

## County branding: more than just a seal

By **Charlie Ban**  
senior writer

The Linn County, Iowa Secondary Road Department was in charge of clearing roads, so it seemed natural for equipment to bear pictures of snow plows, hard at work. Visual shorthand for the county's conservation department? A tree, of course. But the actual county seal was a modernistic collection of trees, buildings and rolling hills along the banks of the Cedar River.

A look at the collection of the county's different logos could beg the question — are they all on the same team?

"Counties in general are

See **RE-BRANDING** page 3



A flag hangs on a charred residence in the Skyway Villa Mobile Home and RV Park in Butte County, Calif. after the state's worst wildfire ripped through the county in the Sierra foothills. High winds and drought contributed to the fire's swift and deadly path through the county. Photo by Shealah Craighead/Courtesy of the White House

# 'Everything was ablaze all around us'

By **Mary Ann Barton**  
editor

## County officials and residents recount first hours of deadliest fire in California history.

The first inkling that Butte County Supervisor Doug Teeter had of the Camp Fire was seeing "whole black leaves, about the size of quarters, falling from the sky." Gale-force winds were blowing that day at about 50 MPH in some areas.

The deadliest fire in California history, which began the morning of Nov. 8, has killed at least 79 people at last count and left hundreds unaccounted for, authorities said.

Teeter began seeing the leaves floating in the air early that morning, after receiving

a text about a small 10-acre fire. But the fire quickly grew and 10 days after it started, it had burned more than 148,000 acres, destroying nearly 12,000 structures (including about 10,500 homes) in the county.

The morning the fire started, before it ripped through the town of Paradise, Teeter's wife took their children to school; shortly after, he received an evacuation notice on his phone. Soon, they were both heeding the warning. Teeter, a longtime resident of Para-

dise, sent his wife ahead to go pick up their children; he later jumped in the family's second car. But soon, he was stuck in a traffic jam with other drivers also trying to escape the blaze. He left his car on the side of the road with plans to run on foot back home to hop on his motorcycle.

Instead, he banged on the window of a truck that belonged to a CalFire firefighter. As the blaze closed in, the firefighter drove them into a clearing that was free of trees and

brush. They signaled other cars to join them.

"Everything was ablaze all around us," Teeter said. "What was unique was the speed, how fast it traveled. It jumped a huge canyon and went right through Paradise. A lot of us had these really scary frightening moments thinking 'Are we going to die?'"

Afterward, Teeter rode behind a bulldozer that pushed cars out of the way, trying to reach a hospital in Paradise, where elderly patients were at the mercy of the encroaching fire. When they arrived at the

See **CAMP FIRE** page 2



# Housing the displaced: a major concern for Butte County after Camp Fire

From CAMP FIRE page 1

hospital, patients were out in front of the emergency room where the roof had caught fire. "Frail old people, three and four at a time, were being put in the back of patrol cars."

Teeter lost his home, which his grandfather built, in the Camp Fire. Officials say some of the victims died in their vehicles as they tried to flee the fire on the traffic-choked road that was the only way out of town. Some may not have had any way to get out at all. "There are a high number of elderly who live in Paradise," Teeter said. "A lot of them don't have cars."

"People just want to know we're going to rebuild Butte County," Teeter said. Some county buildings were still standing after the fire including the library and the fire station, he said.

Before the fire leveled the



**First responders rescue a dog they nicknamed "Camp" in Butte County, Calif. The county is holding lost pets at the Chico Airport.**

town of Paradise, the housing vacancy rate in the county was somewhere between 1.5 to 2.5 percent, said Ed Mayer, executive director of Butte County's Housing Authority.

"I know we're frustrated," Butte County Supervisor Steve Lambert said at a Nov. 12 town hall meeting. "I know we're scared. I know we've been through so much. But we want to be here to help get you through it."

Teeter said he had spoken with a Shasta County supervisor dealing with the aftermath of the Carr Fire about changing building codes to allow for any quick and safe shelter that people could put on their property while they rebuild.

"There's going to be a lot of conversation about fixes or tweaks to our building code to allow that to happen, 'cause that's going to get people back the fastest," he said.

Authorities said the Camp Fire, named for an area of Camp Creek Road, was expected to continue to burn for another week. *The Mercury News* reported that firefighters, dispatched to the scene, discussed power lines that were down in the area. The utility announced before the fire that due to a forecast of high winds and low humidity, it was considering shutting down power to parts of Butte County, but it never did, the newspaper reported. CalFire said the fire is still under investigation. Napa, Sonoma, Lake and Mendocino counties are suing PG&E for its role in deadly wildfires that plagued the region last year.

The county has brought in archaeology students from the Human Identification Laboratory at the University of Nevada Reno to remove debris to



**A Placer County, Calif. Sheriff's deputy pauses to take a photo of the smoke plume from the Camp Fire in Butte County, Calif.**

try to find victims of the Camp Fire.

The fire is expected to be fully contained by Nov. 30. Rain in the forecast may mean the fire could be contained sooner, according to authorities.

The county is keeping lost animals at the Chico airport and has started a webpage with their photos that includes dogs, cats, guinea pigs and a cockatiel.

An ashy haze from the fire has blanketed the region. Sacramento County fire stations were handing out masks for safety concerns, but the county's Health Services director, Peter Beilenson, said that they decided to stop handing them out because they give a false sense of security. Instead, the county is urging people to stay indoors.

Experts from Berkeley have

said breathing in the air in the region is equivalent to smoking a half a pack of cigarettes a day. In the area near the fire, it's equivalent to a pack a day.

The National Oceanic & Atmospheric Administration showed the worst of the smoke to be near San Francisco and Sacramento, with between 60-100 micrograms of smoke per cubic meter of air.

In addition to the Camp Fire in Butte County, Los Angeles and Ventura counties were also battling wildfires. The Woolsey Fire, which also started Nov. 8, was 88 percent contained as of Sunday, Nov. 18, has burned 151 square miles across the two counties and destroyed more than 1,000 structures, many of them homes according to CalFire. Three people died and three firefighters were injured. **EN**

## SNAP/STATS

MOST COSTLY SENATE RACES\*

### ELECTIONS 2018

STATE	COST
Florida.....	\$182 million
Texas .....	\$123 million
Missouri .....	\$122 million
Nevada .....	\$101 million
Indiana .....	\$98 million

(Based on total candidate-raised and outside group spending.)

Source: Based on data compiled by Open Secrets

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**Various Linn County departments forged their own visual identities independent of one another before re-branding.**

## GUEST COLUMN

# Counties invited to enter MetroLab's Ideas Competition

By Ben Levine

We at MetroLab Network are setting out to change the way that new insights — shaped by data and technology — impact your county's activities. If you are like other counties, it's a good bet that you are faced with new opportunities to leverage your data as a strategic asset. Or perhaps with opportunities to integrate new technologies into certain county activities.

These trends are pervasive across the country and the world. Indeed, local government is in a period of change.

We are asking for your help in shaping that change — with the focus on ensuring that data and technology are leveraged to address the most pressing needs of your community.

That's why we're designing the Civic Innovation Challenge, a research and action competition that leverages

Competition, open through Jan. 31, that asks you — local government officials, community residents, and civic innovators — to submit the challenges that face your county government and community. The leading submissions will shape the topics we select for the Civic Innovation Challenge.

In other words, participation in the Ideas Competition is your opportunity to shape investments in county innovation.

What areas will the Ideas Competition explore? It's focused on four areas:

- Equity and access
- Resilience
- The Built Environment
- Mobility

Ultimately, it will shape the Civic Innovation Challenge and direct research and deployment funding towards local government challenges in those areas.

What is required for a sub-

mission to the Ideas Competition?

Here's one: How can we use mapping, sensing and data-sharing to design and build places where all individuals — including those in strollers and wheelchairs, on bikes and on foot, and with walkers or canes — get around safely and efficiently?

What happens after the Ideas Competition?


Those that offer the best submissions to the Ideas Competition will be invited to attend an Ideas Festival in early 2019 with the National Science Foundation, MetroLab, and Smart Cities Lab to help craft and design the Civic Innovation Challenge.

The Civic Innovation Challenge will provide significant resources to address the challenges identified during this design phase.

If you are interested in learning more, MetroLab Network will be hosting a webinar on Dec. 7, which you can sign up for at <https://nscivinnov.org/webinar>. Additional questions can be directed to the team at [innovate@metro-labnetwork.org](mailto:innovate@metro-labnetwork.org), and you can follow on Twitter @NSFCIC.

More about MetroLab Network: MetroLab Network is a national collaborative of cities, counties and universities focused on bringing data, tech, and analytics to local government.

Smart Cities Lab is a peer-to-peer network, stitching together investments in new mobility across multiple cities into a single platform.

The National Science Foundation is an independent federal agency created by Congress in 1950 whose mission includes support for all fields of fundamental science and engineering. 

*Ben Levine is executive director of MetroLab Network.*



social science, data, and technology to improve the services provided by local governments.

We are currently partnering with Smart Cities Lab to develop the Civic Innovation Challenge, which will launch in 2019 with anticipated support from federal partners at the National Science Foundation and other stakeholders.

That brings us back to the questions we introduced at the beginning.

If you've started crafting an answer — or set of answers — we want to hear from you.

We've launched an Ideas

Competition?

The Civic Innovation Challenge is about harnessing the power of research and discovery to advance civic priorities. As such, we recommend that submissions to the Ideas Competition come from teams.

We encourage counties to work with their colleagues from across sectors — academia, government, philanthropy, non-profit and industry — to craft submissions. If you have a great idea and would like to submit on your own, that's great too.

## PROFILES IN SERVICE

**CHARLOTTE SANDVIK**  
Board Member  
Treasurer  
Cass County, N.D.



SANDVIK

**Number of years involved in NACo:** 22

**Years in public service:** 28

**Occupation:** Cass County treasurer

**Education:** Business college

**Three people (living or dead) I'd invite to dinner are:** My dad, my mother and Ronald Reagan.

**A dream I have is to:** Leave the country a better place than when I was first elected in 1990.

**You'd be surprised to learn that I:** Was a pretty good athlete.

**The most adventurous thing I've ever done is:** Run for president of the Fargo Jaycees Women.

**My favorite way to relax is to:** Read and enjoy my time at my place at the resort.

**I'm most proud of:** Starting a Cass County Youth Commission 14 years ago to teach high school students about local government.

**Every morning I read:** *The Fargo Forum*.

**My favorite meal is:** Italian food.

**My pet peeve is:** People who are always late to meetings or events.

**My motto is:** "Service to humanity is the best work of life."

**My favorite music is:** Music from the 1960s, '70s and '80s.

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

**My county is a member of NACo because:** We understand the benefits of NACo and the great service they do, not only for education, but also for all the different services that can help counties.

**My favorite movie is:** *Doctor Zhivago*.





# Counties 'Step Up' in Polk County, Iowa

By Jessica Perez

Two dozen county officials from across the country gathered earlier this month in Polk County, Iowa, to participate in a Stepping Up peer exchange. Stepping Up is a national initiative that aims to reduce the number of people with mental illnesses in local jails. More than 450 counties, including 59 in Iowa, have passed a resolution to join Stepping Up since the initiative started in 2015.

Polk County was chosen for the site of the second Stepping Up peer exchange due to its innovations in using data to create a collaborative, system-wide effort to reduce the number of people with mental illnesses and substance use disorders in its jail.

The peer exchange was organized around the recommended four key measures of the Stepping Up initiative:

1. Reducing the number of people with mental illnesses booked into jails
2. Shortening the length of stay in jail for people with mental illnesses
3. Increasing the number of people with mental illnesses connected to treatment, and
4. Reducing recidivism for people with mental illnesses in jails.

## Tracking changes

The Stepping Up framework suggests that having an impact on one or more of the above measures will result in a decline in the jail population of individuals with mental illnesses. Establishing baseline data on each of these measures and then tracking changes over time will show the resulting impact. Through this lens, peer exchange participants heard from representatives from all sectors of the Polk County health, human services and justice systems.

To get started, Polk County created its Criminal Justice Coordinating Council (CJCC) in 2008 to review justice-relat-

ed issues and enhance collaboration among justice system partners.

Eleven agencies participate in the CJCC, including representatives from the county's Board of Supervisors, the sheriff, the mental health services director, the courts and municipal police.

The CJCC meets every two months to address acute challenges facing the county and plan for solutions to long-term criminal justice challenges. Through the CJCC and its partnerships, Polk County has been able to put in place key policies, practices and programs to address the four key measures.

Polk County has implemented Crisis Intervention Team (CIT) training for law enforcement officers from the Polk County Sheriff's Office, the Des Moines Police Department and neighboring jurisdictions.

CIT is a training program aimed at helping officers identify individuals experiencing a mental health crisis and de-escalate the situation to reduce the need for an arrest or hospital visit. More than 350 law enforcement officers across Iowa have been trained through Polk County.

Polk County stands out because of its partnership between local law enforcement, and mental health and medical professionals, including the Mobile Crisis Response Team (MCRT).

Established in 2001 through a partnership between the Des Moines Police Department and the county hospital system, the four-member MCRT is designed to assist law enforcement and other first responders on mental health calls for service.

The MCRT includes two nurses, one therapist and one social worker and operates from 8 a.m. to midnight. From July 2017 to June 2018, MCRT responded to 2,625 calls that resulted in only 21 arrests (less than 1 percent) and 519 trips



Cathy Hatch, Polk County, Fla. (l), Mary Ross Cunningham, Lake County, Ill. (r) and Helen Stone, Chatham County, Ga. (in second row) listen at Stepping Up discussion. Photo by Nastassia Walsh

to the hospital.

Many of the calls were handled over the phone or through another process, including having the call be resolved in the field. The county estimates that the 1,141 calls that were able to be addressed in the field saved the county more than \$5.2 million in jail costs.

Peer exchange participants toured the county's Psychiatric Urgent Care Center, a walk-in clinic co-located at the hospital where individuals can receive mental health assessments, counseling and medication management.

## Center offers 24-hour help

The center is staffed with psychiatric nurses, and individuals can walk in to receive services. The hospital also operates the Crisis Observation Center (COC), a 24-hour program for individuals experiencing a mental health crisis who are brought in by law enforcement or family members.

Development of the COC also provides a "divert to what" option for officers who do not feel that the jail or

emergency department are appropriate for an individual in crisis. The COC admitted 93 people who were brought in by law enforcement from July 2017 to June 2018; the county estimates saving \$411,180 because individuals were taken to the COC instead of jail.

The COC can coordinate systems of care and allows individuals to receive short-term services during their stay.

A Polk County Health Services process to integrate and analyze data identifies the most frequent users of its health and justice systems. This "familiar faces" program uses a database created by the IT department to combine data from various health and justice systems to identify these individuals and develop a plan to provide services.

To reduce the length of stay for individuals with mental illnesses in jails, Polk County implemented the Public Safety Assessment (PSA) in January 2018 as part of a statewide pilot program.

Using evidence-based risk factors, the PSA determines the likelihood that a defen-

dant who is released before his or her trial date will fail to return for a future court hearing, commit a criminal act or commit a violent crime upon release.

The PSA is now used at all court hearings in Polk County. With the PSA, the county developed a decision-making framework to provide guidance on how judges can use the results of the assessment.

## Reducing reliance on bail money

Following this framework allows for consistent application of release terms for all defendants and reduces the county's reliance on bail money, thus minimizing the pretrial detention of people who are considered low risk but who are still detained due to their inability to pay bail.

Often, people with mental illnesses will fall under this category.

An officer at the jail completes a "Brief Jail Mental Health Screen" during the booking process, to identify any symptoms of mental ill-

## A closer look at 'Stepping Up'

From STEPPING UP page 5

ness, and the medical provider also screens individuals.

If at any point a potential mental illness is identified, a referral to the mental health team is made, and the individual is typically seen within 72 hours of intake. As part of the county's mental health jail diversion program, a case manager receives this information and uses the results of these screens to determine eligibility for the diversion program.

This information, coupled with the results of the public safety assessment, is helping to get individuals out of jail faster and connected to appropriate services, while allowing the county to manage risk, ensure public safety and promote a fair justice system.

Increasing connections to treatment once a person is released from jail is another key component of Polk County's efforts.

Polk County Health Services works closely with its provider network to offer a variety of services to people with mental illnesses who are leaving jails, including medication management, Forensic Assertive Community Treatment and housing and respite services.

Polk County uses value-based contracting (or pay for performance) with its providers to encourage the use of evidence-based practices and a focus on outcomes, not just outputs.

Providers are also given the option to participate in the county's Positive Behavior Support Network, which provides them with tools and trainings to better serve individuals in a way that focuses on positive behavior and lifestyle changes over punishment.

The intention of the network is to reduce jail days, increase employment, encourage peer-to-peer support, increase empowerment and ultimately improve the quality of life for people through addressing all these pathways.

Participants also toured the

SafeNetRX facility located in Polk County. SafeNetRX is Iowa's and the country's largest drug donation repository.

Funded through the state health department, the repository receives donations of prescription drugs that are then inspected for safety and quality to redistribute back to Iowans who are in need of medication assistance for little or no cost.

Polk County partnered with SafeNetRX, to create the Behavioral Health Justice Program.

Through this program, qualified individuals released from the jail who are unable to pay for psychiatric medications are eligible to be connected to primary health care services and receive 30-day supplies of medication for up to six months at no cost.

Having the components in place is helping Polk County better meet the needs of individuals with mental illnesses before and after they have contact with the justice system. Providing case management and supports such as housing and access to treatment is shown to reduce recidivism and have a positive impact on individuals' well-being.

Polk County's reliance on data and partnerships has produced positive results for some of the county's most vulnerable to most resource-intensive residents.

More information about Polk County's efforts and the presentations from this event are available on the NACo website, at: <https://bit.ly/2QNTNqa>. **CN**

*Stepping Up was started in May 2015 by NACo, The Council of State Governments Justice Center and the American Psychiatric Association Foundation. This peer exchange was supported by Janssen Pharmaceuticals Companies of Johnson & Johnson.*

*Jessica Perez is a justice associate in NACo's County Solutions & Innovations Department.*

## SPONSORED CONTENT

# SOLUTIONS SPOTLIGHT

## Slowly, but surely, Washoe County 311 initiative grows

In the Call 311: Connecting Citizen to Local Government report, by the International City/County Management Association, one of the recommendations for implementing a 311/citizen relationship management (CRM) program at the local government level is to do so in phases.

That's the approach Washoe County, Nev. took after purchasing one of the leading CRM solutions on the market, QAlert by QScend Technologies, Inc. For Communications Director Nancy Leuenhagen, the pace at which the county has been moving to implement a CRM system is a key point. That has ensured the new 311 call center

directed to the county manager's office. Instead of the continuing use of a spreadsheet and distilling long phone messages, the small staff made the switch to much more effective tracking, managing and reporting on service requests.

As the county's 311 team learned how to address the issues being submitted, it also developed a plan to visit various departments to discuss how the 311 center could help employees do their jobs even better.

The staff did a lot of relationship-building in its first few months, helping departments understand how 311 would help their day-to-day operations, and in turn, learning more about

happy to share what they do and what our citizens could expect."

Continuing visits with the departments help the call center staff make adjustments to the system's many features, such as the knowledge base.

Staff, through the control panel, and citizens, through the Web portal, can easily find accurate and up-to-date information, have informed conversations, or get issues resolved, with or without a service request being submitted.

Shortly after the call center replaced the city manager's service line, Washoe 311 was receiving approximately 40 calls per week.

In the late spring of 2018, with a limited marketing push to launch Washoe 311 publicly, the number of calls per week doubled. Through late summer, Washoe 311 was receiving 40 requests a day.

The promotional campaign will continue the remainder of the year.

In order to alleviate some of the burden on the two-person call center staff, the county will add the ability for

citizens to submit queries via smartphone app, text, Twitter and email.

### ABOUT QSCEND

QScend Technologies, Inc., is an industry leader in web-based software for local and county governments.

Hundreds of government entities and call centers across the country use our citizen request management software to improve citizen service, increase efficiency and effectiveness, re-engineer processes, and measure performance, making us the preferred provider of CRM/311 software in the United States. **CN**



will flourish.

"Counties are very complicated; you can't even really compare us to a city service," she said. "We do so much that [this kind of implementation] takes time. That is one of the things I'm most proud of with this program. We didn't fast track it and just throw it out there and say 'Here it is.' The minute we did that, if people didn't have buy-in and understanding [internally], it would have fallen flat, and that has not been the case."

Following a brief implementation period with the QScend project team, Washoe 311 opened quietly in 2016, having morphed out of calls that were

what everyone did to build out QAlert to a greater degree. The staff added prompts to service request types to help collect meaningful information, as well as notification content to help manage the public's expectations of each type's resolution process.

"The time we took to get organized helped us move forward through our next phase," said Call Center Representative Maria Alvarado.

"We met, for example, with our engineering staff, and we weren't aware of exactly what they did. After we explained our processes and what QAlert could do, staff was more than



# Rural county champions a culture of health

By Nyana Quashie

It was a long and stormy bus ride. Tired of always coming in last in health rankings, a tenacious group of community members from Klamath County, Ore. decided to take action.

They huddled together and took a trip to the state capital to campaign for a chance to be a “Blue Zones Project” community. Blue Zones around the world — rare longevity hotspots — are helping transform communities across the country into areas where “the healthy choice is easy and people live longer with a higher quality of life.”

Years later, Klamath County not only achieved its goal, but it accomplished much more. Thanks to collective efforts to improve health in the county, Klamath won the 2018 Culture of Health Prize.

The Robert Wood Johnson Foundation awards the Culture of Health Prize annually to communities actively working on making health a priority. Approximately 200 communities applied for this year’s prize and four communities were chosen, each receiving \$25,000. In addition to Klamath County, the three other prize-winning communities were Cicero, Ill., Eatonville, Fla. and San Antonio, Texas.

Although Klamath County is surrounded by pristine natural beauty, the predominantly rural county has experienced decades of economic stagnation, in part due to the decline in the timber industry and the Great Recession of 2008. The Klam-



Klamath County, Ore. residents practice Tai chi. Photo courtesy of Klamath County

ath Tribes, for which Klamath County is named, have also faced the additional challenge of losing their lands and rights.

The county took major steps to addressing health beginning in 2013, when it conducted its first community health assessment.

Following that, the county created a community health improvement plan using the MAPP (Mobilizing Action through Planning and Partnerships) process, a free tool designed by the National Association of County and City Health Officials and the Centers for Disease Control and Prevention.

By going through the assessment and planning process, the county identified opportunities for improving the health outcomes in their community.

Recognizing the dangers of youth tobacco use, Klamath became the fourth county in Oregon to adopt an ordinance around tobacco retail licens-

ing. They also created a rural residency program based out of Klamath Falls, to better improve access to health care for the county’s rural residents. Yet, given their efforts on improving health, applying for the prize was not easy, particularly because many of their efforts seemed miniscule at first and many still saw the county in a negative light — at the bottom of the health rankings.

By digging deeper, the county was able to pin down how they were making strides. The Blue Zones Project effort was a key strategy to aid in the implementation of the county’s community health improvement plan.

Oregon’s Blue Zones Project (BZP) is an initiative formed to promote and emulate nine lessons learned from the original Blue Zones.

Klamath County became the first Blue Zones Project demonstration community in Oregon. Through the BZP ini-

tiative, Klamath County implemented Blue Zones check-out lanes in two of its grocery stores, encouraged restaurants to add Blue Zones items to their menus and worked with 20 employers around efforts on worksite wellness.

Another key effort, Klamath Promise, has led to an increase in graduation rates.

Klamath Promise worked on motivating students to graduate by bringing motivational speakers from across the country to Klamath County and by awarding more than \$30,000 in scholarships to graduates. The scholarships are a way to ensure youth are attaining a quality education, a key social determinant of health.

County leadership is also an important part of Klamath County’s health efforts. A key part of achieving changes in policy, such as with tobacco retail licensing, was due to county commissioners’ involve-

ment in ongoing community-wide health efforts.

“Having their support has been helpful to moving these initiatives forward,” said Erin Schulten, administrator for the Health Promotion Disease Prevention Program for Klamath County Public Health.

Some commissioners serve on steering committees related to these efforts and have even gone a step further by helping bring a grocery store to a food desert and advocating on the state level for an increase in the minimum age for tobacco purchases from ages 18 to 21.

Having that political will has helped to propel Klamath County forward on the path to good health.

Indeed, winning the prize is a part of Klamath County’s health journey.

“Being recognized for our efforts to improve our health outcomes is really exciting, we know our people are our greatest resource and we hope to become known as a community taking health and happiness seriously,” said Kelley Minty Morris, Klamath County commissioner.

Recognizing that its work around health will not stop because it received the prize, the county is already planning ways to use the prize money to continue its health efforts.

As ambassadors for the prize, they will continue to share their work with individuals and organizations in their community, as well as with others looking to do similar work nationwide. **CN**

GET TO KNOW...

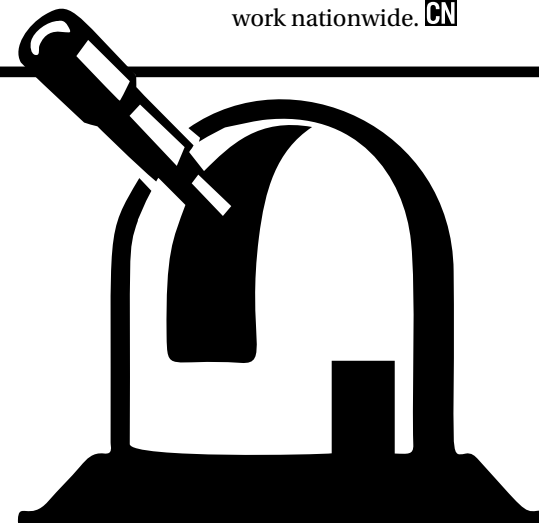
Clinton County, Ind.



## Welcome, Clinton County, Ind.

Clinton County was formed in 1830 and is named for DeWitt Clinton, the seventh governor of New York and architect of the Erie Canal. Visitors can tour the **Prairie Grass Observatory at Camp Cullom, which has four telescopes to view the night skies.**

The county has a light pollution ordinance to help protect viewing at the observatory. **Lt. Gen. James F. Record**, who was awarded three Distinguished Service Crosses during the Vietnam War, was born in Clinton County.



CELEBRATING 49 YEARS OF INNOVATION

# 2019 ACHIEVEMENT AWARDS

## APPLY FOR THE 2019 ACHIEVEMENT AWARDS

Does your county have an innovative program that improves county government and enhances services for county residents? Apply for the 2019 Achievement Awards! There are 18 categories ranging from information technology, health, criminal justice, human services and many more.

To begin your application visit:

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## QUESTIONS?

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**



ON THE MOVE

**NACo OFFICERS**


- President **Greg Cox** spoke at the County Commissioners Association of Pennsylvania Fall Conference, held Nov. 18–20 in Dauphin County (Hershey).
- First Vice President **Mary Ann Borgeson** represented NACo at the Missouri Association of Counties Annual Conference in Camden County (Osage Beach), Nov. 18–20.

**NACo STAFF**



**Wilson**

- **Lauren Wilson** is NACo's new membership associate. Lauren is responsible for supporting the membership team and managing member and state association interactions. Before joining NACo, Lauren served as staff assistant at Van Scoyoc Associates. Prior to that, she interned at the U.S. House of Representatives and the National Confectioners Association.



**Namey**

- **Brian Namey**, public affairs director, served as a panelist and featured speaker at the Washington State Association of Counties Annual Conference, held Nov. 12–16 in Pierce County (Tacoma).

# Re-branding a county is ‘an investment in our future’

From RE-BRANDING page 3

seem like a luxury, given the demands on county budgets.

Washington County Administrator Josh Schoemann acknowledged as much in an email to county staff.

“I know \$30,000 seems like a lot of money for a few words and the icon,” he wrote, stressing that the process would be worth the money and effort.

Ludovic said the decision to re-brand wasn’t taken lightly, and the County Board had an earnest debate about the wisdom behind it.

“We’ve heard ‘why are you spending money on this when you aren’t funding X; you aren’t able to serve these people in need,’” she said.

“That’s a difficult thing to address, but you need to have the right, business-minded people who see it as an investment in our future. The majority of our County Board and the majority of our department heads that feel it’s important.”

Linn County managed to complete its process without

hiring an outside agency.

“We did it, but I wouldn’t do it again that way,” Alexander said.

“It was a budget-driven decision, but we missed out on a lot of things like focus groups and stakeholder meetings.”

Linn County got its new design the way a lot of counties found their seals — they asked for submissions from citizens and businesses located in the county.

The winning submission, the county’s name, complemented by a two-toned leaf, will — like many new logos from this crop of re-branding projects — be replaced online first at little to no cost.

“We can take care of electronic changes easily, that’s a low-cost process,” McIntire said of Jefferson County’s re-branding, for which a consultant was paid \$50,000.

“We’ll include redesigns of vehicles and other physical assets as part of the regular maintenance budgets. There’s no need to replace everything at once.”

**Not just a pretty picture**

In Washington County, the branding effort is going deeper than standardizing artwork. The process begun to solicit input from county departments has continued, bringing county workers on board to align various departments to create a feel and customer experience that reinforces the image the county hopes to convey.

How Washington County would be interpreted would be the result of deliberate planning and execution on the part of county staff.

“It’s important what we’re driving — that image in the community,” Ludovic said. “How it appears, how we interact with the public, that feeling people get when you walk into the courthouse, those are direct results of somebody taking the time to figure it out.”

Ludovic said departments had individual discussions among themselves about where they fit in the overall county and where they are headed.

Schoemann emailed county employees, explaining why the exercises in the re-branding effort were important and how it went beyond attractive new logos. “Similar to any journey, the documents will serve as the map and compass necessary to determine where we are at, where we are going and shooting for,” he wrote. “Without these critical tools, decisions can easily return to being more haphazard with things like across-the-board cuts, a compensation plan that fails to compensate, being all things to all people and being mediocre at many things instead of being great at a few high priorities.” The branding effort yielded mission and vision statements that stress the county’s stability, reliability and quality of life, and Schoemann suggested that county staff could look to the new seal as shorthand for their commitment to that mission and vision.

“Without those words and a symbol to represent them, we are all too easily lost in the busy-work of our day-to-day.” **CN**

WORD SEARCH

ARLINGTON COUNTY, Va.  
Created by: Mary Ann Barton

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

**ALEXANDRIA:** The county was first established as Alexandria County in 1847. The name was changed in 1920.

**AMAZON:** Amazon recently announced it was choosing Arlington County as part of its second headquarters.

**BULLOCK:** Actress Sandra Bullock grew up in Arlington County, where she was president of the pep club at Washington-Lee High School, according to Arlington Magazine.

**CAPITAL:** Arlington County was originally part of the nation’s capital, in 1791. Congress returned it to the Commonwealth of Virginia in 1846.

**CITIES:** In 1922, the state Supreme Court of Appeals declared the county a “continuous, contiguous and homogenous community.” As a result, there are no incorporated towns or cities within the county’s borders.

**CEMETERY:** The county is home to Arlington National Cemetery, which was established during the Civil War on the grounds of Arlington House, the estate of Confederate Gen. Robert E. Lee’s wife, Mary Anna Custis Lee.

**COURIC:** Newswoman Katie Couric grew up in Arlington County, where she was a cheerleader at Yorktown High School.

**HOUSING:** The median home value in Arlington County is \$664,900, according to Zillow.

**MANAGER:** In 1932, the county became the first county in the country to operate under the manager form of government.

**MARINE:** The Marine Corps Marathon is held annually in Arlington County and Washington, D.C.

**MEMORIAL:** The Marine Corps War Memorial, Iwo Jima, is located in the county. The statue depicts the Pulitzer Prize-winning photo by Joe Rosenthal of the Associated Press as he witnessed the flag-raising at the end of the World War II battle in 1945.

**PENTAGON:** The Pentagon, the Department of Defense headquarters, is located in Arlington County. At 6.4 million square feet, it opened in 1943 after 17 months of construction.

**POTOMAC:** The county is situated on the southwestern bank of the Potomac River, across from Washington, D.C.

**REAGAN:** The county is home to Washington National Airport, which was renamed in 1998 after President Ronald Reagan, the 40th U.S. president.

**SMALLEST:** Arlington County is geographically the smallest county in the nation, about 25.8 square miles.

# NEWS FROM ACROSS THE NATION



## CALIFORNIA

• **ALAMEDA COUNTY** is considering giving a boost to restaurant entrepreneurs with new regulations for **pop-up eateries** that are expected to be rolled out next month, the *East Bay Express* reported. “The pop-up restaurant scene here in Alameda County is important and evolving faster than existing food safety laws,” Wilma Chan, president of the Alameda County Board of Supervisors, told the newspaper.

The director of the county’s environmental health department proposed new regulations at a recent meeting. Under the proposal, pop-ups may be hosted only in permitted food facilities, known as host facilities. Host facilities would be required to notify the Health Department of all proposed pop-up operations and submit an application, including dates and times of operation, a proposed menu and a to-be-determined fee. Pop-ups must also have a person in charge from the host facility, and there must be at least one person with a food safety certification on staff. Only an ABC license holder may serve alcohol.

• Due to high rents and a 3 percent vacancy rate, **SAN DIEGO COUNTY** is offering resi-

dents up to \$500 to rent to veterans and others experiencing **homelessness**, the *San Diego Union Tribune* reported. The new incentive program is being offered through the county’s health and human services agency housing and community development services department. The department is offering up to \$500 in bonuses, damage reimbursements up to \$5,000 and assistance with security and utility deposits. “Some landlords have concerns about the person being able to pay the rent and the security deposit, and about damage to their property once the tenant leaves,” Rorick Luepton, landlord liaison at the Housing and Community Development Services, said in a news release from the county.

## FLORIDA

**BROWARD COUNTY**’s Office of Economic and Small Business Development recently graduated its fourth group of **entrepreneurs** from a program it calls FasTrac NewVenture. It’s designed to help entrepreneurs evaluate business ideas and create start-up plans, the *South Florida Times* reported. The free program attracted 15 entrepreneurs; the top three entrepreneurs, judged for their business plans and oral presentations, were offered seed money grants to help fund their start-up costs.

## ILLINOIS

**WINNEBAGO COUNTY** has seen 26 people graduate from its Therapeutic Intervention Program. The program is designed for people who have gone through the criminal justice system due to **behavioral and mental health issues**, WIFR-TV reported. “To criminalize their behavior by dismissing their charges or va-



cating convictions is critical to humanizing the whole court process and doing the right thing by people,” said Janet Holmgren, presiding judge of Juvenile and Problem-Solving Courts. “Each of [the graduates] was very successful in completing the program.”

## INDIANA

**DUBOIS COUNTY** senior citizens will have new **fitness options** come the new year, *The Herald* reported. The Dubois Branch Library will offer twice-a-week classes as part of a national 12-week study by a video workout company to test libraries’ ability to bring services to senior citizens. The library received the exercise DVDs free of charge and will be able to use them indefinitely after the study ends. Participants must be 65 or older and bring their own weights and stretch bands. The exercise

routine also works for those who must remain seated, who are confined to a wheelchair or use a walker.

## MARYLAND

• **BALTIMORE COUNTY** is hoping to combat **infant mortality** with the launch of a new program called Babies Born Healthy. The program will deploy community health workers and nurses to reach out to high-risk pregnant women to connect them with services to help them stay healthy, *The Baltimore Sun* reported. The county is receiving funding of \$200,000 from the state each year for the next three years. The infant mortality rate was 6.5 per 1,000 births last year, which was an increase over the previous year. The Centers for Disease Control and Prevention report that the national average is less than 6 percent.

• The **WASHINGTON COUNTY** Health Department is offering a series of **“Tobacco Free for Life”** programs, funded by the Cigarette Restitution Fund, to help people stop smoking. In ad-

dition to the one-hour classes, which recently began and continue through Feb. 14, 2019, support groups are offered in between classes. Language interpretation assistance is also available at no cost. The state General Assembly started the fund with money derived from the 1998 Master Tobacco Settlement from the tobacco industry.



## MICHIGAN

**MACOMB COUNTY** will deliver **“shelf-stable” meals** Dec. 1 in anticipation of unsafe weather or other emergency circumstances that could prevent the delivery of hot meals for the homebound, WXYZ-TV reported. The county is asking for help packing and delivering food boxes from its county warehouse. The special delivery will require 130 volunteers to deliver the meals. The move is similar to Meals on Wheels Tampa, which delivered 4,300 shelf stable meal packs and gallons of water to 850 senior







## OREGON

Workers secure the final structural beam that topped off the new **MULTNOMAH COUNTY** Courthouse under construction.

The beam bore messages and signatures of county employees.

The 325-foot building is scheduled to open in spring 2020 and will include 44 courtrooms and space for free child-care services for low-income families with court business.

The current courthouse is being sold and *The Oregonian* reports it is likely to be redeveloped as a hotel or office building.

Photo courtesy of Multnomah County

and homebound recipients in May, ahead of hurricane season.

## NEBRASKA

A voter mandate has given **LINCOLN COUNTY** officials 45 days to **redraw commissioner districts** and add two members to the County Board. The current commissioners will draw a map of five districts from the current three. Then, a committee composed of the county clerk, county attorney and country treasurer will appoint two new commissioners, the *North Platte Telegraph* reported. Voters approved the measure to expand the board 12 years after a similar measure failed.

## NEVADA

Voters in **LYON COUNTY** shot down an advisory question rescinding its **ordinance allowing brothels**. More than 16,000 voters opposed the ordinance and slightly more than 4,000 voters favored it.

## NEW JERSEY

The **BURLINGTON COUNTY** Prosecutor's Office will supply 75 hotels and motels with **naloxone kits** in hopes of

fending off opioid overdoses. The sheriff's office will increase patrols of those properties, *The Press of Atlantic City* reported. Operation Safe Overnight aims to save lives and increase enforcement activity. The Prosecutor's Office Gang, Gun and Narcotics Task Force has also prioritized hotels and motels as a focus of its investigative and enforcement activities in 2018, where at least 15 people have died of overdoses in 2018. The sheriff's office held a three-hour training for hotel workers on the opioid crisis, a naloxone demonstration and a panel discussion with law enforcement.

## NEW YORK

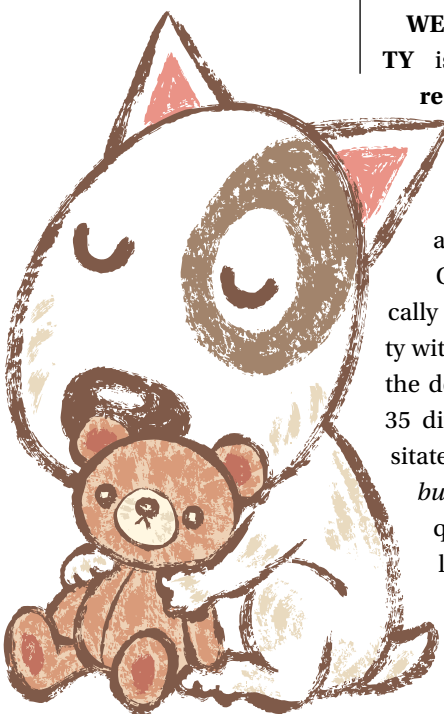
• **NASSAU COUNTY** will send notices estimating the **tax impact of the county's new reassessment** to all property owners. The County Legislature demanded the tax-impact statements after learning that Nassau's recently mailed disclosure notices about the reassessment did not show how the changes would affect property owners' tax bills, *Newsday* reported.

• **SUFFOLK COUNTY** is

working with Paws of War to operate a **mobile veterinary clinic** that will be solely dedicated to serving veterans and first responders, their companion animals, emotional support animals and service dogs. County Executive Steve Bellone said the clinic was the first of its kind. The "Vets to Vets" veterinary service will be free of charge to veterans and first responders living in Suffolk County, and soon all of Long Island. Services provided will include spay and neutering, physical exams, vaccines, dental work, micro chipping, testing, nail trimming and much more. The group will use the launch to advocate for service animal wellness, and preventive medicine and exams.

## OHIO

Holiday closures of the **FRANKLIN COUNTY animal shelter** have prompted a new program, "Holiday Sleepover," which allows families to take dogs home for three days over Thanksgiving, Christmas and New Year's Day. Families wanting to participate will be asked to take pictures of the dog in their care and write up a paragraph about the experience, which will be used to help find a permanent home for the dog. In addition to having extra attention over the holidays, the dogs will also get a chance to try out living in homes.



## VIRGINIA

Large trucks have been causing trouble on small roads, so **ALBEMARLE COUNTY** Supervisors have passed a resolution **banning tractor-trailers** from two county roads. "(They create) a problem for everybody who lives in the area and the people who are traveling through because they can't make the turn if a tractor-trailer is blocking the intersection," Supervisor Liz Palmer said. The Board's resolution will next go to the Commonwealth Transportation Board, according to WVIR-29 News.

## OREGON

Voters in **LANE COUNTY** were able to **vote one of two ways** on a particular ballot question, and in doing so they chose to keep that format for subsequent elections.

They defeated a proposal to adopt the STAR system (Score, Then Automatic Runoff), which would have let voters give each candidate a score, ranging from zero to five. The two candidates with the highest cumulative scores would have then gone to an instant runoff, Oregon Public Broadcasting reported.

## PENNSYLVANIA

**WESTMORELAND COUNTY** is **dropping residency requirements** for applicants to department of public safety, children's bureau, area on aging and county prison.

County employees typically have to live in the county within 180 days of hire, but the dearth of applications for 35 different positions necessitated the move. *The Tribune-Review* reported that qualified candidates who live in Westmoreland County will be given preference over applicants from outside of the county.

## SOUTH CAROLINA

Voters in five counties approved the Sunday sale of alcohol in different venues. Retailers in **GREENWOOD** and **MCCORMICK counties** can now sell beer and wine, **FLORENCE COUNTY** restaurants and bars can sell alcohol, retailers in **DARLINGTON COUNTY** can sell beer and wine and in **ANDERSON COUNTY**, stores can sell beer and wine and restaurants can sell anything, *The State* reported.

## WYOMING

Westmoreland Coal has paid **LINCOLN COUNTY** a nearly **\$5 million tax bill** that was in jeopardy following the company's bankruptcy filing. The payment satisfied both mineral severance and ad valorem taxes. Several Texas counties objected to the company's bankruptcy plan, but dropped those objections after reaching a payment agreement with Westmoreland, the *Kemmerer Gazette* reported.

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



## the HR DOCTOR

With Phil Rosenberg

*Phil Rosenberg*

It was time for Thanksgiving with 15 friends. Actually, it was two weeks before Thanksgiving, but this “family of friends” gathers only once a month at our various houses to create potluck dinners built around a particular theme. Nov. 11, of course, happened to be Veterans Day, but it was also as close as the monthly dinner would come to Thanksgiving Day. There was turkey, cranberry sauce, stuffing, various wonderful casseroles (including my dear Charlotte’s amazing broccoli cheese dish) and desserts. Most of all, there was the company of people you know, trust and like.

The host and hostess asked everyone to describe what they were particularly thankful for this past year. Of course, there was the unanimous mention of the group of friends itself, the honors and gratitude we owe to veterans, including the six in our group and the good fortune and blessing of having strong family ties.

Looking back nearly 400 years, it is hard to imagine what life, fear, and joy there was for the 102 pilgrims who arrived in 1620, especially after realizing that there were many more Native Americans eyeing their activities and intentions. As the pilgrim colony settled in, the unique skills and knowledge of the Native Americans made the critical difference in colonist survival.

In the decades and generations that followed, the way these original inhabitants were treated could hardly be described by the use of the word “thanksgiving.” It is interesting to realize that the Pilgrims were “migrants” who landed without proper paperwork as they entered America illegally, by today’s standards. They were greeted, not as people to be

# So Much to Be Thankful For...



incarcerated and shipped back to their place of origin, but primarily as people who needed help and received it.

But for that attitude of welcoming, it is hard to imagine how many of the 16 people at our dinner on Nov. 11 would have been there. Certainly, my beautiful wife Charlotte, who had an ancestor on-board the Mayflower, would not have been one of them.

Fast forwarding to the present, to categorize all such migrants as dangerous enemies who must be severely and preemptively dealt with represents a clear example of what the HR Doctor has “diagnosed” in past articles and seminars as “hubris” — arrogant pride. Hubris leads nowhere but to deep trouble between people and nations, to violence and a cycle of even more arrogance.

The best Thanksgiving gift for America’s future this year and in the years to come would be to substitute our current divisions and reduced tolerance of others with a willingness to listen more than to talk and to deal calmly and respectfully with other people rather than shout at or threaten them. As a

nation with roots in migration and a longing for a better life, Americans should not forget our own former “migrant” status. We should recognize that what we are really seeing when we look at a caravan of people hoping their dreams will come true as they try to enter America, legally or otherwise, is a replay of our own family histories. Many of us or our ancestors arrived with identical hopes and faced identical barriers, such as language, religion or intolerance.

Recognizing the longing of people for a better life and security does not mean eliminating border controls or accepting the small minority of “spoilers” of evil intent. Overcoming hubris, however, is at least as important to our country’s future as sending thousands of troops to conduct internal security operations at the southern border.

“Public enemy number one” is hubris, not immigration. Overcoming it is a matter of recognition of our similarities, more than our differences, and a willingness to learn from new arrivals as well as teach them. I am personally hugely grateful

for what America has allowed me to achieve in public service, personal philanthropy and the rise of a wonderful family.

One particular Thanksgiving hero to me is my mom who, as a tiny toddler, contracted polio (then called “infantile paralysis”) at age 6 months. As she and my grandparents arrived, nervous and particularly worried at the gates of Ellis Island, grandma and grandpa must have realized what could lie ahead for them as they endured the very long lines before finally arriving at the law enforcement desk. If the immigration officer saw that their chubby-cheeked daughter couldn’t stand up or walk, they would have surely been marked with the dreaded chalk mark. That would have meant she could not enter America. She and, therefore, the family, would not be allowed to enter America because of her polio. My grandfather held her without letting her down for hours so that the early 20th century version of Immigration and Customs Enforcement officers would not notice that she was unable to walk.

Fortunately for me, my

grandfather’s strength and resolution paid off and they were allowed to pass through the gates into a new life and essentially a new world. To me, that was an act of strength and heroism that led to all that I know and have become, including being the daddy of my own two amazing daughters and a granddaughter.

Thanksgiving is a look back in wonder at what happened centuries ago. It should also be a time to look forward to an opportunity to create an even more brilliant future than now exists — for our ourselves, our country and our planet. It may be, though that its real meaning lies in taking steps to better understand, respectfully and with an open mind, their aspirations, the challenges they face, and the steps we can take to offer productive partnerships with them.

The Native American “greeters” of the Pilgrims four centuries ago offered help for survival. Despite how America repaid that help over subsequent centuries, the Native American attitude toward the Pilgrim migrants still offers us much to think about. **CN**