots by mail also found instructions on how they too could legally take ballot selfies.

The county also printed "candidate filing selfie" and "voter registration selfie" posters to cater to those smaller, but influential groups. Those posters cost just under \$6,000 to print. The "I Voted by Mail" stickers, by comparison, cost more than \$17,000.

"We said it would be in our best interest to promote positive voting experiences," Lozada said. "We've managed to work the ballot selfie experience into the flow of traffic so it wouldn't interfere with everyone else's voting and clarify some assumptions about election laws." **CN**

*The "Election Selfie Program" is the recipient of a 2018 NACo Achievement Award in the Civic Education category. Does your county have an innovative program that improves county government and enhances services for county residents? Apply for the 2019 Achievement Awards! To begin your application, visit [www.naco.org/achievement-awards](http://www.naco.org/achievement-awards).*

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Contact [awards@naco.org](mailto:awards@naco.org)



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## IMPORTANT DATES:

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



# MONEYMATTERS%

## A Best Practice from the Government Finance Officers Association Performance Measures

GFOA recommends all organizations identify, track and communicate performance measures to monitor financial and budgetary status, service delivery, program outcomes and community conditions.

When identifying performance measurements, governments should focus on making sure that measures meet the following conditions:

- Useful — measures should provide information that is helpful to decision-making, understanding or accountability efforts.
- Relevant — measures can be clearly linked to the service delivery/program outcomes they are intended to measure, are appropriate for the outcome being measured and are readily understandable.
- Reliable — collection methods and measure definitions need to be understood so stakeholders can rely on the information.
- Adequate — an appropriate variety of measures are used to measure performance and the measures do not incentivize behavior that adversely affects the measures such as a quantity versus quality scenario. There is often not a single measure that can provide sufficient context and understanding.
- Collectible — measures are readily available and do not involve excessive time/effort to collect.
- Consistent — measures can be regularly collected to track outcomes over time and avoid need to continuously identify new measures.
- Environment — measures include variables related to external factors that impact service delivery and program

Governments should be careful to avoid performance measures that are collected to simply show achievement for the purpose of soliciting recognition or rewards.

performance.

- Responsibility — clearly identify responsibilities for collection, storage and dissemination of the data
- Systems — existing data collection capacities are leveraged appropriately or new systems are identified to ease the burden of data collection.

When communicating performance measures internally ensure the following:

- Expectations — clearly communicate how performance measures will be utilized in decision-making and across all levels of the organization.
- Purpose — emphasize that performance measures are used to inform decisions and facilitate improvement and understanding. Governments should be careful to avoid performance measures that are collected to simply show achievement for the purpose of soliciting recognition or rewards.

Similarly, less than favorable outcomes should be evaluated to understand the root cause of the issue and avoid quick punitive actions as this will make accurate data collection efforts more difficult in the future.

- Clarity — clearly articulate the performance measures, including both expected results or targets and actual results.
- Data Integrity — the source

of the data and how the data is interpreted or used to draw conclusions should be clearly and fairly articulated.

- Context — provide background on why these particular performance measures were chosen, such as cost, timeliness, availability, etc.
- Production — reference sources of performance measures and how the measures were collected.

- Dissemination — ensure performance measures are distributed throughout all levels of the organization and are made readily available.

When communicating performance measures externally, the following items should be addressed to ensure measures are readily available and accessible:

- Delivery — how and where will the performance measures be communicated?
- Audience — identify who the primary audience will be.
- Format — what is the best way to present the information?
- Frequency — how often will the performance measures be communicated/updated?
- Clarity — explain the exact source of the data, how the calculations were conducted and why, what the performance measures show, both expected results and actual results.
- Context — provide background on why these particular performance measures were chosen, why, if any target measures were set and why, and what the results mean to operations, service levels, or community outcomes. **GN**

*Best Practices on Performance Measurements was published by the Government Finance Officers Association and excerpted with permission.*

## PROFILES IN SERVICE

### CONNIE ROCKCO

**Board Member**  
Supervisor, Harrison County, Mississippi



ROCKCO

**Number of years involved in NACo:** 18

**Years in public service:** 30  
— 18 as an elected official.

**Occupation:** County supervisor

**Education:** Mississippi Gulf Coast Community College for Respiratory Therapy

**The hardest thing I've ever done was:** Being separated from my youngest child.

**Three people (living or dead) I'd invite to dinner are:** Jesus Christ, Joan of Arc and my mother.

**A dream I have is to:** Leave this place better than I found it, which is my mission as a county supervisor. I owe it to my children and grandchildren to leave the world a better place.

**You'd be surprised to learn that I:** Once had a singing telegram business. I think I used to be a pretty good singer, too.

**The most adventurous thing I've ever done was:** Be elected as president of the Mississippi Association of Supervisors.

**My favorite way to relax is to:** Sit on my pier and look at the world God has created.

**I'm most proud of:** My family.

**My favorite meal is:** Good old Southern food like greens and cornbread. I also love a good crawfish boil.

**My pet peeve is:** People constantly criticizing government and elected officials when they won't take the time to properly learn how government works and understand what people can and cannot do.

**My motto is:** "If you take care of your gravy, your biscuits will take care of themselves."

**My favorite movie is:** *I Can Do Bad All by Myself*

**My favorite music is:** All types, but especially R&B and dance music.

**My favorite U.S. president is:** Ronald Reagan.

**My county is a member of NACo because:** I understand the benefits of NACo and the tremendous service they do in education and broadening the scope of services for all citizens of Harrison County.

**I'd invite Joan of Arc to dinner.**



# the HR DOCTOR

With Phil Rosenberg

*Phil Rosenberg*

## Change vs. Stability in Science and in Careers



**T**imes change, people change. We all realize this very basic concept. Yet we humans love the idea that we might be able to hold back the instability of change in favor of defaulting to stability and security. Freedom as the universal human longing was a regularly mentioned component of George W. Bush's thoughts, a great line which no doubt earned the speechwriter an extra day off. As romantic and lyrical as that line was, it was also wrong. The universal longing embedded in our DNA, even over a desire for freedom, is the desire for security, for stability and for the absence of threats.

This is true even in the face of the excitement and positive anticipation that often comes along with change. In science there is a similar apparent conflict between such highly regarded theoretical "longings" or established "rules," much like Newton's First Law of Motion — inertia, that is.

We keep moving along, in physics and in life, in a similar direction until we get banged

into by an outside force. When that happens inertia — or maintaining allegiance to the idea that tomorrow could well be the same as today and yesterday — is disrupted by the force of the change which has just struck us.

Many changes affect us in scary, harmful ways, such as disease, natural disasters, opening the envelope containing our latest property tax bill, or receiving a "Dear John" or "Dear Jane" letter, etc.

Others are amazing, wonderful and smile-inducing. Receiving that long hoped for promotion, enjoying a brilliant retirement, witnessing the birth of your child or grandchild, seeing the rings of Saturn... and so much more. Change may be inherently fickle, at least from our perspectives as rather insignificant little creatures, but it can still be exciting and life changing.

On the other hand, science brings us the "Second Law of Thermodynamics" and it's corollary, the "Law of Entropy."

These principles shout at us: "Hey, wait a minute, ev-

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The answer, whether we like it or not, is that the winner is change!

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everything in the universe eventually moves from order to disorder." So, which "longing" wins in the gladiatorial contest between the love of stability and resistance to change versus the inevitability that we are doomed to seeing even our most stable systems decline into ever more instability and increasing chaos?

The answer, whether we like it or not, is that the winner is change!

All you have to do is look in the mirror regularly over a period of years to begin noticing the appearance of a wrinkle here and there, gray hairs or in the HR Doctor's case, the increasing absence of hair from the top of my head.

It is this way not only with my hair line, but also with organizations and professions, such as local government human resources.

The HR Doctor's professional career was fortunate enough to begin in a momentous year of change and therefore some insecurity: 1972.

Before that time, the federal and state governments did not impose collective bargaining obligations on local governments.

The great Civil Rights law of 1964 did not apply to government entities.

There were no related obligations to prevent age discrimination or to safeguard the rights of the disabled or to pay overtime or minimum wages and a great deal more.

Human resources or at the time, "personnel," was primarily a large collection of filing cabinets for records. The staff members were performing overwhelmingly clerical functions at a tactical level.

Any inclusion of the personnel director (if there was one) in a top-level staff meeting or critical decision-making, was likely more accidental than intentional.

Instead, local government human resources was enshrined within petrified gran-

ite monoliths which were felt to be unchangeable. The principal example was civil service rules and regulations. Of course, there were also the concepts of bureaucratic hierarchies and one-way, downward-flowing authority. These were all well explained and still studied by students of public administration because of the writings of Herr Professor Doktor Max Weber in 19th-century Prussia.

Needless to say, those perched securely at the top of the hierarchy were almost invariably male and Caucasian.

However, fortunately for my personal HR joys and many adventures, much of that began to change after 1972 with infusions of changes to the law such as those described above but also social forces calling for proactive civil rights changes and increasing pressures to question the all-powerful civil service rules and regulations.

Adjusting to the new emerging realities could not happen effectively with a passive, comatose and reactive personnel

See HR DOCTOR page 12



# DOT updates guidance on autonomous vehicles

By Zach George

The Department of Transportation (DOT) has provided new voluntary guidance, policy clarification and best practices for stakeholders to better prepare for automated vehicles.

Sec. Elaine Chao announced DOT's third version of federal regulatory guidance for automated vehicles in a report titled *Preparing for the Future of Transportation: Automated Vehicles 3.0*.

The 80-page report highlights federal actions to streamline regulatory barriers and provides recommendations for state and local governments and private industries as autonomous vehicle

testing accelerates. In the introduction to the report, Chao states, "AV 3.0 introduces guiding principles and describes the Department's strategy to address existing barriers to safety innovation and progress." AV 3.0 builds upon but does not replace the voluntary guidance DOT provides in *Automated Systems 2.0: A Vision for Safety*, which was issued in September.

The report serves as a guide for state and local governments to better prepare for automated vehicle testing and deployment. Counties are major stakeholders, owning 45 percent of the nation's roads and 39 percent of the nation's bridges. AV 3.0 provides several policy actions local govern-

ments can implement to create conducive environments for automated technology while prioritizing public safety. This includes adopting policy terminology, assessing roadway readiness and building organizational capacity for automated vehicles in communities.

For industry stakeholders, the report includes significant federal actions to ease the development of automated vehicles. DOT will adapt the definition of "driver" and "operator," so to not refer exclusively to humans and instead include automated systems under the definition. AV 3.0 will also pave the way for automated vehicle designs to not include steering wheels, pedals or mirrors. Furthermore, the report announc-

es a potential notice of proposed rulemaking that would exempt automated driving vehicles from certain safety standards only relevant when human drivers are present.

Automated vehicle technology offers the potential to improve public safety, decrease road congestion and spur economic development. However, these technologies also introduce new safety risks.

Counties are a key stakeholder to ensure public safety on its roadways. While NACo does not have specific policy supporting or opposing autonomous vehicles, counties urge federal, state and local partners to collaborate on safe and transparent rollout methods of this new technology. [CN](#)

*Zach George is a legislative assistant at NACo.*



### NACo MEMBERS

- The National Council of County Association Executives met Oct. 15-19 in Lawrence County (Deadwood), S.D. for the association's annual meeting and elected 2018-2019 officers. From left: Third Vice President **Julie Ring**, executive director, Association of Minnesota Counties; Second Vice President **Bob Wilcox**, executive director, South Dakota Association of County Officials; President **Chris Villines**, executive director, Association of Arkansas Counties; First Vice President **Suzanne Dulaney**, executive director, County Commissioners Association of Ohio and Immediate Past President **Vivian Parsons**, executive director, County Commissioners Association of West Virginia.

### NACo STAFF

- **Diane Duff** has joined NACo as director of corporate relations. She served as executive director for the National Association of Workforce Development Professionals and the Southern Governors' Association and earned a bachelor's degree in communications from the University of Maryland.
- **Kathy Rowings**, associate program director, presented on effective criminal justice reform strategies Oct. 15 at Rockingham County, Va.'s community forum.
- Executive Director **Matt Chase**, Counties Futures Lab Director **Hadi Sedigh**, Associate Legislative Director **Jack Peterson** and Executive Assistant **Jamie Richards** gave NACo updates Oct. 15 at the NCCAE Annual Meeting in Lawrence County (Deadwood), S.D.
- **Lindsey Holman**, associate legislative director and **Shanna Williamson**, NOAA digital coast fellow, presented at the Gulf States Counties and Parishes Caucus Meeting, held Oct. 17-19 in Baldwin County, Ala.



Duff

WORD SEARCH

LARIMER COUNTY, Colo.  
Created By: Mary Ann Barton

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

- BEETS:** The sugar beet industry was big in the area in the early 1900s. There were 16 sugar beet factories in the state between 1899-1907.

**COLLINS:** Fort Collins is the county seat.

**CLYDESDALES:** The Budweiser Clydesdale horses live most of the year in the county.

**DENVER:** The county is named for the founder of Denver, William Larimer, Jr.

**DISNEY:** Walt Disney fell in love with Fort Collins, the county seat, and used it as his model for Main Street USA in his Disney theme parks.

**ESTES:** Missourian Joel Estes founded Estes Park in 1860. It's at the base of Rocky Mountain National Park.

**FUR:** French fur trappers were numerous in the area in the 1800s after it became part of the United States, with the Louisiana Purchase.

**LOUISIANA:** The United States acquired the land for the county in 1803 as part of the Louisiana Purchase.
- ROCKY:** Rocky Mountain National Park, located in the county, attracts several million visitors each year.

**RODEO:** The Larimer County Fair & Rodeo is an annual event that began in 1879, ended in 1891 and was revived again in 1912. It continues today.

**SHINING:** The Stanley Hotel in Estes Park inspired Stephen King's scary novel, "The Shining."

**UNDIE:** The county is home to the annual Undie Run, or Body Acceptance Run Extravaganza (BARE) where college students and others run in their underwear.

**UNIVERSITY:** The county is home to Colorado State University.

**WHITE:** The late Supreme Court Justice Byron White was from Larimer County. He also played football in the NFL and served in the Navy during World War II.

**WYOMING:** The county shares its northern border with Wyoming.





## CALIFORNIA

• In an effort to **prevent wildfires**, PG&E recently began a new policy of shutting off power at various intervals to areas prone to wildfires during “red flag” days. Some of the areas where power was being shut down earlier this month included **BUTTE, SIERRA, PLACER, NEVADA, EL DORADO, AMADOR, PLUMAS, CALVERAS, YUBA, LAKE, NAPA** and **SONOMA counties**, the company reported. The power company has never proactively cut power before, *The Press Democrat* reported, describing the actions as a “historic step.” PG&E has embraced the strategy whenever the weather service warns of red flag days that include high winds, low humidity and warm temperatures, conditions that are ripe for wildfires. San Diego Gas & Electric began adopting such safety measures after the 2003 Cedar Fire, which burned 273,246 acres in **SAN DIEGO COUNTY**, the *San Francisco Gate* reported.

• **LOS ANGELES COUNTY** supervisors recently voted to

**stop collecting old juvenile detention fees**, which advocates said was an unfair tax on minorities and an ineffective means of rehabilitating young people who commit crimes, the *Los Angeles Times* reported. The county’s Probation Department will stop accepting payments and cancel nearly \$90 million in fees assessed before 2009, when the department suspended new fees but continued to collect payment of old ones. The state recently banned collection of the fees, but many counties continue to collect old fees. “The [state] legislation helps youth and families who haven’t yet experienced fines and fees, but without this kind of move at the county level, children and their families will still be struggling,” said Jessica Feierman, associate director of the Juvenile Law Center.

## FLORIDA

• A new ordinance in **PASCO COUNTY** allows restaurants to offer outdoor dining for man’s best friend. Restaurant patrons can **bring their dogs to restaurants** that offer outdoor dining and have a permit, the *Tampa Bay Times* reported. Participating restaurants pay a \$50 application fee for the permit, which allows them to establish dog dining hours and requires them to design-

nate an area set off by fences or barriers. The ordinance also mandates that any servers who touch or pet a dog must wash their hands. Other stipulations

include: Dogs must be on a leash; restaurants must have a cleanup kit for dog waste and dogs must stay off chairs and tables. Also: Dogs can’t eat off plates.

• With Hurricane Michael recovery a daunting enough challenge, **BAY** and **GULF counties banned alcohol sales** for several days to keep people from driving drunk on dangerous streets and help keep residents’ emotional well-being in check.

The county called in the same state statute that allows county officials to ban the sale of gasoline and establish curfews, the *Pensacola News Journal* reported. Municipalities within the county had the option to ignore the alcohol ban and pass their own ordinances.

## ILLINOIS

• In September, the **COOK COUNTY** Board passed an

ordinance banning children younger than 13 from being sent to **juvenile detention**. A Chicago judge has ruled that state law to the contrary prevails, *The Chicago Tribune* reported. Juvenile Court Presiding Judge Michael Toomin wrote in his ruling that the county’s ban provides no viable alternative to incarceration for children who pose a public threat.

• **GRUNDY COUNTY** is trying to solve its only **cold case**, from 1976. Forty-two years ago, an unidentified black woman was found dead in a ditch within a mile of Interstate 80, the ABC-7 affiliate reported. “She was partially clothed, with a gunshot wound to the head,” said Grundy County Coroner John Callahan. “It’s bothered me, knowing she’s someone’s daughter, someone’s loved one. Her parents are probably

# NEWS FROM ACROSS THE NATION



## CALIFORNIA

• **SAN BERNARDINO COUNTY** deputies recently **lured a wayward pig** back to his home with a bag of Doritos. Residents called police after seeing a pig “the size of a mini horse” rambling through the neighborhood. The deputies nicknamed the pig “Smalls” and lured him back home (they knew where he lived, due to previous calls) with a trail of Pop-pin’ Jalapenos Doritos chips that one of the deputies had in her lunch bag. The porker was a hit on the county’s social media pages, garnering nearly 2,000 shares.





Photo courtesy of Jefferson County

## COLORADO

When sisters Christiana and Cooper Bollacker were ready to head home from a visit to their local library in **JEFFERSON COUNTY**, Christiana discovered that her **bicycle had been stolen**, TV station FOX-31 reported. She and her sister, who gets around in a motorized wheelchair, called 911 to report the bicycle stolen. The two were preparing for their trek home in Cooper's wheelchair when they got an unexpected police escort home from a county deputy. As the girls prepared for their two-mile ride, Deputy Aaron Kilbon played tunes from Bon Jovi (the girls' choice) on his police car radio and escorted the girls back home for the next 30 blocks. "All he had to do was get there, take down their names, you know, and pretty much leave," the girls' grateful mother said. "It wasn't his responsibility to make sure the girls had a way home."

deceased; however, she could have brothers or sisters or cousins." Advances in genetic testing and national organizations dedicated to tracking missing people gave county officials a second chance. A sketch was created to get an accurate picture of what she looked like. DNA evidence is being used to create a profile of all missing African American women in her age range nationwide. The county has also erected a billboard outside the airport with her photo, reading: "The year was 1976. Who was I?"



## MICHIGAN

**INGHAM COUNTY** voters will decide whether they want to pay for a hike in their phone fees to **pay for a new 911 system**, the *Lansing State Journal* reported. If voters say yes to the ballot measure, they'll see an increase from 42 cents a month to \$1.38 a month. The ballot proposal caps the fee at \$1.80 per month. County commissioners have said they will evaluate the fee each year. The county is in the process of moving to a statewide dispatch system, called the Michigan Public Safety Communication System. Transition to the new system is designed to give county residents better coverage, improved response times and more seamless coordination with first responders at other agencies, Commis-

sioner Bryan Crenshaw told the newspaper.

## MINNESOTA

• **CARVER COUNTY** officials promptly **shut down a Halloween haunt** called Scream Town after the owner made disparaging remarks on a Facebook page about Somali Americans. The comment breached a contract that prohibits discriminatory conduct, County Administrator David Hemze said. After the owner made an apology that was accepted by the Council on American-Islamic Relations, the county reopened the venue but voided its contract for security, traffic and crowd control. The venue owner was left to hire private security, although the Sheriff's Department will continue to provide routine patrols and 911 response.



• **HENNEPIN COUNTY** could soon become the first county in the state to require businesses to **recycle organic waste**, the *Star Tribune* reported. The County Board is expected, later this year, to approve an ordinance that would require businesses — ranging from restaurants to hospitals — to compost by 2020 if they generate more than a ton of trash per week. It would also require cities with more than 10,000 residents to offer curbside organic recycling by 2022. The proposed ordinance was triggered by a state mandate that requires counties to recycle 75 percent of their waste by 2030. It's estimated that 30 percent of landfill waste is organic material. The Minnesota Composting Council said finding a revenue stream for composting facilities will be key to the success of the ordinance.

• A judge has issued a tempo-

rary restraining order that bars the **NOBLES COUNTY** sheriff's office from relying on **arrest warrants from immigration officials** to keep individuals detained, saying the county can't rely on Immigrations and Customs Enforcement arrest warrants because they aren't signed by a judge. *The Pioneer Press* reported that the county must release individuals and an ICE official must rearrest them if they are to be placed in federal custody.

The Minnesota chapter of the American Civil Liberties Union sued Nobles County this year, alleging the sheriff didn't release some immigrants from jail when required, then rearrested them for Immigrations and Customs Enforcement.

## NEVADA

• A **CLARK COUNTY** Family Court judge will oversee a new division for those whose cases stem from **gambling addiction**, *The Las Vegas Review-Journal* reported. The state Legislature passed a law in 2009 that allows for problem gamblers charged with crimes to seek help, rather than face prison time. The gamblers' court will take referrals from judges who hear criminal cases at least every other week. Instead of being sent to prison or placed on probation with only an officer to monitor them, a judge orders intensive counseling and retains oversight.

• **WASHOE COUNTY** will renovate nearly a dozen buildings on Nevada's mental health campus to provide shelter for **150 homeless women and children**. A 10-year lease on the buildings will allow the women, children and families housed at a county facility in Reno to move out to the campus in Sparks — and access additional services — and free up more housing for homeless men in the Reno facility. In addition to homeless shelters, it would include a learning center, a senior adult daycare building, mobile pantry and access to a commercial kitchen,

*The Las Vegas Review-Journal* reported.

## NEW YORK

• The **ALBANY COUNTY** Legislature voted to **ban conversion therapy** that attempts to change the sexual orientation or gender identity of minors. The ban includes fines for anyone who practices the therapy within the county, *The Albany Times Union* reported.

• After some vendors declined to bid because of the costs, **NASSAU COUNTY** has eliminated the **annual registration fee** that had been imposed on all firms that were interested in conducting business with the county, *Long Island Business News* reported. The \$125 fee had been imposed by the county since 2014 and was mandatory for all vendors interested in viewing county procurement opportunities — regardless of whether they were selected to participate in a county contract.

• Every child born in **ONEIDA COUNTY** will receive a tote bag containing a growth chart, information on local libraries

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NEWS  
FROM

## ACROSS THE NATION

From NEWS FROM page 11



and other materials on literacy and healthy eating and a copy of *On the Night You Were Born* by Nancy Tillman. The “**Books for Babies**” program is being funded with \$25,000 from gaming revenue collected as part of the county’s revenue-sharing agreement with the Oneida Indian Nation, *The Utica Observer-Dispatch* reported.

## SOUTH CAROLINA

The **HORRY COUNTY** Council passed a resolution to ask the South Carolina congressional delegation to update a 2009 feasibility study for a **diversion canal** to mitigate flooding. The

2009 study revealed the overall cost of the project would be more than \$1.5 billion, all provided by federal funding. WMBF News reported the county is revisiting the issue after nearly 2,000 homes were damaged by flooding from Hurricane Florence.

## SOUTH DAKOTA

Officials in nine counties are concerned about possible **protests** against construction of the Keystone XL pipeline and costs that responding to the protests would incur. Similar protests over the Dakota Access Pipeline in North Dakota over seven months rung up \$43 million in 2016. Most of the costs were reimbursed by the federal government. “It will bankrupt some counties if it happens,” Kathy Glines, emergency management officer in **HARDING COUNTY**, said to *South Dakota News Watch*. “There’s a lot of counties that don’t have this kind of money sitting around, especially if it (a protest) is a long-term issue.”

## TEXAS

After three years of contracting out indigent legal defense work, **TRAVIS COUNTY** is considering **creating a public defender’s office**.

The county has been using a private contractor to assign cases to a pool of 200 attorneys, but the head of the Texas Indigent Defense Commission said that model has been encouraging attorneys to take on too many cases and seek plea deals, rather than representing defendants adequately.

The proposed public defender’s staff would number 48 lawyers and 18 other staffers. Initially, public defenders would cover 30 percent of adult misdemeanor and noncapital felony cases, leaving the private defenders service, which is contracted with the county for two more years, to handle the rest, the *Austin American Statesman* reported.

## UTAH

**WASHINGTON COUNTY** paid \$1 million for 300 acres of land that will be used for a park-and-ride lot for Zion National Park.

The lot will serve as the western terminal of the park’s shuttle system and help alleviate congestion on State Road 9, which gets choked with tourists most of the year, the *Salt Lake Tribune* reported.

“[This purchase] is more about preserving that option for the future,” County Commissioner Zachary Renstrom said.

“Zion has had troubles with RVs. This might be a good place for people to park RVs.”

Zion was the nation’s third busiest national park in 2017, drawing 4.5 million visitors, trailing only the Great Smoky Mountains and the Grand Canyon.

## WISCONSIN

**Security alterations** will dramatically change the **ROCK COUNTY** Courthouse. Nearly \$7 million will pay for 150 new security cameras, panic alarms, badge access to 92 doors and consolidated entrances to the building.

County employees will be able to enter with their badges; visitors will be screened by sheriff’s deputies, where they will

pass through a metal detector and remove items from their pockets, according to the *Green Bay Press-Gazette*.

The alterations will include upgrades to a ramp from the accessible parking and the installation of an elevator.

## WYOMING

A coal company’s bankruptcy filing could leave **LINCOLN COUNTY** holding the bag for **millions in unpaid taxes** — making it the latest Wyoming community caught between lenders and a delinquent energy company.

According to remarks the Lincoln County treasurer made to a conservation group in May — when the company first publicly mentioned bankruptcy — Westmoreland Coal owes the county somewhere between \$9 million and \$11 million in ad valorem taxes levied on mineral production, the *Star Tribune* reported.

*News From Across the Nation is compiled by Charlie Ban and Mary Ann Barton. If you have news, email: cban@naco.or or mbarton@naco.org.*

## HR Doctor: Learn the key concept of ‘control of uncertainty’

From HR DOCTOR page 8

system.

Change — major change — had to come in the form of a more assertive, strategic and trusted human resources system, often sitting right next to the CEO, CAO or whatever the top manager’s title was. It also required an “HR leader” with a far different set of “KSAs” (knowledge, skills and abilities) than merely understanding the importance of alphabetizing files.

Suffice it to say, by luck, blessing, perhaps a bit of KSA thrown in, this is just when a younger, thinner and more long-haired (i.e., actually having hair) intelligence officer entered the civilian job market searching for how to succeed in public service.

City and county officials often didn’t understand how to implement the winds of change beginning to blow. That created a great opportunity for a relatively overconfident young captains of intelligence to come into a local government office and say “I can lead that effort! Follow me!” The latter phrase is also the motto of U.S. Army infantry school.

After all, I had been trained and had gained experience in interviewing and eliciting information, conducting investigations and “connecting the dots” in an intelligence agency that was not at all dissimilar to interviewing, testing and analyzing in local government.

Being able to manage critical incidents at work, such as complaints of bullying, un-

lawful discrimination or even workplace violence, requires skills also not too dissimilar from the management of critical incidents involving forces of terror and the need to anticipate and control those forces experienced by an intelligence officer.

Then too, there was the needed ability to conduct articulate and well laid out briefings, presentations and training seminars for colleagues and visitors to an intelligence agency — once again not at all dissimilar to the educational development and staff training needs in a public agency undergoing change.

Looking back at nearly five decades of public service, the HR Doctor finds that the excitement of change and the ability to step up and say, “Fol-

low me!” is still a powerful tool in the inventory of a confident public administrator.

What all this means is learning the key concept of “control of uncertainty.” How valuable indeed is that skill for success as a mom, dad, public administrator or for that matter, a human being.

How wonderful it would be for that to be a mandatory subject in schools, beginning in pre-school.

That “control of uncertainty” concept is especially needed when a young kid is starting a career, or an older kid is just changing careers.

A final ingredient in that recipe for success is having mentors; in fact, seeking them out and asking for advice and help. Change in my own experience was the gradual evolution I saw

during my career from regularly seeking out advice and help in human resources and public administration generally to being asked in turn by others to be a mentor and guide helping them successfully travel on their own personal life journeys.

I invite the reader of this article to go back and start again from the beginning — reading it this time from the perspective of being a mom or dad or grandma or grandpa or a champion of helping girls succeed in an age never more full of opportunities.

So much has changed, including my receding hairline, but despite the “change versus stability” debate, some things remain thankfully the same...if only one comes to understand and appreciate them. **CN**