

## NEVADA ASSOCIATION OF COUNTIES (NACO)

Board of Directors' Meeting  
August 27, 9:30a.m.  
NACO Office Conference Room  
304 S. Minnesota St.  
Carson City, NV 89703

### NOTICE TO THE PUBLIC:

The public may provide public comment in advance of a meeting by written submission to the following email address: [info@nvnaco.org](mailto:info@nvnaco.org) For inclusion or reference in the minutes of the meeting, your public comment must include your full name and be submitted via email by not later than 3:00 p.m. the day before the meeting.

*The public may also join the meeting via telephone and provide verbal public comment during designated times by calling: (669)900-9128 Meeting ID: 884 8681 7904 Passcode: 438304*

### AGENDA

NACO Board members may attend via phone or video from other locations. Items on the agenda may be taken out of order. The NACO Board may combine two or more agenda items for consideration. The NACO Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

Call to Order, Roll Call and Pledge of Allegiance

1. Public Comment. Please Limit Comments to 3 Minutes.
2. Approval of Agenda. **For Possible Action.**
3. NACO President's Report.
4. NACO Executive Director's Report.
5. Approval of Minutes of the July 29, 2021, NACO Board of Directors Meeting. **For Possible Action**
6. Update and Discussion of NACO's 2021 Annual Conference, September 28-30th, Hosted by Churchill County.
7. Approval of the 2021 NACO Honor Roll and NACO Participatory Democracy Awards for Presentation During the 2021 NACO Annual Conference. **For Possible Action**
8. Possible Selection of one NACO Sponsored Applicant to Attend the National Association of Counties 2021 County Leadership Training Institute in Washington D.C. **For Possible Action**
9. Presentation and Overview of Nevada County Human Services from the Nevada Association of County Human Services Administrators.

**10. Update and Possible Action** Regarding Natural Resources and Public Lands Issues  
Affecting Counties Including:

- a. Updates from the Public Lands and Natural Resources Subcommittee
- b. Providing Direction to NACO Staff Regarding Recent Administrative Actions Related to the Waters of the U.S. (WOTUS).

11. NACO Committee of the Emeritus Update.

12. Updates from Members on the National Association of Counties Board, Western Interstate Region Board, and Individual Counties.

13. Public Comment. Please Limit Comments to 3 Minutes.

Adjournment.

Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to notify NACO in writing at 304 S. Minnesota Street, Carson City, NV 89703, or by calling (775) 883-7863 at least three working days prior to the meeting.

Members of the public can request copies of the supporting material for the meeting by contacting Amanda Evans at (775) 883-7863. Supporting material will be available at the NACO office and on the NACO website at: [www.nvnaco.org](http://www.nvnaco.org)

*This agenda was posted at the following locations:*

NACO Office 304 S. Minnesota Street, Carson City, NV 89703

Washoe County Admin. Building 1001 E. Ninth Street, Reno, NV 89520

Elko County Manager's Office 540 Court Street #101, Elko NV 89801

POOL/PACT 201 S. Roop Street, Carson City, NV 89701



# AGING AND DISABILITY SERVICES DIVISION

## COMMISSION ON AGING



### Voting Members

*Jeff Klein,  
Member at Large*

*Barry Gold,  
Member at Large*

*Niki Rubarth  
Member at Large*

*Lisa Erquiaga,  
Member at Large*

*Leilani Kimmel  
Dagostino,  
Member at Large*

*Mary Liveratti,  
Member at Large*

*Natalie Mazzullo,  
Member at Large*

*Stan Lau,  
Councilman  
City of Fernley*

*Daniel, Corona  
Mayor  
West Wendover*

The Commission on Aging (COA) is the advisory body for the Aging and Disability Services Division.

The duties of the COA are as follows:

- Determine and evaluate the needs of older Nevadans
- Establish priorities for the work of the Division according to the most pressing needs of older Nevadans
- Conduct hearings, conferences and special studies on the problems of older persons and on programs which serve them
- Evaluate existing programs for older persons, and propose changes and new programs which are effective and economical
- Evaluate proposed legislation affecting older persons
- Coordinate and assist the efforts of public and private organizations which serve the needs of older persons, and seek ways to avoid unnecessary duplication
- Promote programs that provide community-based services necessary to enable the frail elderly to remain in their home to continue as an integral part of their family and community
- Gather and disseminate information on aging
- Review and approve the State Plan for ADSD to provide services to meet the needs of older persons
- Establish priorities for programs supported with Federal and State funding
- Recommend to the Legislature any appropriate legislation

At least six persons appointed as voting members must be 55-years of age or older.

### Current Vacancies:

(2) members of a governing body of a county (County Commissioner)

### As of July 2021, we will have vacancies for the following positions:

(3) persons who have experience with or an interest in the problems of and services for the aging.

(1) member of a governing body of a city

### Non-Voting Members

*Richard Whitley,  
Director, DHHS*

*Dena Schmidt,  
Administrator, ADSD*

*Chis Brooks,  
State Senator*

*Susan Martinez,  
State Assemblywoman*

*Esther Gregurek  
Member at Large*

### Interested in joining the Commission on Aging?

Please apply at: <https://gov.nv.gov/Board/Home Board/>

For any questions, contact Miles Terrasas at [milesterrasas@adsd.nv.gov](mailto:milesterrasas@adsd.nv.gov)

**NEVADA ASSOCIATION OF COUNTIES (NACO)**

Board of Directors' Meeting  
July 29, 10:00 a.m.  
Carson City Community Center  
Robert 'Bob' Crowell Board Room  
851 E. William St.  
Carson City, NV

**UNADOPTED MINUTES**

**Attendance:** President Kirkpatrick, President Elect Lucey, Vice President Higbee, Carson City Supervisor Giomi, Douglas County Commissioner Gardner, Elko County Commissioner Andreozzi, Esmeralda County Commissioner Keyes, Eureka County Commissioner Goicoechea, Lincoln County Commissioner Lister, Lyon County Commissioner Keller, Mineral County Commissioner Hall, Nye County Commissioner Strickland, Pershing County Commissioner Shank, Washoe County Commissioner Hartung, White Pine County Commissioner Carson, NACO Fiscal Officer Kalt and NACO Staff (Dagny Stapleton, Vinson Guthreau and Amanda Evans)

The meeting was called to order at 10:00 a.m.

1. **Public Comment.** Commissioner Gardner informed the Board that the Tamarak wildfire was in his district and remarked on a recent meeting of the Governors of both Nevada and California at the fire site. He thanked Commissioner Keller for the assistance provided by Lyon County with regards to the necessary evacuations. He then remarked on the new mask mandate imposed by Governor Sisolak, noting that he had received a large amount of communication in opposition from his constituents, and suggested the consideration of a joint statement by the counties in opposition to the new order.
2. **Approval of Agenda.** The agenda was approved on a motion by Vice President Higbee with second by Commissioner Keller.
3. **NACO President's Report.** President Kirkpatrick informed the Board that she is working with the State on Clark County's situation with increased COVID-19 cases and noted that the county's hospitals are strained. She also noted that a lack of testing is driving the positivity rate increase, she informed the Board that they are currently working toward increased testing. She encouraged the Board not to take the Delta variant for granted and noted that 95% of hospitalizations are in unvaccinated persons. She also noted that the Delta variant is showing increased symptoms in the 26-34 age bracket. President Kirkpatrick also noted that the Lambda variant had been found in Dallas, that Clark County tracks infections by occupation and that the County had reinstated a mask mandate for County employees. She discussed the recent National Association of Counties (NACo) Annual Conference, noting that a good time was had by all in attendance. She concluded her remarks by informing the Board that the Secretary of Transportation would be coming to Clark County, and she would continue to advocate for direct funding to counties in the infrastructure package.
4. **NACO Executive Director's Report.** Dagny also discussed the NACo Annual Conference and opportunity to interface with staff and federal policy makers. She informed the Board that Nevada was chosen to have a meeting with the White House Office of Intergovernmental Affairs and that the Association now has a contact in that Office and was able to give them an outline of Nevada specific issues. She reminded the Board that the election of the next Vice President of NACO would occur at the Annual Conference in

September and requested that anyone interested in the office should contact either herself or Amanda by August 1<sup>st</sup>. She updated the Board on the changes that would be taking place to the Certified Public Official program conducted by UNR, noting that there would be no POWER courses held at the conference, but the educational sessions would still receive credit for the program. She concluded her remarks by informing the Board that NACO would be involved in the update to the program.

5. **Approval of Minutes of the June 25, 2021, NACO Board of Directors Meeting.** The minutes were approved on a motion by Commissioner Goicoechea with second by President Elect Lucey
  
6. **Discussion and Possible Decision Regarding Hiring of a New NACO Executive Director.** President Elect Lucy reminded the Board that the search process began with Dagny's notification of her plans to leave. He informed the Board that the Search Committee consisted of himself, Supervisor Giomi, Commissioner Keller, Commissioner Steninger and Dagny. Dagny informed the Board that many applications were received and while several of the applicants were not qualified the Committee conducted seven interviews. Overall, the Committee was pleased with the quality of the applicants and were able to discuss a broad range of NACO issues during the interviews. Following the interview process President Elect Lucey informed the Board that, through the scoring process, a couple of candidates rose to the top and the Committee chose to send Vinson to the Board for consideration. He noted that Vinson excelled in every aspect of his position as Deputy Director and the Committee was confident in his ability to lead the Association and continue the legacy started by Dagny. Dagny directed the Board's attention to the proposed contract distributed with the meeting materials and informed the Board of a typo discovered by Fiscal Officer Kalt that would be corrected prior to execution if approved by the Board. Vinson's hiring and the execution of the corrected contract were unanimously approved by the Board on motion by President Elect Lucey with second by Commissioner Keller. Vinson thanked the Search Committee, the Executive Board, and the Board as a whole, noting that he is honored by their decision. He discussed the vast amount of knowledge he has obtained while Deputy Director and working towards the goal of his 20-year career was to lead an organization like NACO. He noted that local government is his passion and outlined his goals for the next six months. Concluding his remarks Vinson thanked Dagny for her support and leadership. Commissioner Carson noted that she initially had reservations with Vinson's selection but that following a long conversation with him she supports him fully.
  
7. **Discussion of Transition Plan for and Resignation of Current NACO Executive Director Stapleton.** Dagny referred to the letter included in the additional materials distributed the previous evening, noting that her last day would be August 13<sup>th</sup>. She informed the Board that she would spend the following two weeks working with Vinson to ensure a smooth transition. President Kirkpatrick informed the Board that the Executive Committee had discussed allowing Vinson the ability to enter into a cost not to exceed \$20K contract with Dagny for support following her official exit from NACO, much like Dagny was able to receive support from Jeff Fontaine during her transition. Supervisor Giomi supported the proposed contract during the important transition period. He also noted concern with the leave and start dates of Dagny's letter and Vinson's contract and Dagny said she would change the date on her resignation letter to coincide with Vinson's start date of the 16<sup>th</sup> of August. The letter, with the new exit date, and the proposed contract authorization were approved on a motion by Supervisor Giomi with second by President Elect Lucey.

- 8. Presentation of NACO's 2020 Financial Audit, Michael Bertrand, Bertrand and Associates, LLC.** Mr. Bertrand gave the Board an overview of the financial statement and noted that there were no major issues discovered. The balance sheet required only a minor adjustment in the pension account from prior years, he also noted no major changes in the Association's income and expenses. He noted that this was especially important during a pandemic year and that while conference revenues were down, there was income recouped through the CARES Small Business Grant Program. He informed the Board new accounting standards will require changes in the way that leases (specifically for the office Xerox machine) are recorded and that those changes would be made in the following year. He then referred the Board to the Audit letter included in the agenda packet. He outlined his recommendation that the accounting policies and procedures be updated, that no exceptions were found during sample transactions survey, the new roof of the office be included in the depreciation schedule, and employees in jeopardy of losing accrued paid time off be warned. Mr. Bertrand informed the Board that Dagny was good to work with and rose to understanding the audit process quickly and wished her the best in her new endeavors. President Kirkpatrick inquired as to who would update the policy as suggested. Dagny reminded the Board that two of the fiscal policies had recently been updated and that the Executive Director, Office Manager, Fiscal Officer and Auditor would all be involved in the policy update. Fiscal Officer Kalt informed the Board that he was confident the update could be completed within the year. President Kirkpatrick noted that the Audit was great considering the pandemic and GASB accounting standard changes. The Audit was accepted on a motion by Vice President Higbee with second by Commissioner Carson.
- 9. Presentation and Approval of NACO's June 2021 Financials and June 2021 Investment Report.** Dagny directed the Board's attention to the documents included in the agenda packet, noting that the Association is currently under budget. She thanked Fiscal Officer Kalt for his support and assistance over her tenure as Executive Director. Fiscal Officer Kalt noted that the Association's investment portfolio had grown tremendously through the transition in advisors. He then suggested the review of proposed changes to the fiscal policy and procedures be conducted at the Annual Meeting. The financials and investment report were approved on a motion by Commissioner Lister with second by Supervisor Giomi.
- 10. Discussion and Possible Approval of a Contract with Resource Concepts, Inc., to Provide Natural Resources and Public Lands Related Services to NACO to Ensure that Services to NACO Members are Uninterrupted While NACO's Natural Resources Manager Position is Vacant, Jeremy Drew, Principal Resource Specialist, RCI.** President Kirkpatrick outlined the item and the need to have a consultant in place while the Association's position is vacant. Commissioner Carson inquired as to potential conflicts of interest with counties that also have contracts with RCI. Mr. Drew informed the Board that NACO is aware that RCI contracts with some counties and does not believe any conflicts exist and that current work being done on behalf of those counties should not conflict with Association priorities and policies. Vice President Higbee informed the Board that the contract was discussed by the Public Lands and Natural Resources Subcommittee, and they recommend approval. The contract was approved on a motion by Commissioner Lister with second by Vice President Higbee.
- 11. Update and Discussion of NACO's 2021 Annual Conference, September 28-30<sup>th</sup>, Hosted by Churchill County.** Dagny reminded the Board of the dates of the upcoming conference and informed them that staff and county representatives were hard at work planning the event. She referred them to the flyer that had been distributed the previous evening and announced the County vs. County golf tournament. She discussed the work being done on education sessions, the venues for the President's Reception and Annual

Banquet. Amanda informed the Board of the opportunity for hole sponsors at the golf tournament and noted that registration would be opening soon. President Kirkpatrick reminded Dagny of her promise to attend the Reception and Dagny noted that she would keep that promise. Vice President Higbee inquired as to the cost of hole sponsorship. Amanda clarified that it would be a 9-hole tournament and hole sponsorship is available at \$100.

**12. Discussion and Possible Approval of NACO Support for the Appointment of Dr. Barry Perryman to the Bureau of Land Management's (BLM) National Wild Horse and Burro Advisory Board.** Vice President Higbee directed the Board to the letter included in the agenda packet. He informed the Board that the item was discussed by the Public Lands and Natural Resources Subcommittee and the Subcommittee recommended approval. The letter was approved on a motion by Commissioner Lister with second by Commissioner Andreozzi.

**13. Overview of Nevada Department of Transportation (NDOT) Programs Including Funding, Project Prioritization, and Communication with Counties, Kristina Swallow, Director, and Guinevere Hobdy, Assistant Chief, Multimodal Planning.** (This item was taken out of order due to the necessary attendance of Ms. Swallow and Ms. Hobdy.) Ms. Swallow and Ms. Hobdy gave the Board a presentation with an overview of the funding and prioritization process for NDOT projects. They reviewed the Department's funding and noted the disparity of the revenue of the Department, limitations of some federal funding, and the projects needing to be completed. The planning process was discussed, including the prioritization of goals being determined by data driven decisions. The importance of rural county consultation and input was addressed and the process for future county input was outlined in their presentation. Commissioner Andreozzi requested clarification on the slide that mentioned sustainability. Ms. Swallow noted that it is important that projects do not have a negative impact on the State, meaning that it is important to address runoff and cheatgrass issues as examples. Commissioner Andreozzi then stressed the need to determine the difference between perceived issues vs. real issues during meetings with the counties and stressed the importance of data driven decisions. Commissioner Gardner noted the resignation of the Department's Rural County Liaison and how the Department would address continued revenue declines with regards to electric vehicles. Ms. Swallow informed the Board that the position is in the recruitment process. She then discussed the working group created by the Legislature to study the issue of gas tax revenue declines and the mission of the group to bring recommendations to the Legislature prior to the next regular session. President Kirkpatrick expressed opposition to user fees and vehicle miles traveled taxes and the need to make any changes equitable for all drivers, noting that electric vehicles are priced out of budget for most people. Ms. Swallow noted that that issue is a main goal of the working group. President Kirkpatrick then requested a breakdown of how the Department's dollars are spent, especially in the rurals, noting that most of the roads in the state are owned and maintained by counties. She then discussed the requirement of the State to include broadband infrastructure in roads projects and the fact that currently NDOT primarily works with cities and Regional Transportation Commissions, and if that changes to include counties it would be a good thing. Ms. Swallow informed the Board that they are currently preparing their annual work programs for approval and that she would be happy to come back to the Board at a later date or provide Vinson the information for distribution. President Elect Lucey then discussed the importance of CMAC funds in the rural counties and questioned the equitable distribution of those funds and lack of maintenance of roads in the Northern part of the state. He also discussed the possibility of transfer or exchange of some roads to and from counties if it makes sense. Communication was also noted by the President Elect as an important component of future

relationships between NDOT and counties. President Kirkpatrick discussed the possibility of having a workshop with NDOT at the Annual Conference. Ms. Hobdy informed the Board that she is passionate about counties and the rural areas of the state and that she is committed to working with them in the future. Commissioner Lister also noted that increased and more effective communication is key, noting that the last project list that was presented to the Lincoln County Commissioners did not include the major priorities of the County as discussed with the Department. He also noted the importance of resilience being included as a Department goal, utilizing the example of certain roads in the County being used as funnel roads when I-15 is closed and the lack of those roads being able to support heaving and oversized hauling.

**14. Presentation and Overview of Nevada County Human Services from the Nevada Association of County Human Services Directors.** This item was pulled from the agenda due to a schedule conflict of the Human Services Association representative assigned to provide the presentation. The item will be placed on a future agenda.

**15. Update and Possible Action Regarding Natural Resources and Public Lands Issues Affecting Counties Including:**

**a. Updates from the Public Lands and Natural Resources Subcommittee.** Vice President Higbee discussed the presentation given by BLM State Director Raby on the proposed 5-year plan to create and update the Statewide Resource Management Plan (RMP), which would include several different Records of Decision, noting the importance of monitoring that process. He discussed the fact that Senator Rosen being on the Armed Services Committee being an important factor in the ongoing process of the expansion proposal of the Fallon Naval Air Station. Dagny informed the Board that the Committee would like to change their meetings to 8:00 on the day of the Board meetings and see if they could conclude their business by the 9:30 start time for the Board meetings. Mr. Drew thanked the Board for their vote of confidence and noted that he is familiar with the issues of the Board and expects more synergy than conflict with work conducted on behalf of singular counties. He noted that the RMPs do need to be updated but expressed concern with a statewide update creating more challenge than benefit and stressed the importance of NACO and county involvement in that process. He noted that there are no changes to the Navy's advanced proposal for expansion and that he doesn't expect a resolution to that process in the short term. Mr. Drew thanked Dagny for her work with and support of himself and RCI and congratulated Vinson on his promotion. Commissioner Strickland discussed NASA's proposed land withdrawal in Nye County and requested the Association's assistance in opposing the proposal. Vice President Higbee suggested passing a resolution in opposition and sending of individual letters of opposition. Dagny noted that not all counties may be fully aware of the proposal and suggested bringing it before the committee the following month for further discussion. Commissioner Carson informed the Board that Nye County's Natural Resources Director had forwarded the resolution passed by Nye County to White Pine County and that they had sent a letter, drafted by Mr. Drew, in opposition to the proposal. Commissioner Keller requested that Mr. Drew distribute that letter to the other counties. No action was taken.

**16. NACO Committee of the Emeritus Update.** Vinson reminded the Board of the upcoming workshop on the American Rescue Plan Act funding and requested anyone interested in the workshop but not yet registered to RSVP to Amanda.

**17. Updates from Members on the National Association of Counties Board, Western Interstate Region Board, and Individual Counties.** Vice President Higbee informed the Board that new officers of the NACo Board were inducted during the Annual Conference. Other items discussed by the NACo and WIR Boards included wild horse and burros, mining, and the environment, which were also discussed by the Rural Action Caucus. President Elect Lucey informed the Board that the Transportation Committee had discussed the infrastructure bill moving through Congress and the tourism package proposed by Senator's Rosen and Masto with ARPA funding that would provide funding for roads, airports etc. He also discussed talks with the trucker's association regarding heavy haul requirements and impacts. Commissioner Lister informed the Board that the policy resolutions of the Energy Environment and Land Use Committee were basically benign but expressed concern with a policy adopted by the National Association regarding designating gun violence as a public health crisis and possible ramifications of that status designation. He inquired as to a path for a state association to not support a singular policy as adopted by NACo. Dagny noted that she is unaware of a policy for that but that NACO, as a policy, does not get involved in political issues, only policy issues. Commissioner Lister expressed concerns with the idea that with that designation a singular body or person could shut down an entire state over a single event. President Elect Lucey suggested placing the item on a future agenda for further discussion. Vice President Higbee noted that the singular policy resolution held up the convention for over an hour and required two votes. Vice President Higbee then discussed HR30433 which would permanently authorize the payment of PILT, SRS reform proposals and opposition to the 30 by 30 initiative and that subcommittees to address those items were being formed. Updates were given by members of the Board on activities within their counties.

**18. Public Comment.** No public comment was given.

The meeting was adjourned at 12:35 p.m.



## 2021 NACO ANNUAL CONFERENCE September 28-30



### *Nevada's Counties ~ Stronger Together*

#### Tuesday, September 28

**County vs. County Golf Tournament** - Join your friends and colleagues in a 9-hole, 4 person scramble at the Churchill County owned Fallon Golf Course. Your \$40 entry fee includes lunch, golf, cart and the tournament. Don't play golf? For \$15 you can join in the fun at the pre-tournament luncheon.

**President's Reception** - Join us in celebrating not one but two NACO Presidents at the Churchill County Arts Council's - Oats Park Arts Center. Enjoy heavy hors d'oeuvres as you mingle among amazing art and honor NACO's 2020 President, Jim French and our 2021 President, Marilyn Kirkpatrick.

#### Wednesday, September 29

**Keynote Speaker** - Hear from the engaging Arnold Sanow during the General Session.

**Tour** - Guests will enjoy an exclusive tour of Churchill County's new Rafter 3C Civic Center! Construction started December 2020 and is estimated to be complete in December 2021. Following the tour of Rafter 3C, tour attendees are invited for a private tour and tasting at Frey Ranch, Nevada's FIRST Estate Distillery. \$10.00 registration is limited.

**Annual Banquet** - Join us at the Annual Banquet as we celebrate two years of triumph over adversity and see who will be awarded the Participatory Democracy, Honor Roll, and Legislator of the Year.

#### Thursday, September 30

**Legislative Wrap Up** - Hear from County legislative experts on the 2021 Legislative Session and how the bills passed affect counties.

**Tour** - Tour the Fallon Naval Air Station! Get an inside look at the base and visit the O'Club bar where America's best Naval flyers celebrate the end of their Top Gun training. \$registration is limited and security information must be provided prior to the conference.

#### Educational Sessions

This year's educational sessions will include panels on conducting effective public meetings, the American Rescue Plan Act, cannabis, redistricting, opioid crisis dollars, media relations, and county funding streams.

***Register Today - Online or by Form***



COUNTY  
**LEADERSHIP**  
INSTITUTE

NOVEMBER 7 - 11, 2021

WASHINGTON D.C.



# COUNTY LEADERSHIP INSTITUTE

NOVEMBER 7-11, 2021



NACo's 2021 County Leadership Institute (CLI) will be held November 7-11, 2021 in Washington, D.C. Enrolling up to 30 local elected officials each year, CLI addresses the unique challenges faced in public service and offers selected officials a platform to forge positive, sustained change in their communities.

Participants will work with faculty and as a group to develop:

- an overarching sense of direction and vision
- a mechanism for innovation and creativity
- a resource for invigorating organizational culture
- increased risk-taking, improved decision making, team building and more effective communication, and
- a strong network of peers within NACo.

## CLI PARTICIPANT GUIDELINES

CLI is designed for elected or appointed officials at the policy-making level with at least three years' experience that demonstrate an interest in innovative approaches to governance. State association executive directors are encouraged to nominate up to two leaders for consideration in the 2021 class. NACo will work with CLI faculty to consider each application and accept one nomination per state based on applications that reflect the diversity of NACo's membership. We encourage state execs to submit nominees that exhibit an openness to learning and a willingness to experiment in the face of complex leadership challenges.

CLI CLASS OF 2019



## THE PROGRAM

Participants arrive on Sunday, November 7 with an evening reception. Classroom presentations and exercises begin on Monday morning, November 8, and end on Thursday, November 11, at noon.

Evening activities include a reception and a business dinner with the CLI class and NACo staff.

Upon completing the CLI program, attendees are invited to attend alumni-only receptions at NACo's Annual and Legislative Conferences.

## PUBLIC HEALTH

CLI will be held in compliance with CDC and District of Columbia public health guidelines. Specific guidelines will be communicated to attendees in advance of the program.

## CANCELLATION POLICY

In the event that CDC guidelines prohibiting indoor gatherings are reinstated, NACo will hold the 2021 CLI program virtually.

## THE CURRICULUM AND FACULTY

The curriculum provides a basis for the application of adaptive leadership as a strategy for addressing challenging issues in public service. It was developed specifically for NACo by Marty Linsky, co-founder of Cambridge Leadership Associates and faculty at the Kennedy School of Government, Harvard University, in collaboration with Dr. Ellen Schall, Dean, Robert F. Wagner School of Public Policy at the New York University.

## 2021 FACULTY

### **Jay Kaufman, Founding President, Beacon Leadership Collaborative**

Jay Kaufmann was elected to the Massachusetts House of Representatives where he served for twenty-four years, from 1995 to 2019, and chaired both the Committee on Public Service and the Committee on Revenue and was part of the House leadership team. He has taught and consulted on public and non-profit sector leadership for the past three decades. He helped launch the Initiative for Diversity in Civic Leadership, has served on the National Conference of State Legislatures' leadership development faculty for courses in the United States, Europe and Africa, served as founding director of Northeastern University's Center for Leadership and Public Life and as founding director of the Massachusetts Bay Consortium, an association of 18 colleges and universities. His Open House monthly public policy forum was recognized with the prestigious Beacon Award as the nation's best televised government relations series.



## Dr. Jill Hufnagel, Senior Faculty

An international expert on adaptive leadership and case-in-point learning, Jill Hufnagel, Ph.D., provides consultation on unwieldy organizational challenges and designs and delivers immersive leadership workshops built on deep capacity development and possibility thinking. Her clients include Fortune 500 companies, tech firms and financial institutions, school districts, health care organizations, and federal government and global governing organizations. In addition to her e-book *Teachable Moments of Leadership*, her writing has appeared in *The Kansas Leadership Center's Journal*, *The Spin* and the *International Leadership Association's Building Bridges*. Jill began her career working for the Secretary of the U.S. Senate, was the Associate Director of the Batten Leadership Institute and served on the executive education faculty at Harvard's Kennedy School and as a Senior Consultant with Cambridge Leadership Associates. She is a Senior Associate with the Kansas Leadership Center and on the senior faculty of the Beacon Leadership Collaborative.



## PROGRAM FEES

The registration fee is \$1,800. This fee covers program costs including hotel accommodations for four nights, breakfast and lunches, evening receptions and a meal stipend. Attendees are responsible for their own travel arrangements, including airfare, transportation to and from the hotel, occasional meals and incidental expenses.

## ACCOMMODATIONS

Classroom sessions are held at NACo Headquarters in downtown Washington, D.C. Housing will be provided at a local hotel.

## ADMINISTRATION

CLI is administered by NACo's Conferences, Events and Leadership Development department.

- The deadline to submit nominations is August 20, 2021.
- Please go to: [www.naco.org/CLI](http://www.naco.org/CLI) to submit your nomination.

For more information, contact Alana Hurley at 202.942.4225 or [ahurley@naco.org](mailto:ahurley@naco.org).

The County Leadership Institute is grateful for the continued support of its sponsor NCCAE.



NATIONAL COUNCIL  
of COUNTY ASSOCIATION  
EXECUTIVES



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