

# Work ‘inside the gates’ to hire vets

by **Charlie Ban**  
senior writer

Years after his military career was over, Kevin Wolff worked in corporate recruitment.

“I would do anything to find qualified help,” he said. “I usually looked for former military personnel, but it was hard to make contact with them.”

Now, as a Bexar County, Texas commissioner, Wolff sees roughly 250,000 veterans among his county’s population of just under 2 million, with 3,000 more being discharged from military installations in the county every year. He also knows how the tight labor market is putting San Antonio-area businesses under even more pressure than he experienced previously in his career. But the county’s new Military Transition Center helps make life easier for service members

before they are discharged and help the local business community.

Wolff saw a problem in the discharge timeline.

“I can still remember how difficult it was to transition from active duty to the civilian sector,” he said of post-Navy life. “I forgot all of that mandatory 36 hours of instruction and woke up one morning and had 30 days until I was out.”

The military provides some transition assistance but not much.

“That’s not their job,” Wolff said. “The military’s job is to support its active duty personnel. Where Bexar County could make the difference would be to work with them before they’re discharged.”

The county already employed veteran service officers, but they were out in the community.

“We want to be working with them six months, or a year, before they’re out,” he said. “We estimate half of those 3,000 discharged servicemembers are staying in Bexar County, so we might as well start working with them before they find themselves outside the gates (of their installations).”

On the grounds of Fort Sam Houston and the Randolph and Lackland Air Force bases, county military service officers are more than career counselors, they are life coaches, able to address issues far beyond the workplace.

“We can look at those things

**See VETERANS page 3**



County officials from around the country tour a Miami-Dade County neighborhood last week that was revitalized into a national destination. The tour was part of NACo’s annual Large Urban County Caucus Symposium, held Nov. 6-8. Look for a full report on the meeting in the next issue of *County News*. Photo by Hugh Clarke

## Hackers see counties as targets

by **Charlie Ban**  
senior writer

A dubious constituency is demonstrating great knowledge of how county governments work: Hackers.

When reviewing email attacks against Berks County,

Pa., Chief Information Officer Justin Loose saw a pattern.

“We were struck by how much the attackers really knew about county government,” he said. “We could see some of the terms they were searching for in a compromised email account — they were searching

for words like ‘treasurer’ and ‘commissioner.’ They understood how county government is structured and who might have the type of information they are looking for and who might have it. The attackers

**See HACKERS page 2**

## County highlights its workforce plans with ‘Back to the Future’ video

by **Rachel Looker**  
staff writer

Racine County, Wis., is going “back in time” to emphasize their workforce development plan through a “Back to the Future” inspired video.

The “Building the Workforce of Racine County (Back to the

Future Theme)” video, posted to the county’s YouTube page, mimics the 1980s science fiction movie.

The video begins with an authentic-looking DeLorean pulling up to Racine County Executive Jonathan Delagrave, who plays the character Marty McFly (played by Michael

J. Fox in the movie version) in the video. His character is referred to as “Johnny,” a play on his first name and the character he is portraying. Doc Brown, played by Gateway Technical College President Bryan Albrecht, is sitting in the

**See WORKFORCE page 4**



## SNAP/STATS

NOVEMBER 11 is  
VETERANS DAY

No. of veterans:.....18.2 million or  
7.6 percent of population

Male veterans:..... 92 percent

Female veterans: ..... 8 percent

In one-third of counties:..... 10 percent of population

By Stacy Nakintu, NACo County Explorer  
Source: U.S. Census Bureau

## The weakest link for cyberattacks? Humans

From HACKERS page 1

have done their homework.”

While they might not be learning by playing “Counties Work,” bad actors have identified county governments as valuable targets for financial attack. Loose and three other county information technology professionals shared their experiences with attacks on their information systems Oct. 29, during NACo’s Virtual Cyber Security Symposium.

Their experiences show the escalating threat of cyberattacks on county systems, stress the need for planning and relationship-building in the event, or the almost inevitable event,

of a cyberattack. And they point the finger at the weak link in all circumstances: Humans.

“You can put the best piece of hardware or the best piece of software in place to try to hold against an attack, but it comes down to the user,” said Erie County, N.Y. CIO Mike Breeden.

Collin County, Texas had its own personnel to blame for a cyberattack.

“A human made us most vulnerable; embarrassingly enough, a human in the IT department,” said Collin County Deputy CIO Steven Ganey. “It doesn’t matter where you work, it doesn’t matter how

smart you think you are — think, think, think, think, think before you click on something or download something. You could spend millions of dollars on monitoring, but if someone’s going to open the front door and let the hacker in, then all that security (is worthless).”

Erie County requires all employees to complete cybersecurity training, which is now integrated with other mandatory training. And all participants hammered home that administrative access to systems should be limited to only the necessary personnel.

Breeden implored coun-

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# From HACKERS page 2

ties to do cybersecurity assessments of their information systems, and to be brutally honest about their operating procedures. Erie County sounded the alarm after the un-affiliated Erie County Medical Center spent nearly \$10 million restoring its system in 2017 after balking at a \$30,000 ransom.

"A lot of times it's overwhelming and you feel like there's no way possible with your staff or even outside staff that you can accomplish all the stuff that needs to be remediated," Breeden said. "You won't be able to do it all at one time but make a plan... and work at it."

Some attackers didn't do their homework.

"I guess they weren't really privy to how much money we had because they only asked for \$52,000, or one bitcoin,"

Ganey said of Collin County's April 2018 attack, which cost \$60,000 in staff time and equipment. "Of course, we weren't going to pay it."

Ganey wasn't even sure how much preparation, on the front end, would have helped Collin County. And Morgan County, Ala. triggered ransomware that had been in its backup for a month. The key these days is protecting backup systems.

"Backups are critical, that's the new target," he said. "If you can restore from a backup — they'll target that. Why would you pay a ransom (for the main system?)."

Computer backups should be connected to the internet and should be physically isolated. And they should be tested regularly.

When Morgan County was hit by a ransom demand during summer 2019, the county staff was caught on its heels.

"We didn't even have an incident response plan on paper," said IT Director George Hill. "Now we have everyone's phone number printed on paper. We have a printed list of resources, all the stuff I had to come up with on the fly during the event. That's something that cost us time."

Hill encouraged counties to develop relationships among departments when things are going well, so when they need each other, they know who they're talking to.

"You need to build a relationship with someone, departments, vendors, you need people you have a relationship with, you don't need to be reaching out to someone for the first time to come in and help" rebuild the system, he said. "When you're as small as our county is, staff-wise, you need boots on the ground. You need people to respond. You're going to have to do a lot

of public relations during the incident and you need people in the background working the problem to get it fixed while you're talking to your elected officials, talking to your county administrators, talking to your department heads... the people the outage is affecting."

To that end, simulations, or table-top exercises, are critical in preparing county staff and officials for how a cyberattack will affect a county and what needs to be done.

Counties addressed their cybersecurity insurance policies, and none had claimed their costs following their incidents. Ganey encouraged counties to read the fine print on their policies.

"With our policy, you have to prove that we didn't cause (the incident) ourselves, and that can be hard to do," he said. "I could see that turning into a dog chasing its tail trying to find out whose fault it was be-

fore they pay."

NACo Chief Technology Officer Rita Reynolds chimed in with a wider perspective of cyber insurance.

A lot of times, she said, "it would be cheaper to pay the ransom. It's not the right thing to do in the long run because the problem is that when you pay the ransom, you're just encouraging and rewarding the bad behavior and the bad behavior becomes even more prolific."

But she said as insurance companies weigh the costs of system rebuilds, their recommendations are changing.

"We've heard instances in which the insurance company is encouraging the local government to pay the ransom," she said, because it would be cheaper.

"Once you pay the ransom, your name goes on a list and they know you're susceptible," she said, and willing to pay. **CN**

# In first four months, center places 108 veterans in jobs averaging \$62,000 per year

## From VETERANS page 1

that employers can't ask legally — 'Are you married? Do you have kids? What do you need to address to be self-sufficient after leaving service?'" Wolff said. "They can make sure housing, rehabilitation, service for PTSD (post-traumatic stress disorder) are all set before you leave the base. They're addressing things ahead of time to make the transition as smooth as possible. It could take up to a year, but we want to do it right."

In the center's first four months of operation, it has placed 108 veterans in jobs averaging \$62,000 per year. That income and the overall outcome are the goals.

"The only measurement that matters to us is the MSO saying that nine of 10 clients reached self-sufficiency," Wolff said. "Then they've done their job. We don't care about referrals, appointments, other intermediate numbers. At the end of the day, the only goal that matters is this veteran and their family have reached self-sufficiency."

ciency."

That also involves engaging the 200 military and veteran-oriented nonprofits in the county.

Getting county employees permission to work on military installations took some time and a reinterpretation of existing rules.

"Our argument was that we're not nonprofit X, we're not a private company," Wolff said. "We are a level of government, and that was what made the difference."

"We're a force multiplier for them for what the federal government already does for transition."

The specifics of what Wolff was asking made a difference.

"Our message was always that we don't want any money, we just want access to these soon-to-be veterans who will be entering our community," Wolff said.

## The bill

The county's investment has increased dramatically, budgeting nearly \$1 million annually, from an earlier bud-



**Bexar County Commissioner Kevin Wolff speaks to a crowd at the opening of the county's Military and Veterans Services Center.**

get of \$300,000. A staff of four has grown to 15. Wolff is hoping to add another \$500,000 to the center's budget but is also looking for investment from the local business community.

"They're getting it for free now, but later we are hoping they'll contribute," Wolff said. "Years ago, my company had to hire 100 people a month, which meant we had to interview 800 people a month," he said.

"I was spending \$8,000 per hire for a job that paid \$17,500 a year (in the early '90s). I was more than willing to spend money for recruitment if I knew I could get who I wanted. When I make it clear to them that (Bexar County's Veterans Transition Center) is a pipeline into a pool of applicants that they don't currently have, any HR person realizes that can be valuable."

"I know how thirsty and

hungry employers are, particularly in a very tight labor market, and these are skilled, motivated, military-trained candidates for their jobs. What they'll spend to do this will save them on recruitment."

Bexar County is funding its operations without any federal grants, though many exist that would be applicable.

"That was by design," Wolff said. "I wanted to be able to say we don't want your money — we don't want to make any changes. We wanted to make sure we could build this system not reliant on grants in a sustainable way. I've seen too many times in the past where very good grants run out and people go grant-fishing. Every grant comes with its own rules and regulations and before you know it, you are creating this operation that is dependent on the grants rather than on the goals."

"We'll look at additional funding sources once I am completely comfortable that we have the operating structure necessary to achieve the goal." **CN**



# County video engages business community, promotes future of work



(L-r) Racine County Executive Jonathan Delagrave as Marty McFly, Gateway Technical College President Bryan Albrecht as Doc Brown and Racine Police Chief Art Howell film a scene for “Building the Workforce of Racine County (Back to the Future Theme)” video. Photo courtesy of Racine County

From **WORKFORCE** page 1

driver’s seat.

Albrecht and Delagrave take off in the DeLorean to the year 2021 where they land in Illinois, “the land of no workforce and high taxes,” Delagrave says in the video, making the first of many inside jokes.

“We’re right on the border of Illinois,” he said. “Anytime we can take a nice polite jab at Illinois we do.”

Their next stop in the DeLorean is back to Racine County, but in the wrong year. The two find themselves at County Road MM, a main road in the county, which was under construction for two years but was expected to be completed sooner.

“We really wanted to get them excited and I think humor is a great bridge for that.”

— Hope Otto,  
Human Services director,  
Racine County, Wisc.

“We just wanted to make light of it and people got a kick because it was a pretty big issue for a while on why the road isn’t done,” Delagrave said.

In the video, the Racine County Sheriff pulls over Albrecht and Delagrave. He wrote the two a citation say-

ing, “Seems how you haven’t raised my budget, I need all the revenue I can get.” Delagrave said this scene was “playing fun at each other” because he works closely with the sheriff to establish a budget.

Albrecht and Delagrave then travel in the DeLorean to the Gateway Technical College in Racine County in 2021. The DeLorean pulls up to the school where they see students learning how to use various pieces of equipment and new technology.

“Our future hasn’t been written yet, nobody’s has. Our future is whatever we make it, so let’s make it a good one,” Delagrave said in the video, before they take the DeLorean back to the year 2019 and the



Gateway Technical College President Bryan Albrecht sits in a replica of the DeLorean for the “Building the Workforce of Racine County (Back to the Future Theme)” video. Photo courtesy of Racine County

video ends.

The county worked with a local video producer, who created past Racine County videos, to create the “Back to the Future” video and paid for it through workforce money budgeted through marketing and promotions. They found a DeLorean about two hours away.

County officials unveiled the video at a workforce luncheon that included all of the county’s main businesses.

Delagrave said the main message of the video was to show that the county’s economy is growing and the county is facing a hiring shortage, adding that a study found there will be a shortage of over 5,500 jobs by 2021.

“Right now, we have more jobs open than people, so we really need to create that workforce for our existing businesses and those new jobs coming online,” he said.

County staff wanted to find a unique way to convey what would happen if the county lacks a workforce and brainstormed the “Back to the Future” theme for a video.

Other county officials are featured in the video including the workforce solutions manager, the Racine police chief and Human Services Director Hope Otto, who helped write the script for the video.

Otto said they wanted to grab the attention of the business community, philanthropic community and community leaders to get them excited, in-

spired and engaged about the future of the workforce.

“Beyond just informing, we didn’t want it to be a data share, where we’re just spewing out information,” Otto said. “We really wanted to get them excited and I think humor is a great bridge for that.”


Delagrave said the county’s workforce development strategy focuses on three points:

Employing those who have had barriers to finding jobs, using the technical college and school districts to prepare students for future jobs and attracting talent.

When it comes to the video, Otto said there’s often a stereotype about governments doing things in mundane and bureaucratic ways and not being able to do something that may be considered frivolous.

“We need to look at ourselves as a competitive partner in the marketplace with private industry and this is one way of us kind of making that bridge and doing the video and thinking of things in the way that the private sector does,” Otto said.

Delagrave said the county has received positive feedback on the video.

“Get creative, be bold and my experience is most of the time that works out,” he said. “Our community has gotten really behind this video.” 

Watch the video here <https://www.youtube.com/watch?v=5egMznSz48c>



# Apply now for justice peer learning network

by **Vernon Smith**

An estimated two million annual jail admissions involve a person with a serious mental illness and three-quarters of these individuals has a co-occurring substance use disorder.

Many counties struggle to provide appropriate treatment and services to some of their most vulnerable residents in the community, sometimes resulting in jails becoming their de facto mental health facilities.

This crisis disproportionately affects people of color, who are more likely to be incarcerated and less likely to be diagnosed for mental illness in the criminal justice system compared to their white peers.

An analysis done by the Department of Justice showed

that 22 percent of black individuals and 23 percent of Hispanic individuals in jail met the threshold for serious psychological distress compared to 31 percent of white individuals. Black and Hispanic individuals are also half as likely to receive mental health treatment referrals compared to white individuals during their stay in jail.

The John D. and Catherine T. MacArthur Foundation's Safety and Justice Challenge (SJC) focuses on the overuse of local jails and has begun to generate alternative strategies that have the potential to remedy the problem. Many counties across the country are addressing the needs of individuals with mental illness through innovative interventions as a part of the challenge.

As a strategic ally in the

challenge, NACo will support county leaders in a County Justice Peer Learning Network focused on reducing the number of individuals with mental illness involved in the justice system with a lens toward also reducing racial and ethnic disparities in arrest and incarceration of these individuals.

In line with the challenge's mission of reducing the overuse of jails, the network will provide counties expertise and technical assistance from sites, partners and strategic allies within the SJC network while also integrating resources from NACo's other justice initiatives such as Stepping Up and Data-Driven Justice.

## Opportunities and objectives

This network will support up to 10 counties with an interest

in addressing the needs of individuals with mental illness in their criminal justice systems and reducing racial and ethnic disparities for this population.

The program will run from January 2020 to June 2021. The network will provide opportunities to:

- Learn from county peers, subject matter experts and jurisdictions from the Safety and Justice Challenge network about successful strategies to reduce the number of individuals with mental illnesses in local justice systems.
- Engage county leadership in justice, health and human services to find alternatives to jail use.
- Learn about the intersection of mental health and racial and ethnic disparities for justice-involved individual

and strategies to engage people in appropriate treatment and services rather than jail.

At the end of the network, participants will be able to identify gaps in their justice systems for diversion of individuals with mental illness, as well as implement solutions for providing these individuals with a continuum of care.

Participants will leave the network with an action plan for implementing a policy or program that aims to reduce the number of individuals with mental illness in their jails while addressing racial and ethnic disparities within their criminal justice system.

Applications are due Nov. 29. If you have any questions regarding the PLN or RFP, contact Vernon Smith at [vsmith@naco.org](mailto:vsmith@naco.org) or call 202.661.8809. **CN**

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# County crisis center provides alternative to jail

by **Rachel Looker**  
staff writer

A Behavioral Health Crisis Center is under construction in Chatham County, Ga., to help individuals who are mentally ill or have substance use disorders stay out of jail.

A few years ago, the county was working on a strategic plan and found that around 48 percent of their annual operating budget was spent on the Chatham County Detention Center, the courts and the sheriff's department, said Chatham County Commissioner Helen Stone.

Recidivism rates are high for low-level offenders through-

out the county, she noted. In 2016, the recidivism rate was 46.5 percent; in 2017, it dropped to 45.6 percent and in 2018, it went back up to 46.5 percent, according to Chatham County Strategic Planning Administrator Tara Jennings.

"In looking at this, we felt like something had to be done," Stone said.

Chatham County is part of NACo's Stepping Up Initiative and looked at creating a crisis center as a strategy to reduce the number of individuals who are booked into the local detention center with mental illness and substance use disorders.

Behavioral health crisis cen-

ters are created by the Georgia General Assembly. Jennings described the center as a "free-standing, psychiatric emergency service" for adults.

Chatham County's Behavioral Health Crisis Center is a \$7 million facility and the first of its kind in the county. Funding is primarily set aside by the Georgia General Assembly, Jennings said.

A portion of that required a local match and the county agreed to put in 10 percent, or \$700,000, for 10 years. Chatham County will pay for the operations of the facility through Gateway Community Service Board, a public community-based organization that focuses on comprehensive community services for mental health, substance use disorders and developmental disorders.

The center, which is expected to open around March 2020, is a 2,200-square foot facility that will include 24 crisis stabilization beds and six temporary observation beds.

It will be open 24/7, 365 days per year and have a maximum stay of 30 days.

The center will provide medical services, connect individ-

uals to the county's housing department and provide connections to employment opportunities, Stone said.

Individuals may check themselves into the center or be brought in by family members or law enforcement.

Arresting officers will make the determination if an individual should be taken to the crisis center for a misdemeanor or crime.

Stone said the environment of the center will not be the same environment as a jail and with a limited number of individuals, there will be improved coordination of services.

"If you suffer from a mental illness, I would think a jail would be a very scary place to be," Stone said. "... I don't think it should be treated any differently than cancer or any other disease."

The center will provide more than 80 jobs, with 70 percent of those new to the county, Jennings said.

Chatham County has also partnered with Mercer University to make part of the crisis center an in-patient training facility for the Savannah Psychiatric Residency Program, she said.

"We are hoping this will get individuals more on track with the most appropriate services they need and will prevent them from committing a crime that results in them being put in the detention center long term," Jennings said.

Chatham County Sheriff John Wilcher said the center will be helpful to him at the jail.

Many individuals, he noted, are coming to the detention center for minor charges and are not taking their medications. According to Wilcher, it costs \$70 per day to house an inmate in jail.

"It's going to fill a lot of voids that we've had here before, because you don't have anywhere to take these people who are actually not criminals," he said.

Stone said unlike the jail where individuals lose their Medicaid benefits, those at the crisis center will be able to keep their benefits.

"The thing that I'm proudest of about this is that not only will the police officers have a place to take an individual who needs help," Stone said, "but here's the opportunity for them to also get help." **CN**

## ON THE MOVE

### NACO OFFICERS

• NACo President **Mary Ann Borgeson**, Vice President **Gary Moore**, Second Vice President **Larry Johnson** and Immediate Past President **Greg Cox** attended the Large Urban County Caucus Symposium held Nov. 6-8 in Miami-Dade County, Fla.

### NACO STAFF

• In NACo's Government Affairs department, **Valerie Brankovic** was recently promoted from legislative assistant to legislative associate. **Brett Mattson** was also promoted from legislative assistant to legislative associate.

• In NACo's Public Affairs department, **Frank Cadle** was promoted from junior graphic designer to graphic designer. **Rachel Looker** was also promoted, from junior writer to staff writer, for *County News*.

• Program Manager **Jack Morgan** served on a panel discussion on economic transition at the Western Governors Association's Reimagining the Rural West workshop in Santa Fe County, N.M. Nov. 4-5.

• Chief Public Affairs Officer **Brian Namey** participated in the Council of Local Authorities for International Relations fellowship program Nov. 4-14 in Japan.



**Brankovic**



**Mattson**



**Cadle**



**Looker**



**The Behavioral Health Crisis Center will be open 24/7, 365 days per year and will include 24 crisis stabilization beds and six observation beds. The center is expected to open around March 2020.** Photo courtesy of Chatham County



## LEADERSHIP EDGE

# Be the Heliotropic Effect



by Tim Rahschulte

How well do you remember your middle school biology class? Whether you're reminiscing fondly right now about an amazing experience or starting to get a minor panic attack over the possibility of a pop quiz, we're sure you'll remember the heliotropic effect and its power and importance.

The heliotropic effect is about energy. It's easiest to understand and to (literally) see when the plant on your windowsill moves toward the sun — toward life-giving energy. That movement is the heliotropic effect (also referred to as phototropism) and its power is visible in all living things.

Like plants, people gravitate toward energy-giving sources. Think about the relationships you have. Like everyone, I suspect some people who come to mind right now drain your energy, but there are others with whom you feel great and energized. Those people are positive energizers. Like the sun to the plant on your windowsill,

they're a great example of the heliotropic effect — the energizing effect they have on you.

Are you a positive energizer? Do you make everyone around you better? Do you create a heliotropic effect? An interesting example of someone who does is Shane Battier. If you're a basketball fan, you may know the name. He became known while playing at Duke University and from an NBA career spanning 2001 to 2014. His name, however, isn't among the most famous in basketball, but the reason Shane is so important is because he's an energizer.

In a *New York Times* article, Michael Lewis described Battier as "the No-Stats All-Star." It's noted in the article that "his conventional statistics are unremarkable: he doesn't score many points, snag many rebounds, block many shots, steal many balls or dish out many assists." So, what makes him an all-star? Basketball insiders would point you to the "plus-minus" score, which measures the difference in the score when a player is on the

court.

Good players are noted to have a plus-minus score of +3. This means that while that good player is on the court, the player's team scores three more points than the opponent's team. Battier's plus-minus score is +10! When he's on the court (or on your team), he makes everyone better. He's an energizer, and it's not by accident. In a separate article, Shane noted that it's his modus operandi: "That's all I try to do. That's my mindset: I want my plus-minus to be up as high as possible. I take pride in that."

You're either life-giving or life-draining to those around you. It's probably a good bet that most, if not all, of the great leaders in your life have been positive energizers. Thinking of this conjures thoughts of the German writer Johann Wolfgang von Goethe. He wrote:

*"I have come to the frightening conclusion that I am the decisive element. It is my personal approach that creates the climate. It is my daily mood that makes the weather. I possess*

*tremendous power to make life miserable or joyous. I can be a tool of torture or an instrument of inspiration, I can humiliate or humor, hurt or heal. In all situations, it is my response that decides whether a crisis is escalated or de-escalated, and a person is humanized or de-humanized. If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming."*

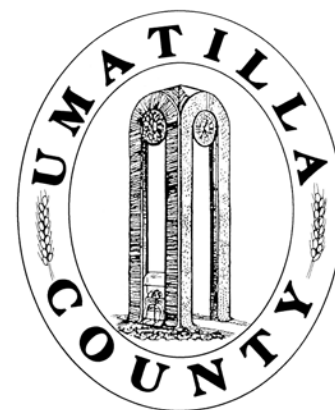
The heliotropic effect is about providing the positive energy needed to allow organisms to become what they're meant to be and to enable them to reach their full potential. Be the heliotropic effect for your team, organization and community. **EN**

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



UMATILLA  
COUNTY, Ore.

The focus of the Umatilla County seal is a clock tower, which serves as a historical symbol in the county. In 1889, the courthouse clock was constructed and placed in the clock tower on top of the Umatilla County Courthouse to make county residents aware of the time. In 1954, the county gave the clock to the City of Pendleton, the county seat, for the construction of a new courthouse. The city was unable to use the clock and kept it in storage for almost 30 years.



Umatilla County organized the Clock Restoration Committee to create a place for the clock tower by the centennial anniversary of its construction. The committee raised \$300,000 for the clock installation which was completed and dedicated in 1989. The original clock from the 1889 courthouse is now located in a clock tower in Pendleton outside the current county courthouse.

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



## BRIGHT IDEAS | DUPAGE COUNTY, ILL.

# Sharing Services Saves Money, Improves Upkeep

### PROBLEM:

Government redundancies in stormwater maintenance and water quality complicate the process of complying with federal regulations for municipalities in DuPage County.

### SOLUTION:

Improve government efficiencies while improving water quality efforts through a shared services program.

by Rachel Looker  
staff writer

A countywide water quality program is helping municipalities and townships improve stormwater management and save money — all through sharing services.

The DuPage County, Ill., Stormwater Management Department Shared Services Program helps municipalities and townships meet water quality and stormwater management goals. The countywide water quality program is the first of its kind in Illinois.

Through intergovernmental agreements (IGAs) with 41 municipalities and townships, the program saves local communities an estimated \$1.56 million annually. Over nine months, all municipalities and townships signed on to the shared maintenance work.

The Environmental Protection Agency (EPA) has recognized the shared services program as a permit holder under the National Pollutant Discharge Elimination System (NPDES), which regulates pollution in municipal storm sewer systems. The EPA's regulation served as the catalyst for the shared services program.

By only having to submit information to the EPA under one permit because of the IGAs, Jim Zay, chairman of the DuPage County Stormwater Management Planning Committee, said about \$4.4 million is saved



**DuPage County Stormwater Management's Shared Services Senior Maintenance Worker Tom Klasen works to clean the storm sewer system in the Village of Itasca, Ill.** Photo courtesy DuPage County

annually by working together on the program.

"Just the sheer repetitiveness of trying to comply with those federal regulations, it just seemed ridiculous as to how much money would get spent trying to do that on an individual, community-by-community, permit-by-permit basis," said Anthony Charlton, director of Stormwater Management for the county.

The county had to get approval from the Illinois EPA to enter into a single NPDES permit, which the EPA signed off on, creating the countywide water quality program in May 2018.

The shared services program is mutually beneficial for the county and the municipalities. The shared maintenance work generated more than \$300,000 in revenue for the Stormwater Management Department while simultaneously reducing the need for equipment and full-time staff for municipalities.

Zay said with budgets getting tighter, instead of municipalities and townships doing their own work, a central government can help to complete jobs.

"We'd do shared services at that point which would save not only municipalities and townships money but would also in the long run save the county a lot of money," Zay said.

The county developed plans to assist municipalities and townships by inspecting watersheds, hosting countywide technical seminars and expanding public participation and education efforts involving storm drains.

Deputy Director of Stormwater Management Sarah Hunn explained that services also include removal of large blockages if there are stream obstructions, the use of tree chippers, dump trucks to remove material, the cleaning of storm sewers and mowing grass. The county allows communities to use county crews and equipment for scheduled and emergency

maintenance. She added the department also has 11 engineers who can assist with work designs.

"Some of these smaller public works departments don't have the crews and equipment that we have or have access to and we're able to assist them by completing that work," Hunn said.

She said the program is unique because it provides a variety of services to municipalities.

"Most communities, once they find out we're helping them... they come in and surprisingly, both the communities and the residents are thanking their government which is not something that we hear about a lot," she said.


Zay said the stormwater committee is made up of six county commissioners and six municipal representatives, providing leadership from both sides of government, making it easier to work on programs.

Charlton said the depart-

ment is working on messaging to make it easier for residents to understand the shared services.

"Everyone is getting the benefit of a larger scale program than any individual municipality might be able to do, so it helps not just on the funding side of things, but our streams are cleaner and more efficient and the public is better educated by having this unified program," Charlton said.

Zay emphasized that when it comes down to government, everyone is serving the same people and getting tax dollars from the same people, adding that it shouldn't matter if a county crew or local municipality crew is working on a problem.

"It's just breaking down that mindset and ultimately saving money and sharing services together," Zay said. 

*DuPage County's Shared Services Program is the recipient of a 2019 NACo Achievement Award in the Community and Economic Development category.*



the
HR
DOCTOR

With Phil Rosenberg


# Support the Global Warming ... of Relationships

There is a kind of global warming which the HR Doctor points out should be strongly encouraged and supported. It is a kind of climate change that will benefit everyone. It is the global warming of interpersonal relations.

In workplaces as well as in other areas of our daily encounters with one another, the ties between people appear to have been weakening over the years. Of course, we are more mobile and we move from place to place more frequently.

It is estimated that about 40 million Americans (14 percent) of us move each year. No, those are not city and county managers or federal presidential appointees who resign or are terminated at will! They are general population members!

Family structures have changed. We don't spend much time getting to know our neighbors. Rather, so very much of our precious and short lifetimes are being spent trapped in our four-wheel drive SUVs on overcrowded highways or time spent watching television or internet devices. Americans

watch over five hours of television per day (yes, you read it right - FIVE hours each day)!

Of course, we all realize that keeping up with the latest comings and goings on "American Idol," "Dancing with the Stars," "Survivor" or one of the many "Judge" shows are critically important to our national well being. However, imagine how our family and work relationships could improve if we watched even only one hour less of television a day and used that extra hour of our lives to reengage with our families, our neighbors, our communities and other people around the world.

That extra hour amounts to more than 28,000 hours in the average lifespan of an American. Surely, that huge amount of time could be better spent enriching our lives and our communities than lapsing into a coma in front of the giant screen 4K TV!

If we did this very modest "hours restructuring" in our lives, we would find that people who speak different languages than we do, have different religious beliefs, dress differently, eat differently and earn a living differently are fundamentally just like we are.

Humanity has recently reached a milestone in which more people in the world live in cities than live in rural, ag-



ricultural, non-urban areas. Cities have a tendency to turn all of us around the world into a basic "vanilla" flavor in terms of lifestyle. We look for parking spaces, we eat out, we shop online and stand in lines, etc. We breathe dirtier air and are assaulted by intrusive noise.


Although there are rich differences from city to city, the fact that we all become "urban-ites" supports the idea that the global warming of human relationships is a phenomenon beyond demographic differences such as those described above.

People all share common elements of a human heritage, including hopes and dreams for the future. People and their governments will all develop a common and increasing sense of urgency to preserve that heritage by changing the behaviors which harm our personal well-being.

Behavior changes may involve such activities as spending more non-TV time studying other cultures, playing music, walking with your dog, "adopting" exchange students, supporting charities and volunteering.

A modest suggestion to begin is just to go to lunch or just call and visit with your mom or dad or child before it's too late. Have a meaningful conversation with them sharing your hopes, joys and fears.

It may mean throwing a surprise birthday party for a friend or congratulating a co-worker on a promotion. It means never singing "Happy Birthday to You" the way it is often sung at restaurants — by people who lack a passion for what they are doing or sense of really caring that someone is having a birthday.

We need to take active steps to support the global warming of our relationships — make new friends! 

GET TO KNOW...

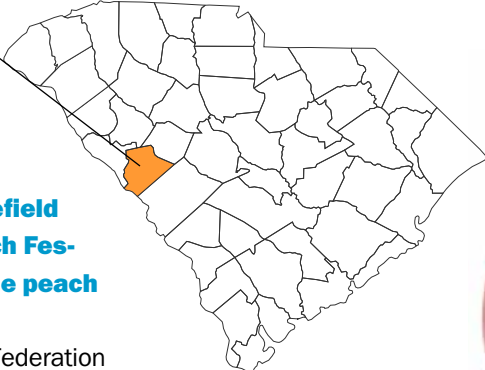

Edgefield County, S.C.

**Welcome, Edgefield County, S.C.**

Edgefield County is located along the western border of South Carolina on the Savannah River across from Augusta, Ga. The 506-square-mile county was established in 1785 and now has a population of around 27,000.

**As one of the largest peach producers in the country, Edgefield County holds the annual Peach Blossom Festival and Peach Festival which attract thousands to the county to celebrate the peach blossoms that bloom every spring.**

The county seat of Edgefield is home to the National Wild Turkey Federation headquarters, a conservation organization that protects turkey populations. Edgefield County is considered to be the "Home of 10 South Carolina Governors." Many other politicians call the county their home including former lieutenant governors and several members of Congress.



# NEWS FROM ACROSS THE NATION

## ARKANSAS

Inmates at the **PULASKI COUNTY** jail are taking a seven-week class to learn **family relationship skills**. The jail's "Inside Out Dad" class teaches inmates how to interact with their children and spouses by identifying problems within families and making plans for life after incarceration, according to the *Arkansas Democrat Gazette*. The goal of the class is to reduce recidivism rates. Eight inmates have graduated from the class.



## CALIFORNIA

• Strong winds are spreading **wildfires** through counties in California. Officials ordered mandatory evacuations when fires broke out in **SAN BERNARDINO COUNTY** and **RIVERSIDE COUNTY**. A fire in **MARIPOSA COUNTY** required over 1,400 fire personnel to put out the flames, *TIME* reported. The Kincade Fire in **SONOMA COUNTY** burned nearly 77,000 acres and destroyed more than 130 homes, according to KCRA3. Tens of thousands of California residents were under mandatory evacuations due to the fires.

• **SONOMA COUNTY** paid for a poll to gauge voter interest in a half-cent county **sales tax increase for firefighting services**, the *Press Democrat* reported. The poll showed just enough support to pass the tax

increase. Through the ballot measure, the county would request tax money for other government entities where each entity would have the choice to request money on their own. The measure originated from a group of county fire officials who are working to identify more efficient fire response capabilities. County supervisors will vote this month to determine if the measure is on the ballot next March.

## COLORADO

A new program in **GRAND COUNTY** is educating high school students on how to become **business owners**, Sky-Hi News reported. Through the "career cab" program, business owners and entrepreneurs teach students about the challenges of owning a business. Students visit local companies to learn about the various aspects involved in becoming a business owner.

## DELAWARE

**NEW CASTLE COUNTY** received a grant to **abate lead paint** from 130 homes. The county received the \$3 million grant from the U.S. Department of Housing and Urban Development, Delaware Public Radio reported. Those who meet the eligibility requirements must be living in a home built prior to 1978, must have a child under the age of six or a pregnant woman visiting or living at the home.

## ILLINOIS

The **KANE COUNTY** Division of Transportation and the Kane County Health Department are launching a program to **encourage kids**

## NORTH CAROLINA

• The **MADISON COUNTY** Public Library is **revising its service animal policy** after a man walked into a branch carrying a bag of snakes. When asked about his suspicious bag, the patron said "My pets are harmless. Here, let me show you," and opened his bag; the snakes slithered out onto the front desk. "They just wriggled everywhere," the library's interim director told the *Citizen Times*. "I admit, I did take a step back. I was expecting one snake, not a bag full of snakes."

The director has seen a monkey, a rat, spiders, an iguana, a ferret, parrots, chicken, gerbils, guinea pigs, hamsters, dogs, cats and more all in the past year.

Commissioners approved the new policy last month, following Americans with Disabilities Act guidelines that allow only service dogs "individually trained to do work or perform tasks for the benefit of an individual with a disability."



**to ride bikes.** The Kane County Cycle Club encourages kids to log miles from bike riding to earn rewards, the *Chicago Tribune* reported. Sponsors for the program will provide bikes for kids who do not have access to one.



## KENTUCKY

The **OLDHAM COUNTY** Police Department is using a Community Camera Program to create a database of county residents who have **surveillance or doorbell cameras on their house or business**, WLKY reported. Police do not have access to the cameras, but residents who participate

in the program agree to share surveillance footage recorded on their cameras with police. Residents can register their cameras online.

## MAINE

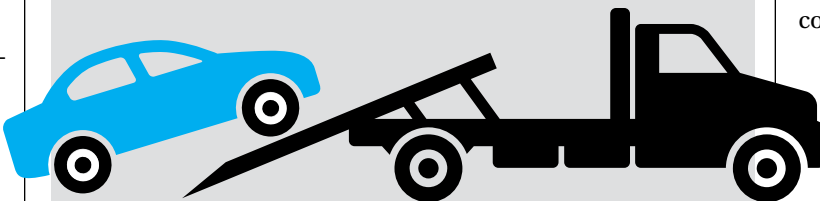
**WALDO COUNTY** is implementing a new county-wide **emergency broadcast system** that utilizes AM radio channels and can be used in emergencies when power and communications are down.

The "RadioSAFE" system involves a high-performance radio antenna with the capability to cover a more than 20-mile radius.

During an emergency, the county will send out a wireless emergency alert to cell phones encouraging residents to tune into the AM station for more information.

## HAWAII

The Department of Environmental Management's Derelict and Abandoned Vehicle Section of **HAWAII COUNTY** announced a year-round **Vehicle Disposal Assistance Program**. The program assists registered vehicle owners with disposing unwanted vehicles, *Big Island Now* reported. The goal of the program is to reduce the number of abandoned vehicles on roadways. Two vehicles may be junked per year at no charge and owners are responsible for transporting their vehicles to the disposal facility.







## MICHIGAN

A program in **KENT COUNTY** is **helping locate residents with special healthcare needs** who may be reported missing. The program allows county residents to provide fingerprints and a photograph to be included in a state database, MLive.com reported. The database includes a person's demographic information, home address and contact information. With this database, police have access to information to assist in finding a missing person.

## MINNESOTA

The **DOUGLAS COUNTY** Car Care Program has given its **300th car to someone in need**. The program has been serving residents of Douglas and **POPE** counties for seven years and helps those in need by giving them a way to travel to work, appointments and transport children.

## NEW YORK

- **Dumping out-of-county construction debris** in **ULSTER COUNTY** is illegal following the signing of a law clarifying the legality of different imports. The *Dai-*

*ly Freeman* reported that the materials are often contaminated with heavy metals and pesticides. Each violation is a misdemeanor punishable by a fine of up to \$2,000 or up to six months in jail, or a combination of the two.

## NORTH CAROLINA

- The **North Carolina Association of County Commissioners** recently released its 2019 County Map Book. The **data and maps** highlight demographic, economic, health and educational information from North Carolina's 100 counties. The indicators were selected based on research at the county level, recommendations from county officials and staff and timely policy issues.

Take a look at the book here: <http://www.ncacc.org/DocumentCenter/View/4871/2019MapBook>. The map book is a publication of the North Carolina Association of County Commissioners' Center for County Research. The data comes from federal, state and local sources and each map includes a citation with the applicable reference.

## OHIO

**LICKING COUNTY** is the first in Ohio to be recognized as an **official POW/MIA county**. Extensive research by the county library found 35 POWs/MIA, whose bodies were never recovered. A permanent display at the library holds various items symbolizing what those missing in action mean, the *Newark Advocate* reported.

The designation program,



sponsored by the POW/MIA Museum in Jefferson Barracks, Mo. focuses on creating awareness in communities. The museum board of directors unanimously evaluates proposals. Signs will be placed at prominent entry points to the county proclaiming the POW/MIA status.

## OREGON

If they break it, they buy it. That's the gist of a resolution passed by the **MULTNOMAH COUNTY** Commissioners that aims to **hold fossil fuel industries accountable** for any future damages caused by the transportation of fuels like crude and oil.

Along with the city of Portland, the resolution calls for a risk analysis study to determine the amount of infrastructure costs by developing worst-case scenario models for the Critical Energy Infrastructure Hub — commonly called the "tank farm" — where fuel and chemicals are stored in industrial Northwest Portland as Oregon Public Broadcasting reported.

The resolution opposes new and expanded infrastructure for transporting or storing fossil fuels in the county.

## PENNSYLVANIA

Eight counties are participating in a study that will identify areas without **broadband internet service**. The Southern Alleghenies Planning and Development Commission was awarded a \$50,000 grant to map out broadband needs in **BEDFORD, BLAIR, CAMBRIA, FAYETTE, FULTON, HUNTINGDON, SOMERSET** and **WESTMORELAND** counties.

The grant will be augmented with a local match that requires each participating county to pay an additional \$6,250 for the study that is expected to cost \$100,000, the *Tribune Review* reported.

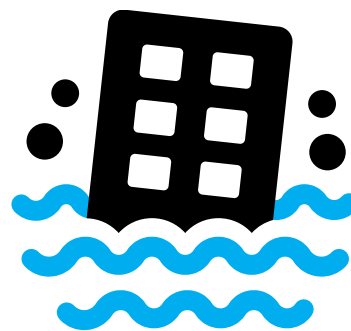
## SOUTH CAROLINA

**RICHLAND COUNTY**'s transportation department has begun shouldering the load of **maintenance for hundreds of roads** after the county's contract with a private management group ended.

Richland County Council voted to end the contract earlier this year, arguing the county could save around \$4 million annually by moving management of the \$1 billion program in house, *The State* reported.

## VIRGINIA

- Following flash floods over



the summer that damaged businesses, **ARLINGTON COUNTY**'s economic development office created a workshop for business owners to **better plan for and control damage resulting from natural disasters**. The workshop gathered county staff and business owners who could speak from experience.

- The **FAIRFAX COUNTY** Board of Supervisors voted to **dredge a popular man-made lake** that was filling with sediment. The initial "wet dredge" will cost \$30.5 million and will need \$2 million in annual maintenance, WDVM News reported.

## WASHINGTON

Modular buildings that formerly housed oil workers in Houston have been moved to **KING COUNTY**, where they will serve as dormitory-style bridge housing to help people transition from **homelessness** to permanent housing. Eagle Village will serve Native American and Alaska Native people exiting homelessness.

It's a reversal of when oil companies in western North Dakota transported 2010 Olympics housing to the Bakken Shale region from Vancouver, B.C.

Eagle Village will offer housing and provide 24/7 onsite case management for up to 30 people — singles, couples or roommates. Pets are welcome. Each dorm room has a bedroom, bathroom with shower, a microwave and a mini-fridge. King County ordered an additional building, also modular, to provide space for counseling and case management, gatherings, storage and shared laundry facilities.

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

## NEW YORK

- Families in the **ROCKLAND COUNTY foster care system** will have a new outdoor space to meet and play with the completion of a new playground. The playground replaced an outdoor space at a county health center.





# PROFILES IN SERVICE

## STACY CORLESS

**Board Member**  
Supervisor  
Mono County, Calif.

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

**Years in public service:** Five

**Education:** M.A. from the University of California, Berkeley

**The hardest thing I've ever done is:** Build a career and a great life in a mountain town.

**A dream I have is to:** Write a novel.

**You'd be surprised to learn:** I live at 8,000 feet elevation on the edge of the world's largest Jeffrey pine forest (yes, this is in California!)

**The most adventurous thing I've ever done was:** Run — a marathon, for office, etc.

**My favorite way to relax is to:** Take a long hike in the mountains with my husband and our dog.

**I'm most proud of:** Representing and being part of a caring community that looks out for each other and stewards our public lands.

**Every morning I read:** News and social media.

**My favorite meal is:** Christmas dinner — Prime rib and Yorkshire pudding.

**My pet peeve is:** Grandstanding and mispronunciation of our county (Moh-noh, not Mah-noh).

**My motto is:** Grace under pressure.

**The last book I read was:** *The White Devil's Daughters: The Women Who Fought Slavery in San Francisco's Chinatown* by Julia Flynn Siler

**My favorite movie is:** A Western. Two classics of the genre were filmed in Mono County — *High Plains Drifter* and *Ride the High Country*.

**My favorite music is:** Live and preferably under the stars.


**My favorite U.S. president:** Barack Obama and I also really appreciate Ronald Reagan's conservation legacy in our region.



Corless

**My county is a NACo member because:** Mono County is over 90 percent federal public land. Federal land management policy has a huge impact here and NACo's advocacy for programs such as Payment in Lieu of Taxes (PILT) benefits us. We engage on other critical issues through NACo too, working closely with our two state-level county organizations, the California State Association of Counties and Rural County Representatives of California.

**My pet peeve is:**  
Mispronunciation of our county  
(Moh-noh, not Mah-noh)



Mono (Moh-noh) Lake

# WORD SEARCH

## MARIPOSA COUNTY, Calif.

Created by: Mary Ann Barton

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

**AHWAHNEE:** Built in the 1920s, this architectural gem is Yosemite's only AAA four-diamond hotel.

**BUTTERFLY:** The county got its name from the Spanish word for butterfly, mariposa. The county celebrates the arrival of migrating butterflies each May with a festival.

**CLOCK:** A clock tower and bell atop the county courthouse chimes every hour on the hour.

**COURTHOUSE:** The 1854 county courthouse is the oldest west of the Mississippi in continuous use.

**FORESTS:** Parts of three national forests can be found in the county: Sierra, Stanislaus and Yosemite.

**FREMONT:** The county hospital is named for explorer, politician and soldier John C. Fremont.

**GOLD:** The county is in an area that was part of the California Gold Rush. Gold was found in streams and mines.

**HISTORY:** The county was once the largest in the state, comprising about one-fifth of California.

**NEWSPAPER:** The *Mariposa Gazette*, started in 1854, is the state's oldest weekly newspaper and is locally owned.

**NUGGET:** See the Fricot Nugget, a 13.8 pound piece of crystalline gold found in El Dorado County in 1864, on display at the California State Mining and Mineral Museum, located in Mariposa County.

**SALAMANDER:** The county's Merced River is the sole habitat for the limestone salamander.

**SIERRAS:** The county is located in the foothills of the Sierra Nevada Mountains.

**RESTAURANT:** Ranked #1 by two social media sites, the Charles Street Dinner House has been a local favorite for more than 30 years, and features an Old West theme.

**TOURISM:** Tourism is a large part of the county economy, due to visitors to Yosemite National Park.

**WATERFALL:** The nation's highest waterfall, Yosemite Falls, is located in Yosemite National Park.

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