

NACO National Association of Counties

CountyNews

The Voice of America's Counties

NATIONAL ASSOCIATION OF COUNTIES ■ WASHINGTON, D.C.

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LUCC meeting focuses on economic development

By JIM PHILIPPS
MEDIA RELATIONS MANAGER

Baltimore City, Md. Councilwoman Helen Holton, chair of NACo's Large Urban County Caucus, led a group of leaders from the nation's largest counties who met in Franklin County (Columbus), Ohio, to explore innovations in economic and workforce development, education and human services delivery, and fighting poverty during LUCC's Annual Meeting, June 19–21.

Quick Takes

Most Popular U.S. Summer Destinations

(based on estimated number of hotel rooms sold June – August)

- 1 – Chicago, Ill.
- 2 – Orlando, Fla.
- 3 – New York, N.Y.
- 4 – Los Angeles – Long Beach, Calif.
- 5 – Washington, D.C.

DailyFinance.com

A national issue of importance discussed in depth during the meeting was NACo's efforts to protect the tax-exempt status of municipal bonds. Emilia Istrate, NACo's director of research, presented NACo's recently released study, *Municipal Bonds Build America: A County Perspective on Changing the Tax-Exempt Status of Municipal Bond Interest*, which shows how critical the tax-exempt status of municipal bonds is to counties, and their ability to build and maintain America's infrastructure such as schools, hospitals, road and bridges, and water systems.

NACo Executive Director Matthew Chase, one of the municipal bond session panelists at the LUCC meeting, told the group that the threat to the tax-exempt status of municipal bonds is real because the federal government is desperate for revenue. The threat, however, goes beyond dollars and cents. He said it's about who is in control of America's local infrastructure projects.

"If the federal government can impose a cap, then they are in control," Chase said. "We want

See LUCC page 10

'Frac sand' mining sparks debate in upper-Midwest counties

By CHARLES TAYLOR
SENIOR STAFF WRITER



The U.S. shale oil and gas boom is resonating through the sands of the upper-Midwest. There's a sand rush on,

and counties in three states are grappling with how to coexist with the burgeoning "fracsand" industry.

Named for its use in hydraulic fracturing, frac sand — aka silica sand — is injected at high pressures to hold open cracks in underground shale formations, allowing the gas

or oil to be extracted.

As with fracking itself, silica sand mining has raised concerns among residents in affected areas about heavy truck traffic damaging roads, air and water quality, and reclamation of the land once the mines close. Another parallel is that the activity offers the promise of economic opportunity in the mostly rural counties being targeted for mining, where non-farm jobs can be scarce.

Several counties along the upper Mississippi River are blessed with scenic vistas from bluffs along the river. Trout fishing, tourism and agriculture are important to their economies. A citizens' group called Save the Bluffs has formed in Minnesota seeking to ban or heavily regulate frac sand mining there.

"We have really a classic land use controversy," said Dan Rechtzigel, chairman of the Goodhue County Board. "We have people who moved into an area because of the scenic beauty and because of the peace and tranquility... and then we have this very industrial, widespread, high-intensity use that wants to

See FRAC SAND page 6



Photo by Kate Golden/Wisconsin Center for Investigative Journalism

Bonita Underbakke, a Fillmore County, Minn. resident, fears that frac sand mining will threaten tourism in Lanesboro, Minn. where she lives, which bills itself as the "Bed and Breakfast Capital of Minnesota." She and at least 50 others protest outside a frac sand industry conference in Brooklyn Park, Minn. Oct. 1, 2012.

CountyNews Features

SCOTUS strikes down coverage formula in Voting Rights Act

By LISA SORONEN,
STATE AND LOCAL LEGAL CENTER EXECUTIVE DIRECTOR

"Covered" counties will no longer have to comply with Section 5 of the Voting Rights Act unless Congress changes the coverage formula, the U.S. Supreme Court ruled in *Shelby County, Alabama v. Holder*.

Section 5 of the Voting Rights Act requires covered states to obtain federal permission before making any changes to voting laws. Sec-

tion 4(b) of the Voting Rights Act applies Section 5 to only states and counties with a history of racial discrimination in voting. While Sections 4(b) and 5 were intended to be temporary, Congress has repeatedly reauthorized them, most recently in 2006 for 25 years.

The current formula that determines which states and counties are "covered" hasn't changed since 1975. It includes states and counties that had a voting test and less than 50 percent voter registration or turnout as of 1972. All counties in

nine states are covered (Alabama, Alaska, Arizona, Georgia, Louisiana, Mississippi, South Carolina, Texas and Virginia). Some counties in California, Florida, New York, North Carolina and South Dakota are covered, as are two townships in Michigan.

Shelby County, Ala., a covered jurisdiction, sued the attorney general claiming that Sections 4(b) and 5 are unconstitutional. The Supreme Court held that the

See SCOTUS page 12

INSIDE



County News invited all candidates for NACo 2nd VP to publish their platforms in this issue. Find out what they plan if elected
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Learn how to become involved in planning for your states' public safety broadband network ➤ Page 2
Kansas county leads way in establishing regional food hub ➤ Page 4

A bill in the House would prohibit EPA from regulating coal ash
➤ Page 4

Senate Appropriations, House T-HUD approve FY14 spending bills

By DARIA DANIELS

ASSOCIATE LEGISLATIVE DIRECTOR

On June 27, the House and Senate Appropriations Committees both adopted their respective Transportation, Housing and Urban Development (T-HUD) FY14 spending bills. The House committee passed its \$44.1 billion bill by a 28–20 vote, along party lines. The bill is \$10 billion less than the Senate Appropriations Committee's adopted bill.

The House bill includes \$1.6 billion for Community Development Block Grant (CDBG) program, almost a 50 percent cut (\$1.4 billion) from the current level. An amendment offered by Rep. Chaka Fattah (D-Pa.) and supported by NACo and other CDBG coalition partners to fund CDBG at \$3.3 billion failed by a 22–28 vote. The Senate Appropriations Committee bill includes \$3.15 billion for CDBG.

House T-HUD FY14 Spending Bill

The overall funding level is

\$7.7 billion, or 15 percent less than the FY13 enacted level and \$4.4 billion, or 9 percent less than the current post-sequestration level. Specific funding levels in the measure are as follows:

Transportation

The measure would fully fund MAP-21 highway and transit programs, provide money to avoid Federal Aviation Administration (FAA) furloughs, keep funds flowing to contract air traffic control towers and ban federal funding of California's high-speed rail project.

On the other hand, the bill would eliminate the Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant program and would include significant cuts to Amtrak and aviation infrastructure.

Specifically, the bill would provide \$41 billion for Federal Aid Highway funding, \$8.6 billion for the Transit Formula Program, \$1.8 billion for Transit

New Starts, \$200 million for Essential Air Service and \$3.4 billion for the Airport Improvement Program.

Funding for the HOME Investment Partnerships program would be \$700 million, while Military Construction and Veterans Affairs comes in at \$74.36 billion, which is a \$250 million cut from the FY13 level of \$950 million. Both programs would be funded at the lowest levels since their creation.

The bill would also include \$17 billion for Section 8 housing vouchers renewals, \$75 million for HUD Veterans Affairs Supportive Housing (VASH) vouchers, and \$9 billion for project-based rental assistance. It would also provide \$2.1 billion for homeless assistance grants, \$35 million for HUD's housing counseling program and \$500 million for Section 108 loan guarantees.

See APPROPS page 12

House, Senate take steps to pass agriculture approps

By ARTHUR COOK

ASSOCIATE LEGISLATIVE DIRECTOR



Although the roller coaster ride for the five-year farm bill came to an abrupt end in the U.S. House of Representatives mid-June, both chambers took significant steps toward passing their FY14 agriculture appropriations bills.

On June 13, the House Committee on Appropriations approved its FY14 agriculture appropriations bill (H.R. 2410) by a voice vote. The House bill would provide \$19.45 billion in discretionary funds — \$1.28 billion below FY13 enacted levels and \$515.8 million below President Obama's proposed FY14 budget.

With a 23–6 vote, the Senate Appropriations Committee approved its FY14 agriculture appropriations bill June 20. The Senate bill would provide \$20.93 billion in discretionary spending — a \$420 million increase from FY13 levels. Below is a summary of a few key appropriations from both bills:

SpeedRead » » »

- » The House bill would provide \$19.45 billion in discretionary funds — \$1.28 billion below FY13 enacted levels.
- » The Senate bill would provide \$20.93 billion in discretionary spending — a \$420 million increase from FY13 levels.

SENATE

- \$1.01 billion for Rental Assistance — Equal to Obama's proposed FY14 budget and \$105 million below FY13 enacted levels.
- \$900 million for Single-Family Housing Direct Loan Program — \$540 million more than Obama's proposed FY14 budget and \$183 million more than enacted FY13 levels.
- \$1.73 billion for Rural Water and Waste Disposal (loans and grants) — \$240 million above enacted FY13 level; will help 975 rural communities address clean water and waste disposal projects.
- \$15 million for Value-Added Producer Grants

See AG-BILL page 7

Grants for public safety broadband network coming soon ... counties encouraged to plan now

By YEJIN JANG

ASSOCIATE LEGISLATIVE DIRECTOR

If you want to have an impact on how your state builds out its interoperable public safety communications network, you need to be aware that states will soon be receiving grants to plan their networks.

More importantly, each state will need to designate a grants coordinator, who must, by law involve local governments in the build-out of the network.

In 2012, Congress mandated the creation of a nationwide interoperable wireless broadband network that would enable police, firefighters and emergency service professionals to more effectively communicate with each other during emergencies.

The law created and charged the First Responder Network Authority (FirstNet), an independent authority within the U.S. Department of Commerce's National Telecommunications and Information Administration (NTIA), with building, deploying and operating the network in consultation with federal, state, tribal and local public policy entities.

What the Grants Require of the States

The performance period is three years, and by the end of the performance period, grant recipients must complete the following activities: establish or enhance a governance structure to consult with FirstNet; develop procedures to ensure local and tribal representation when the state is consulting with FirstNet; conduct education and outreach for all relevant stakeholders that will be involved in the public safety broadband network (PSBN); identify potential public safety users for the PSBN; develop a standard Memorandum of Agreement appropriate for the grantee state to facilitate the possible sharing of infrastructure with FirstNet; develop staffing plans to involve local and tribal stakeholders in a future data collection in consultation with FirstNet; and prepare a comprehensive plan as part of the Statewide Communications Interoperability Plan (SCIP), or a plan complementary and similar to the SCIP, describing the public safety needs that the grantee expects FirstNet to address, plus relevant milestones.

The legislation required each state to designate a single point of contact to serve as the "coordinator of implementation of grant funds" in reference to the State and Local Implementation Grant Program (SLIGP). SLIGP awards should be announced no later than July 15. All states and territories will receive

an award to be used for planning activities.

FirstNet is an important issue for counties because many of the public safety personnel that will be using the public safety broadband network will be county sheriffs, fire departments and medical personnel, among others. As such, it is

important that counties be involved early in the process so that the county perspective is reflected in decisions regarding construction, procurement and management of the Public Safety Broadband Network (PSBN).

Implementation of FirstNet will also require county input as to infrastructure siting, construction and management. Also, the legislation authorizing FirstNet contemplates secondary users (or leaseholders) of the PSBN during times of non-emergency. If the network is leased to secondary users, it could generate fee-based revenue; this revenue must be reinvested into constructing, maintaining, operating or improving the network.

As states begin to identify existing broadband and infrastructure assets to incorporate into the new first responder network, it is important that counties engage in the consultation process and actively seek out the designated state coordinators of those activities.

If you would like to get in touch with your state coordinator, please email Yejin Jang at yjang@naco.org or 202.942.4239.

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President | Chris Rodgers
Publisher | Matthew Chase
Public Affairs Director | Tom Goodman
Executive Editor | Beverly Anne Schlotterbeck
Senior Staff Writer | Charles Taylor
Staff Writer | Charlie Ban
Graphic Artist | Jack Hernandez
Editorial Assistant | Christopher Johnson

ADVERTISING STAFF

Job Market/Classifieds representative
 Christopher Johnson

National Accounts representative
 Beverly Schlotterbeck

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Farm Bill snuffed out in House

By ARTHUR SCOTT

ASSOCIATE LEGISLATIVE DIRECTOR

The House of Representatives brought an abrupt end to its farm bill, the Federal Agriculture Reform and Risk Management Act of 2013 (H.R. 1947), defeating the measure June 20 by a 234–195 vote — with 62 Republicans voting against the bill and only 24 of the pledged 40 Democrats voting in favor. Contention surrounding deficit reduction through cuts in nutritional assistance programs and crop insurance subsidies created enough tension within both conferences to dismantle any progress made during the week towards passing the long-term agricultural policy.

Following last week's passage of the Senate's farm bill, the Agriculture Reform, Food and Jobs Act of 2013 (S. 954), focus intensified on House leadership's ability to generate enough support for its farm bill.

The increasingly polarizing House measure would controversially cut \$20.5 billion from the Supplemental Nutritional Assistance Program (SNAP), formerly known as the food stamp program. Thanks in part to these cuts, and despite the support of Speaker John Boehner (R-Ohio), the future of the legislation had been uncertain at best.

In an attempt to increase chances of passage for the bill, Boehner and House Majority Whip Eric Cantor (R-Va.) asked the House Committee on Rules to grant members the ability to amend contested provisions on the House floor through an open rule debate. The Rules Committee received 230 amendments for consideration, and following two separate emergency meetings, narrowed the list to 103 amendments to be considered on the floor.

As the farm bill slowly gained momentum in the House, senior White House officials stated they would advise President Obama to veto the multi-year legislation due to "unacceptable deep cuts to SNAP which could increase hunger among millions of Americans."

In a statement issued June 17, the Administration criticized the House bill for its cuts to food programs for the poor, suggesting that more appropriate cuts could instead be made to federal crop insurance subsidies, as was the case in the president's proposed budget.

By June 19, the House had voted on 51 of the 103 proposed amendments to the farm bill, including an amendment introduced by Rep. James McGovern (D-Mass.) that would have restored the proposed \$20.5 billion cut to SNAP funding. The amendment was struck down by a 234–188 vote.

Reps. Jaime Herrera Beutler (R-Wash.) and Kurt Schrader (D-Ore.) also offered an amendment, on storm water runoff from forest roads, which was supported by NACo and passed by voice vote. The amendment would codify the U.S. Environmental Protec-

tion Agency's long-standing policy that forest roads runoff should be regulated as nonpoint source pollution through states' best management practices, rather than through the federal Clean Water Act's National Pollution Discharge Elimination System pro-

gram. The amendment is identical to the bipartisan Silviculture Regulatory Consistency Act (H.R. 2026).

With yesterday's vote signaling the end of the road for the Farm Bill for the foreseeable future, it is unlikely similar legislation will reach the floor

this session. SNAP is permanent law and funding will remain at current levels past Sept. 30 while many of the agricultural provisions — accounting for only 20 percent of total spending — will expire at the end of the fiscal year.

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Food hubs open new markets for small farmers

By CHARLIE BAN
STAFF WRITER

Farmers in 16 northeastern Kansas counties may find their crops marketed to a new class of customers.

Douglas County received almost \$70,000 in grants to conduct a feasibility study analyzing the potential for a food hub. Food hubs coordinate the storage, sale and distribution of locally grown food for sale to high-volume customers, typically close to the farmers.

“There’s a missing link between the small and medium-sized food producers and the institutional buyers,” said Eileen Horn, the county’s sustainability coordinator. “We have plenty of globally aggregated food moving around, but there’s a whole market that isn’t being explored.”

That market is the small farmer, who generally tops out supplying food to restaurants and farmer’s markets. Food hubs market toward higher-volume buyers, like

universities and grocery stores, and encourage farmers to grow more. Though counties often help set them up after feasibility studies, they often go independent and operate as nonprofits, retail outlets, buying clubs or even online directories of local producers, according to the National Sustainable Agriculture Coalition.

Sullivan County, N.Y. has committed more than \$200,000 for a food hub, which the *Sullivan County Democrat* reports could create 19 jobs.

“Local farmers want to seize on the enthusiasm for locally grown food,” Horn said. “They want to tap into that market but there’s no infrastructure in place. “They’re interested but of course there’s healthy skepticism about it. Hopefully this study will clear that up.”

The study will analyze the market within a 16-county area to see if it would support a food hub. Horn points to Dane County, Wis. as Douglas County’s role model.



Photo courtesy of the Washtenaw Food Hub

The Washtenaw Food Hub in Washtenaw County, Mich. is in the middle of renovations to increase kitchen and storage space.

Olivia Parry, who directed Dane County’s feasibility study, said there is a lot of economic potential for food hubs.

“Organic Valley started this way 20 years ago and now it’s huge,” she said. The Wisconsin-based co-op

reported \$715 million in revenue in 2011. “Food hubs give control of the market back to the growers.”

The Dane County study found out that from more than 240 growers and 85 grocery and foodservice buyers who completed the surveys,

demand ranged from \$18 million to \$26 million per year and up to 800,000 pounds of produce per week.

In fact, the study continues, “national local food trends and the survey for this study clearly indicate strong demand which exceeds available supply, so the greatest risk is lack of grower engagement to provide the volume needed to efficiently operate the food hub.”

That’s not to say it will be a slam dunk. The Southern Wisconsin Food Hub, begat by the Dane County study, is just now entering its first season. Its harvest will be delayed because of heavy rains, which will delay payments to farmers, Parry said. The projected \$2 million to \$3 million revenue might just be enough for farmers to break even.

“We applied for a lot of grants but didn’t get many of them,” she said. “But food hubs are picking up momentum, and it’s hard to ignore how they simplify the supply chain.”

More basic than that, Kim Bayer, a project manager at the Washtenaw Food Hub in Washtenaw County, Mich., said the idea is a catalyst in the market.

Though the last 50 years have seen a trend toward large-scale commercial farming and degradation of the mid-sized farming infrastructure, Bayer said the rise of food hubs is providing a chance to re-envision the niche.

“Instead of a singular view on price and efficiency, food hubs are supporting

a ‘triple bottom line,’ prioritizing the health of individuals, the economy and the environment,” she said. “Things are done on a much more reasonable scale.”

Her hub is in the process of using \$200,000 in grants to renovate kitchens and storage facilities. The hub largely supplies nearby Detroit.

She said consumers have been driving the trends that support food hubs.

“People want to know where their food comes from, connect with their farmer,” she said. “They want to know their region produces the food they need.”

Profiles in Service



» Albert Turner, Jr.

Vice Chairman
Agriculture and Rural Affairs Committee
County Commissioner
Perry County, Ala.

Bill would halt EPA regulation of coal ash

By JULIE UFFNER
ASSOCIATE LEGISLATIVE DIRECTOR

A bill to prohibit the EPA from regulating coal ash as a hazardous waste passed the House Energy and Commerce Committee June 19, 31–16. The Coal Residuals Reuse and Management Act of 2013 (H.R. 2218) would establish requirements for management and disposal of coal ash aimed at protecting human health and the environment, and allow EPA to step in to regulate coal ash if a state does not comply with the minimum standards.

Federal versus state oversight was one of the overarching discussions during committee markup. Some members expressed concerns about lax state oversight while other members were concerned about too much EPA oversight. Democrats unsuccessfully offered a number of amendments to strengthen state oversight requirements.

Coal ash is generally managed under state law, as delegated by the federal Resource Conservation and Recovery Act (RCRA), which is the primary federal law governing state and local management of solid waste. However, RCRA also directed EPA to examine the han-

dling and management of coal ash.

In 2010, EPA proposed a rule that laid out two options for management of coal ash. One option would overturn current regulations and designate coal ash as a hazardous waste, thus eliminating the beneficial use market, while the second option proposed to maintain coal ash as a non-hazardous waste.

Coal ash is a byproduct of combustion at power plants and can cause health problems and environmental contamination if not properly handled.

Coal ash can also be recycled for beneficial uses, rather than simply disposed in landfills. Some local governments use coal ash as a major component in road bed construction projects. Additionally, byproducts are also heavily used in cement, concrete, brick, roofing materials, agriculture applications, paints, plastics, and snow and ice control

Number of years active in NACo: 12

Years in public service: 13 in local elected position and 10 in other government cabinet positions in state government

Occupation: consultant, lobbyist

Education: J.D., Thurgood Marshall School of Law

The hardest thing I’ve ever done: attract economic development for my rural community

Three people (living or dead) I’d invite to dinner: Albert Turner, Sr., President Barack Obama and Cam Newton.

A dream I have is to: find a cure for autism.

You’d be surprised to learn that I: am a fiscal conservative public official.

The most adventurous thing I’ve ever done is: go scuba diving.

My favorite way to relax is: watching TV.

I’m most proud of: being on the stage during the second swearing in of President Obama in 2013.

Every morning I read: three newspapers.

My favorite meal is: dinner.

My motto is: “For to whom much is given, much is required.”

The last book I read was: The Bible.

My favorite movie is: Love and Basketball.

My favorite music is: R&B.

My favorite president is: Barack Obama.

Join the NACo Network...



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NACo's County Leadership Institute adds 24 alumni

By Karon M. Harden

DIRECTOR, PROFESSIONAL DEVELOPMENT,
EDUCATION AND TRAINING

Twenty-four county leaders from across the United States attended and completed the 10th Annual County Leadership Institute (CLI) in Washington, D.C.

The Cambridge Leadership Associates, with CLA principal Jeffrey Lawrence at the lead, collaborated with NACo on the four-day program June 2-6. CLI provided attendees the opportunity to discuss core principles of public service leadership with prominent experts, while also collaborating with each other to identify and cultivate new ways to attack issues facing their respective counties.

The attendees included representatives from 23 states and counties across the country, providing a diverse view of the United States and the issues facing different areas nationwide. This year, CLI focused on adjustments, demands and personal responsibility in a new era of government.

Attendees of the program had nothing but positive feedback regarding their experience at the 2013 CLI. "The NACo County Leadership Institute experience afforded me a purpose-driven opportunity

to review the organizational effects of adaptive leadership in a comprehensive manner," said Ross King, executive director, Association County Commissioners of Georgia.

"The opportunity to be engaged with your peers who face similar challenges of leadership in an era where we all have to get creative finding solutions on the county level was truly a beneficial experience," said George Hartwick, commissioner, Dauphin County, Pa. "The networking at CLI will yield results for constituents that elected us for years to come."

Harrison County, Ky. Judge Alex Barnett relished the opportunity to participate. "CLI was a wonderful experience," he said. "I learned a tremendous amount that will help me become a better leader in my community. I'm grateful for the opportunity to be in attendance."

The institute has graduated more than 200 members from 44 states and 172 counties across the country in its 10-year existence. CLI is funded by participant registrations and the support of IBM, ESRI, the NACo Financial Services Corporation and the National Council of County Association Executives, and is administered by NACo's professional development, education and training division.

CLI Class of 2013

Don Allred, judge, Oldham County, Texas
Alex Barnett, judge, Harrison County, Ky.
Wendell Bostwick, commissioner, Curry County, N.M.
Blair Brady, commissioner, Wahkiakum County, Wash.
Maggie Brooks, county executive, Monroe County, N.Y.
Brad Carlyon, county attorney, Navajo County, Ariz.
Earl Fisher, commissioner, Columbia County, Ore.
Kevin Glatt, auditor-treasurer, Burleigh County, N.D.
George Hartwick, commissioner, Dauphin County, Pa.
Riki Hokama, council member, Maui County, Hawaii
Jeffery Huffman, county executive, Tipton County, Tenn.
Pat Irwin, commissioner, Pershing County, Nev.
Ray Jeffers, commissioner, Person County, N.C.
Ross King, executive director, Association County Commissioners of Georgia
Merceria Ludgood, commissioner, Mobile County, Ala.
Stephanie Lynch, commissioner, Caddo Parish, La.
Tommie Cline Martin, supervisor, Gila County, Ariz.
Larry Mosley, supervisor, Lee County, Va.
Vivian Parsons, executive director, County Commissioners Association of West Virginia
William Peterson, executive director, Iowa State Association of Counties
Dave Schulz, commissioner, Madison County, Mont.
Barbara Sharief, commissioner, Broward County, Fla.
Christopher Shoff, commissioner, Freeborn County, Minn.
Dennis Stapleton, commissioner, Delaware County, Ohio



Photo by David Hathcox

The County Leadership Institute Class of 2013 poses for its official portrait. CLI is celebrating its 10th anniversary this year.

NACo Dental Discount Program

WEBINAR

JULY 31 • 2 P.M. TO 3 P.M. EDT

Dramatic Savings for Your County's Residents



NACo offers a discount dental card program exclusively for member counties. The program provides 5% to 50% savings on most dental procedures including routine checkups, cleanings, dentures, root canals, crowns and more. This plan is not insurance, but is a discount plan where everyone is accepted with unlimited use.

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Only 47% of county residents nationwide have dental insurance, and many with insurance still have uncovered services. Your residents and employees will thank you for implementing this great NACo exclusive member benefit program.

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naco.org/dentalwebinar

For more information on the program, call NACo toll free at 1.888.407.NACo (6226) and ask for "membership" or go to www.naco.org/dentalprogram



SCAN TO LEARN MORE ABOUT
NACo's DENTAL PROGRAM

Frac sand demand depends on hydraulic fracturing activity

FRAC SAND from page 1

come in and coexist. That's where the controversy is."

Studies to date in Wisconsin differ on the industry's potential economic impacts. For example, one, conducted by the University of Wisconsin-Madison, warns of "boom-bust" cycles and the possibility of costs outweighing benefits. Another, focused on Wood County, Wis., projects \$161 million in economic investments in the county over a seven-year period. Related activities include sand-hauling to processing plants, and transport by rail and truck to end users.

Several Mississippi River counties in west-central Wisconsin, southeast Minnesota and Iowa are home to silica sand that's ideal for use in fracking — because of its hardness and rounded grains. While there is no oil or gas fracking in this area, the sand is exported for use by

and apply it to an applicant." Shortly after the project's approval, a citizens' group appealed the decision to a state court.

A few weeks later, commissioners in Goodhue County approved two ordinances to regulate the industry, covering air quality monitoring, setbacks from subdivisions, hours of operation and limiting to 40 acres the amount of ground that could be exposed at any one time, among other issues. Currently, however, there is a county moratorium on frac sand mining that's due to expire later this summer.

Commissioner Ron Allen, who says he's "totally against" frac sand mining would like the board extend the ban.

"I want to make sure there's no health impact on our citizens before we start allowing this to happen. Once we start allowing it to happen we're not going to be able to put the genie back in the box," he said.

Other Minnesota counties with significant sand mining prospects include Fillmore, Houston and Wabasha. Alamakee County, Iowa is also in play. In February, county supervisors there unanimously passed an 18-month moratorium on frac sand mining, backed by an anti-mining citizens' group. There currently is one active silica sand mine in the state.

In Wisconsin, the state's association of counties created a Frac Sand Task Force, which over the past year developed a *Best Practices Handbook* it hopes counties, cities and townships will use to guide their deliberations. It is an outgrowth of the Wisconsin Counties Association's (WCA) policymaking process resulting from resolutions introduced by member counties.



Photo by Lukas Keapproth/Wisconsin Center for Investigative Journalism
A conveyor moves crushed sand to be washed and sorted by grain size at the Preferred Sands plant in Blair, Wis. in Trempealeau County.

The task force has been meeting since last November, according to Jon Hochkammer, WCA's legislative director. Since then, the seven members have toured at least three frac sand facilities and heard from an array of speakers, including state environmental and transportation officials, a geologist and a hydrologist.

"We worked very closely with the industry as well, the Wisconsin Industrial Sand Association," Hochkammer said. "We knew with that if county government and town government became too restrictive ... that we would be preempted by the state."

Lance Pliml, chairman of the Wood County Board of Supervisors, chaired the task force. He said some

opponents would like to make the issue a referendum on the merits of hydraulic fracturing itself. He recalled one resident's comment that by allowing sand mining, "We're helping the devil to do his work in fracking."

His county currently has three frac sand facilities in operation, and 14 have been permitted.

"The direction of the task force wasn't to determine if fracking in

itself was a viable procedure," he said, "but is the extraction of sand and the shipping of it to the places they need it — is that viable? Is it economically feasible; and is it economically beneficial? And at the end of the day, the consensus was yes it can be."

Kent Syverson, a geology professor at the University of Wisconsin-Eau Claire, is one of the experts consulted by the WCA Frac Sand Task Force. He said many of the areas with sand resources have declining or stagnant populations, "because there are just no jobs for young people in these areas."

"What sand mining has done for some of these rural counties, it's just given another potential avenue for employing some people," he said. "These jobs are in places where there might not be too many other options, especially for good-paying jobs. So that has been a plus for these areas."

But it's a two-way street, says Woletz, the state's frac sand expert: "There are going to be families up in some of these areas, brothers and sisters that had a farm that one sold off; the other one didn't want to. They're not going to talk to each other maybe for the rest of their lives. The same with some of the neighbors. It really has divided some of these communities."

**See this story at www.naco.org/countynews for additional resources about frac sand mining.*

SpeedRead » » »

- » Wisconsin, Minnesota and Iowa rich in sand used in hydraulic fracturing
- » Opponents fear air and water quality impacts; health concerns about silica dust
- » Wisconsin state association developed guidebook for counties on regulating frac sand mining

wells in states like Texas, Colorado and Pennsylvania.

"Three years ago, there were about five frac sand mines and five (sand) processing plants in Wisconsin," said Tom Woletz, senior manager with Wisconsin's Department of Natural Resources. "Today, there are more than 105 mines and 65 processing plants."

Across the river in Minnesota, the state Department of Natural Resources in 2012 gave a "conservative" estimate of silica sand mining's capacity at "in excess of 12 million tons per year."

A divided Winona County, Minn. Board of Commissioners voted 3-2 last month to approve a 19-acre frac sand mine, first proposed nearly two years ago — placing some 40 conditions on its operating permit. It would be in an agricultural district, where it is an allowed conditional use. Commissioner Marcia Ward was on the prevailing side.

"It's not what I personally want or don't want," she said, "but a county commissioner is supposed to work with the zoning ordinance

Sand ... where?

The states of the upper-Midwest might not be the first to come to mind when you think—sand.

Five hundred million years ago, much of the continent was covered by very shallow, warm inland seas, said Kent Syverson, chairman of the geology department at the University of Wisconsin-Eau Claire. "On the beaches, the waves were constantly rolling these grains around making the sand grains nicely rounded, which is very important for frac sand"

The sand, shaped like tiny ball bearings, is used in hydraulic fracturing as a "proppant," literally because it props open fractures in underground shale formations, allowing oil and gas to flow.

Although sand is found the world over, the sandstones of this area have several unique physical characteristics, according to the Minnesota Department of Natural Resources. Sand usually contains many different rock types; however, silica sand is almost 95 percent pure quartz. It's prized for its hardness and crush-resistance.

"They're pumping this down under tremendous pressure," said Tom Woletz, a senior manager with Wisconsin's Department of Natural Resources.

Metro county status on the increase



If you are Blue Earth County, Minn. or Benton County, Miss. or Columbia County, Wash. you are among the 113 counties in the country recently reclassified by the Office of Management and Budget (OMB) as a metro county, a member of a Metropolitan Statistical Area. The new designations, determined every 10 years, were recently released and also included 36 counties that lost their metro status.

The new designations show a country that is steadily becoming less rural. Metro counties now account for 262.5 million in population, while non-metro counties at 46.3 million account for 15 percent of the U.S. population, down from 17 percent in 2003.

Tennessee and North Carolina had the most reclassified metro counties with eight each, while

Virginia came in a close second at seven. Meanwhile, Virginia topped states with the most counties moving from metro to non-metro status (six).

A Metropolitan Statistical Area is a geographic entity designated by OMB for use by federal statistical agencies. A metropolitan statistical area consists of at least one urbanized area with a population of 50,000 or more, along with adjacent territory with a high degree of social and economic integration with the core—a factor measured by commuting ties.

The status of a county will often determine the degree to which it must comply with environmental regulations or the kind and amount of federal grants it may be eligible for.

**To access a list of the counties that have changed, see this story at www.naco.org/countynews.*

Immigration reform clears hurdle in Senate, awaits House

By MARILINA SANZ

ASSOCIATE LEGISLATIVE DIRECTOR

The Senate passed comprehensive immigration reform legislation June 28 on a 68–32 vote. The long-awaited Congressional Budget Office (CBO) score and a compromise amendment on additional border enforcement measures marked the way for final passage.

The CBO score estimated a net deficit reduction of \$175 billion

from 2014 to 2024 and an additional \$700 billion thereafter. Regarding the required state and local government unfunded mandates estimate, the CBO score reports that the bill is below the threshold of \$75 million. CBO estimates that the undocumented individuals who will receive provisional immigration status would contribute over \$400 billion in taxes. CBO also used macroeconomic projections that it does not generally use in its estimates and predicts that immigra-

tion reform will contribute 3.3 percent to economic growth by 2023 and 5.4 percent by 2034.

Much of the bill's spending of \$259 billion would be in the health care arena. CBO expects \$82 billion would be needed to fund an expected uptick in individuals eligible for Affordable Care Act benefits.

While legal immigrants and so-called "lawfully present" individuals are already eligible for ACA subsidies, CBO assumes that those in the new

temporary workers category would also be eligible for ACA subsidies.

CBO also projects an additional \$29 billion for Medicaid and the Child Health Insurance Program (CHIP) because it expects the states to exercise their option to provide coverage to children and pregnant women in the Registered Provisional Immigrant (RPI) program without the five-year waiting period.

The Senate spent much of the previous week debating enforcement amendments. The most notable one was an amendment by Sen. John Cornyn (R-Texas) that would have mandated 90 percent apprehension across the southwest border. The amendment was tabled by a vote of 54–43. In its stead, Sens. John Hoeven (R-N.D.) and Bob Corker (R-Tenn.) offered a compromise amendment on border security.

The amendment would provide an additional \$30 billion for adding more technological improvements and hiring 20,000 border patrol officers. Instead of a 90 percent apprehension rate, the amendment would require completion of the 700-mile southern fence and that E-verify, and the airport entry and exit verification system be in effect before the individuals in RPI

status can move to legal permanent residence.

The Hoeven-Corker amendment was designed to gain more Republican support for the bill.

Action in the House

The House has also begun considering immigration bills. The week of June 17 the Judiciary Committee approved two bills: the Strengthen and Fortify Enforcement Act (SAFE, H.R. 2778) and the Agricultural Guest Worker Act. The following week, the committee passed the Legal Workforce Act (H.R. 1772).

The Legal Workforce Act presents some concern for NACo because it mandates implementation of the E-verify system for future employees. Unlike the Senate bill, however, it also mandates state and governments to apply E-verify to all existing employees within six months of enactment of the legislation.

The House process is still unclear. In the wake of the defeat of the farm bill, it is difficult to determine whether the House will be able to pass complicated and controversial legislation such as immigration. The House could, however, proceed with these incremental bills and go to conference with the Senate.

House Ag bill unlikely before recess

AG-BILL from page 2

- \$1.4 million for Rural Micro-entrepreneur Assistance Program – Not appropriated in House bill.

HOUSE

- \$1.01 billion for Rental Assistance — \$5 million below Obama's proposed FY14 budget and \$102 million below FY13 enacted levels.
- \$820.2 million for Single-Family Direct Loan Program — \$406.2 million more than Obama's

proposed FY14 budget and \$103.2 million above enacted FY13 levels.

- \$448 million for Rural Water and Waste Disposal (loans and grants)
- \$15 million for Value-Added Producer Grants

The House agriculture appropriations bill will be debated under open rule, which is identical to the House farm bill and similarly will open the floor for numerous amendments. The bill will not likely see the House floor before the July 4 holiday. The White House has issued a veto threat

over the House Ag spending bill citing "harmful cuts in rural economic development, renewable-energy development, nutrition programs, food safety, agriculture research and international food aid." Some House Democrats attribute a similar White House veto threat to the farm bill for diluting Democratic support for the measure.

**You can access the House agriculture appropriations bill and committee report by seeing this story at www.naco.org/countynews.*



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SUNDAY, JULY 21 • 9 A.M.–NOON CDT • FORT WORTH CONVENTION CENTER

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Stan Batemon

Chairman, St. Clair County, Ala. Commission

Candidate for 2013 NACo Second Vice President

The cornerstone of NACo is its effectiveness as the single, unified voice for improving and protecting America's county governments. All other NACo advancements and initiatives can be accomplished more readily as we improve its effectiveness in advocacy.

For this reason, the primary goal of my service as a NACo officer will be to inspire, equip and assist members to achieve policy goals and to more successfully grow our membership. I am seeking the position of 2nd Vice President because my two decades of service to NACo have prepared me to lead at this important time.

Achieving success on the focuses outlined below will begin with an enhanced relationship between NACo and the state Associations. NACo can only be as strong as its link to the state Associations. Positive steps have been made on this front; however, I believe more can be done.

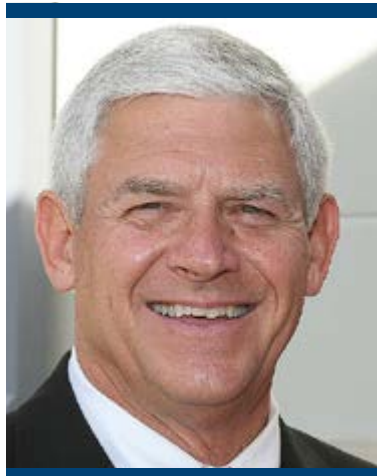
I propose to work through the National Council of County Association Executives—one of NACo's affiliates—to coordinate policy, program and service projects that will ensure the state Associations are interwoven into all that we do. Without this improved and more active relationship, we cannot achieve the advances we envision for NACo.

In addition, our energy will be focused on expanding NACo's strength as a policy advocate for county government. This will be accomplished with four primary unifying projects—establishing a NACo Point of Contact in each county; identifying the beneficiaries of federal investments in county government; ensuring proactively that members are engaged in the policy process; and expanding our membership through peer-to-peer contacts.

Establish a NACo POC

In order to enhance advocacy, we must fully and actively engage our membership. I have spoken often about our diversity as a strength which should be used to benefit all counties. Too often we have allowed the differences in our counties to weaken NACo's ability to present a unified message.

Relying on the state Associations, we will identify at least one person in each county who will embrace the responsibility of coordinating NACo information at the county level. This kind of "grassroots" engagement cannot be implemented from the national level. It must be a partnership between the leadership



of our state Associations and this national organization.

During my first 50 days as president, I will ask the state Associations to help us identify these NACo Points of Contact (POC), and we will provide communication tools so the NACo staff can interface with these local leaders in a timely, efficient fashion. These POC will become our leaders "at the grassroots level" to mobilize issue experts and to maximize influence on the challenges that will arise in the coming years.

Enhance the 'Face' of Federal Programs

Perhaps the most significant challenge facing county government is the evolving new financial relationship between the federal and local governments. For decades, some of the most essential county programs have relied on critical federal moneys that are now being reduced or eliminated. We must develop a new advocacy tool that moves these so-called "discretionary" programs into focus as worthwhile investments in the lives of individuals.

With mounting pressure to cut spending, support for continued program funding can only be bolstered with specific information on the "faces" of those who benefit from the federal dollars.

NACo should establish an interactive tool for counties to report details on the citizens and communities receiving services made available only through our financial partnership with the federal government. In Alabama, it is primarily CDBG grants, PILT payments, transportation dollars and FEMA funding. In other states the mix of vital federal programs is different, but equally essential.

A simple funding request to Alabama's Congressional delegation on any of these issues will mean

little. But details on the woman who was airlifted from her home in the aftermath of the 2011 tornadoes because we have an outstanding FEMA-supported EMA program in St. Clair County will turn the heads of the entire Congressional delegation.

Knowledge and Ownership

The key to NACo's advocacy success lies in becoming a national force that empowers its members to shape policy change. County officials and employees can only be effective advocates if they have a working knowledge of the policy details and if they have a sense of ownership in the decisions.

This shift will rely on a revised policy publication format that can more efficiently deliver the "knowledge" that is essential. The members must have easy access to the background and research necessary to interact with policy makers and this information must be presented in an easy-to-review

format for busy local officials.

Secondly, members who do not feel a sense of "ownership" of NACo's policies are unlikely to respond when called upon. We must establish more opportunities to participate that extend beyond the on-site conference steering committee sessions and that engage a wider range of members.

Membership Growth Through Peer Interaction

Alabama's counties have a long track record of 100 percent membership in NACo. But this consistent support of our national organization has not been achieved without work and commitment from our Association leadership.

As counties in Alabama have wavered in their support, we have relied on active NACo members to reach out through personal contacts. This has been achieved through a commitment from our state Association which has been willing to put its credibility on the line in support

of NACo membership.

An important element in achieving all our goals will be the growth of our membership. Members who willingly serve on committees, contact Congressional offices and support NACo programs will certainly interact with their peers on NACo's behalf if we provide the tools. This peer-to-peer membership recruitment process will generate renewed energy among our membership.

It is not a mistake that I've not discussed specific policies on any of the issues pending before Congress. I believe NACo's policy-development process will produce the appropriate responses to these challenges. Simply put, it is not the president's role to dictate policy.

Rather, my role as leader in my county, in my state and now as a candidate for NACo office is to trust our members to develop the best policy positions and to cultivate an environment that encourages participation and success. And that is what we will do.

Emerging trends and threats on the cyber list for 2013

During 2012, cyber security incidents included theft of public and private intellectual property, hacktivism, ransomware, malware targeting mobile devices, and a surge of other malware, Black Hole Rootkit and Zero Access Trojan. What are we seeing in 2013? Below is a brief roundup of several threats and trends we can expect.

Mobile Devices in the Enterprise

As the use of mobile devices grew in 2012, so too has the volume of attacks targeted to them. Every new smartphone, tablet or other mobile device provides another opportunity for a potential cyber attack. Many enterprises have incorporated these devices into their networks. In some cases, organizations are allowing employees to "Bring Your Own Device" (BYOD). This increases the cyber security risks for an organization particularly if it does not have control over the employee's personal mobile device. Risks include access to corporate email and files, as well as the ability for the mobile device apps to download malware, such

as keyloggers or programs that eavesdrop on phone calls and text messages.

New capabilities, such as NFC (Near Field Communication), will continue to rise in 2013 and will increase the opportunities for cyber criminals to exploit weaknesses. NFC allows smartphones to communicate with each other by simply touching or being in close proximity to another smartphone with NFC capabilities or an NFC device.

This technology is being used for credit card purchases and advertisements in airports and magazines, and will most likely be incorporated into other uses. Risks with using NFC include eavesdropping through which the cyber criminal can intercept data transmission, such as credit card numbers and transferring viruses or other malware from one NFC-enabled device to another.

Ransomware

Ransomware is a type of malware that is used for extortion. The attacker distributes malware that will take over a system by encrypting the contents or locking the system; the attacker then demands money

from the victim in exchange for releasing the data or unlocking the system. Once payment is delivered, the attacker may or may not provide the data or access to the system. Even if access is restored, the integrity of the data is still in question. This type of malware and delivery mechanism will become more sophisticated.

Social Media

Use of social media sites has grown beyond just sharing personal information, such as vacation photos and messaging. These sites are being increasingly used for advertising, purchasing and gaming. Attackers will look to exploit this volume and variety of data being shared to credentials or other Personally Identifiable Information (PII), such as Social Security numbers.

Hacktivism

Attacks carried out as cyber protests for politically or socially motivated purposes, or just because they can have increased, and are expected to continue in 2013.

See **THREATS** page 9

Sallie Clark

Commissioner, El Paso County, Colo.

Candidate for 2013 NACo Second Vice President

Transportation planning and funding, economic development, public safety, human services, public health, workforce development, veterans services, public lands and compatible local land use — As county officials, we have responsibilities to provide these services and others which are important to our citizens. We must foster safe neighborhoods and prosperous communities, and we must be fiscally responsible and accountable at the same time. It is not an easy job.

I am Commissioner Sallie Clark and I want to be our next NACo 2nd vice president. I am a military wife of 33 years, a small-business owner and an experienced county commissioner. I have enjoyed being active in this organization and respect people I have met along the way who have given their time and talents in service to parishes, boroughs and counties. You are an inspiration. It has also been a privilege to get to know you all even better during my campaign to take on this new and exciting leadership role.

I will bring fresh ideas and new opportunities to improve NACo's service to you. I am deeply committed to serving you and am working very hard to earn



and maintain your support so that I can be a positive, enthusiastic and tenacious spokesperson for this important organization. My vision is to make NACo the best and most effective resource to help you meet your responsibilities and needs back home.

As an El Paso County Commissioner and a Colorado Springs Councilmember, I have served citizens for many years. During this time, counties have enjoyed the most prosperous economic times in our nation's history and have also suffered through the most significant economic shift this country has witnessed since the Great Depression.

Counties have weathered the storms of deadly terrorist attacks, two major meltdowns of the financial market, the bursting of the housing boom and the dot com bubble, and a long steep economic downturn. To add to this across the nation, many counties like my own have dealt with some of the largest and most damaging natural disasters ever; among them are floods, tornadoes, hurricanes and wildfires. I have been tested in my commissioner role with not just one, but two destructive wildfires in the last year. That hands-on experience helped me successfully secure post-disaster recovery dollars, efforts that positively impacted many states in line for Emergency Watershed Protection funding.

Even after this tumultuous decade, and in spite of all these challenges, local elected county officials have remained strong, efficient, effective and trusted service providers. While there are huge public concerns and growing unrest with the Federal government, opinion polls consistently show that county government remains the most respected level of government by far.

Congratulations to all of you for doing a great job and to the

National Association of Counties for helping along the way! We should take a moment to celebrate our resilience and the successes... but our work is far from done.

During times like these NACo must do more. County governments across the nation are facing massive changes in the traditional structure of state, federal and local partnerships. We are being battered with funding cuts, punitive and ineffective requirements that take away our local flexibility and additional unnecessary red tape and unfunded mandates.

As our 2nd VP, I will commit to communicating and advocating for the priorities set forth by the membership and to enhancing NACo's effectiveness. I also believe there are some fresh approaches that should be considered to better engage and grow our membership, give the organization increased credibility, and become more effective in our role representing all of the nation's local county governments.

NACo must emphasize its pursuit of stronger messaging and effective resources to protect the fundamental principle of local control. It is our duty to protect, support and promote the ability of counties to provide services at the

local level; closest to the citizens we serve. Even though counties are very diverse and have differing structures, NACo needs messaging that can be clearly understood and easily communicated which reflects the core NACo belief that core local services provided at the local level and closest to the citizens are the most efficient and effective.

NACo must also expand its solutions center to offer ongoing workshops, utilize technology and social media more effectively, and facilitate focus groups via video conferencing. This will be especially useful for counties that are dealing with issues that may have been faced by others, such as massive natural disasters or the pressure to centralize behavioral health, public health, and mental health services. There are tremendous opportunities for gathering information; providing strategy, factsheets and expertise; and learning from each other's lessons and successes.

NACo should consider changes in the subcommittee structure, which would allow counties that directly provide and fund specific programs and services to have a greater opportunity to influence NACo's policy when it comes to those issues. I hope to increase NACo's ability to facilitate focus groups via video conferencing and webinars to help members consider and provide input on significant policies and proposals and ensure that counties can continue to be efficient and effective.

I have served on many of NACo's steering committees and have been an active participant in leadership and a vocal NACo advocate on Capitol Hill. I have consistently championed changes in laws and policies that address such issues as over burdensome regulations, recidivism and jail costs, emergency management planning, forest health, reducing child abuse and neglect, Veterans services, transportation solutions and many others.

I would appreciate your support and your vote for 2nd Vice President. I am hard working, respected, involved, tenacious and enthusiastic about making NACo more relevant at the national level, as well as in your community!

For more information on my background and NACo involvement, visit www.ElectClark.com. Thank you for your consideration of your support and vote in Tarrant County on July 22.

Cyber security threats rising throughout 2013, beyond

THREATS from page 8

Common strategies used by hackers groups include denial of service attacks and Web-based attacks, such as SQL Injections that go after the popular SQL database platform. Once a system is compromised, the attacker will harvest data, such as user credentials, to gain access to additional data, emails, credentials, credit card data and other sensitive information.

Advanced Persistent Threat

Advanced Persistent Threat (APT) refers to a long-term pattern of targeted hacking attacks using subversive and stealthy means to gain continual, persistent access to data. The entry point for these types of espionage activities is often the unsuspecting end-user or weak perimeter security. Whether focused on exploiting vulnerable networks or unsuspecting end-users, APT will remain a consistent threat to networks.

SpeedRead » » »

- » "BYOD" policies increase risk to organizations for cyber attacks
- » Do not use work email address as private username on non-work sites

Spear Phishing Attacks

Spear phishing is a deceptive communication, such as email, text or tweet, targeting a specific individual, seeking to obtain unauthorized access to personal or sensitive data. Spear phishing attempts are not typically initiated by random hackers but are more likely to be conducted by perpetrators seeking financial gain, trade secrets or sensitive information. Spear phishing is often the nexus to cyber espionage-APT and will continue to increase this year.

What Can You Do?

By using sound cyber security practices, users and organizations

can strengthen readiness and response to help defend against the myriad of challenges and mitigate potential impacts of incidents:

- Enable encryption and password features on your smartphones and other mobile devices
- Use strong passwords that combine upper and lower case letters, numbers and special characters, and do not share them with anyone. Use a separate password for every account. In particular, do not use the same password for your work account on any other system
- Disable wireless, Bluetooth and NFC when not in use
- Properly configure and patch operating systems, browsers and other software programs. This should be done not only on workstations and servers, but mobile devices as well
- Use and regularly update firewalls, anti-virus, and anti-spyware programs
- Do not use your work email address as a "user name" on non-work related sites or systems
- Be cautious regarding all

communications; think before you click. Use common sense when communicating with users you do and do not know. Do not open email or related attachments from untrusted sources

- Don't reveal too much information about yourself online. Depending on the information you reveal, you could become the target of identity or property theft
- Be careful with whom you communicate or provide information on social media sites. Those friends or games might be looking to steal your information
- Allow access to systems and data only to those who need it and protect those access credentials
- If the device is used for work purposes, do not share that device with friends or family, and
- Follow your organization's cyber security policies and report violations and issues immediately.

(First published in the Multi-State Information Sharing and Analysis Center newsletter, January 2013.)

Tim Josi

Commissioner, Tillamook County, Ore.

Candidate for 2013 NACo Second Vice President

Throughout my campaign for NACo 2nd vice president I have been asked, “Why do you want to be NACo 2nd vice president?” That’s a question every candidate, for any office, should answer. For me, it’s simple. NACo is a well-respected, effective organization that makes a difference for counties across the nation, and I believe I have the experience necessary to contribute to that effectiveness.

When we run for our county seats I think we’re all looking to make a difference for our communities. We learn what we can do, and we learn what we can’t do. And, we learn that the federal government plays a significant role in what we do. If we’re going to make a difference in our counties, we must make an impact at the federal level. That’s why I’ve been deeply involved with NACo for over 14 years. As a member and chair of the Public Lands Steering Committee and as a member and



president of the Western Interstate Region, I have made a difference in federal policy. Now I would like to make a difference on a larger scale.

I have three issue areas on which I would like to focus if elected:

- The first is finding a responsible way to get the nation’s forests and rangelands working again. Neglect of publicly owned land

has resulted in overstocked and diseased forests resulting in massive carbon dioxide-emitting fires that threaten the air we breathe, the water we drink, homes for fish and wildlife, and personal property.

Rangelands are also suffering from a lack of management. Last year in eastern Oregon, south of the city of Burns, over a million acres were lost to wildfire. Hundreds of cattle and untold numbers of sage grouse and other wildlife vanished.

Prudent management of public lands will result in much needed family wage jobs, a healthy forest and rangeland environment and will generate much needed revenue sharing for the nation’s counties. This is not only a rural issue. In Oregon our urban counties understand that when rural counties suffer, they require more financial assistance from the state. And when the state reshuffles the deck of limited funds, the bigger counties feel the impact.

- Secondly, I want to raise awareness of domestic violence and sex abuse. One in four women will experience domestic violence during her lifetime. In Tillamook County, our nonprofit Women’s Resource Center is making a difference by providing assistance to women and families in our community who have experienced domestic or sexual violence. An equal relationship provides a loving partner and friend. This is the message I would like to spread across the United States.

- Finally, infrastructure is critically important to our economic success locally and as a nation. Schools, hospitals, roads, bridges, transit, high-speed broadband, water, sewer, renewable energy — we need to develop a strategy to deal with immediate needs and a long-term strategy to maintain and build-out the infrastructures that make us competitive as a nation.

We’re not keeping up. Capital investments now will provide jobs and prosperity, and improve our future.

Currently, NACo is fighting a proposal in Congress to tax municipal bonds. This will cost counties and cities millions of dollars and will only serve to stymie efforts to maintain and enhance our infrastructure. We must not let this proposal succeed.

I always go the extra mile for those things I believe in... and I believe in NACo, its mission, its staff and its members.

County News invited all the candidates for NACo second vice president to submit their platforms for publication in this issue. We received platforms from three of the four candidates and have published them in their entirety as submitted.

Representative Ryan: Too many programs built on obsolete models

LUC from page 1

this to remain a locally driven process. This summer we want to help you organize community tours and invite members of Congress and their staff out to see these projects for themselves — schools, sewers, hospitals, airports. If counties don’t have this (funding) tool, we are in big trouble.”

Another panel session featured three members of the Ohio congressional delegation: Reps. Tim Ryan (D), Steve Stivers (R) and Joyce Beatty (D). They discussed the importance of breaking down community silos — especially in education — and stressed the importance of workforce development, expanding programs that work for all Americans and encouraging regionalization and public-private partnerships.

Ryan said too many government programs today are built on the industrial-age models of the past.

“So when we look at issues today, whether it’s education or workforce development or research, our challenge as public officials is figuring out how we can take that old industrial-age model which is being blown out of the water by technology and communications, and break down these silos,” Ryan said. “We know that if a kid is not healthy, cared for or feels safe, then it really does not matter what great

ideas we come up with. He’s not paying attention (in school).”

Ryan said schools in Youngstown, Ohio have cutting-edge social and emotional learning programs which address the reasons kids are not paying attention in class.

Stivers, a career soldier and colonel in the U.S. Army, said jobs and the economy are his priorities.

“We have soldiers coming back from Afghanistan, and before that Iraq, who are coming back to no jobs,” Stivers said. “Our veterans in the age 18–24 category have an unemployment rate of almost 17 percent. It’s shameful given the sacrifices that they have made and what they’ve done for this country.” He said he has introduced legislation in Congress to address the issue.

Beatty, one of the nation’s newest members of Congress, highlighted the effectiveness of public-private partnerships, especially in the area of education.

“Today, when we talk about education, for me, that is the component that spurs the economic system that we have,” said Beatty, who served five terms in the Ohio General Assembly. “You can’t talk about education without talking about Head Start giving our children a jump start. You can’t talk about spurring the economy



Photo by Jim Philipps

Commissioner John O’Grady, Franklin County, Ohio (right), and Guy Worley, president and CEO, Columbus Downtown Development Corp., share information about the successful economic development projects in downtown Columbus and throughout the county with LUC leaders.

without talking about financial literacy and making our children have a better understanding of what interest rates are, and what a credit card can do and should not do. Some young folks have more credit card debt than student loan debt. We need to do a better job with that.”

Holton said jobs, economic development and the delivery of human services are among the most important challenges facing the nation’s metropolitan counties, which is why the theme of the LUC meeting was built around

those issues.

“Franklin County-Columbus is undergoing impressive change with new downtown and waterfront developments as well implementing innovative ways of addressing the underserved in the community,” she said. “During the two days of meetings and tours of the community, we got up close and personal with how local government leaders forged public-private-academic partnerships to meet and exceed the needs of the community.”

Other panels during the meeting centered on the various public-private

partnerships which resulted in successful redeveloping of blighted urban areas including Nationwide Arena (home of the NHL’s Columbus Blue Jackets), Huntington Park (home of the AAA pro baseball Columbus Clippers), Scioto Mile waterfront development, Lincoln Theater, Columbus Commons and the Lazarus Building.

In addition to the guest panel speakers, the LUC meeting featured informational tours of many of the projects discussed such as the 145-acre Scioto Mile parkland in the heart of Columbus, the Franklin Park Conservatory and the Lazarus Building (“green” building redevelopment).

NACo’s Large Urban County Caucus is a bipartisan coalition of 1,000 elected county executives and officials from the nation’s most populous metropolitan counties. LUC identifies challenges, provides input in developing national solutions and implements programs that assist metropolitan communities nationwide.

The 2013 LUC Annual Meeting was hosted by Franklin County Board of Commissioners President John O’Grady, a member of LUC’s Steering Committee.

For more information about LUC and NACo, contact Jim Philipps at 202.942.4220 or jphilipps@naco.org.

From Paul Dioguardi, director, HHS Office of Intergovernmental and External Affairs

The Health Insurance Marketplace is Coming

Enrollment starts October 1



No doubt you've been hearing about the new Health Insurance Marketplace, a key part of the health care law. But you probably still have questions. Like: What is the Marketplace? Can it really help your constituents get affordable health insurance? What does it mean for small businesses? We've got answers.

The best place for the latest, accurate information about the Marketplace is HealthCare.gov - where people can learn what it is, what's covered, who can get health insurance, how to get health insurance, and more. If they own a small business, there is information for them too.

Starting this fall, the Marketplace will help people find health insurance that fits their budget, with less hassle. No matter where they live, they may qualify to buy insurance from private health plans that cover a comprehensive set of benefits, including doctor visits, preventive care, hospital visits, and prescriptions. In the Marketplace, plans must treat people fairly and can't deny someone coverage because of pre-existing or chronic conditions.

People can also get information about Medicaid, the Children's Health Insurance Program (CHIP), and savings they can use right away to lower their monthly health plan premiums. They'll see all the programs they're eligible for right after they apply. And assistance will be available online, by phone, and in person to help individuals enroll in new coverage.

HealthCare.gov is the best source for information about the Marketplace. People can read information relevant to them and their situation, watch videos, and print checklists to help them get ready when it's time to apply and enroll on October 1.

Opportunities for County Officials

Open enrollment in the Health Insurance Marketplace begins on October 1. But how many people and small businesses we help will ultimately be determined by how successfully we can educate people and get them to sign up.

County officials are trusted community leaders who will be essential to the success of Marketplace enrollment efforts. We need your help in your counties and communities — both reaching out now to build partnerships and educate stakeholders, and enrolling people in the Marketplace starting October 1.

We know many of you are already engaged in conversations about the health care law, but over the next few months, we're going to need you to take these efforts to the next level. We're committed to working together and supporting your efforts, so tell us what you need and what resonates best with your communities.

Over the next year, we have a historic chance to help millions of people — and we can't do it without you. So thank you again for all your work and we look forward to working with you to make this law a reality for the American people.

Additional Resources

HealthCare.gov is the destination for the Health Insurance Marketplace. Americans may access new educational information and learn what they can do to begin to get ready for open enrollment this fall. The website will add functionality over the summer so that, by October 1, consumers will be able to create accounts, complete an online application, and shop for qualified health plans. It's that simple.

As your constituents explore options in the Marketplace, they may have questions or need help. If they're on **HealthCare.gov**, they can take advantage of the web chat feature. They'll get instant access to someone who can talk them through the process or answer their questions.

No computer? No problem. There will be people in local communities who can give personal help with their choices. And starting this summer, they can call **1-800-318-2596**, and talk to a

trained customer service representative in 150 languages about the Marketplace.

Get the latest resources for you to help people apply, enroll, and get coverage in 2014 at <http://marketplace.cms.gov>.

For technical Marketplace information, please visit www.CMS.gov/CCIIO.

For press materials, please visit www.hhs.gov/healthcare.

For a state by state analysis of the immediate benefits of the Affordable Care Act please visit www.healthcare.gov/law/information-for-you/index.html

Questions or to Get Involved? Contact your HHS Regional Office, www.hhs.gov/iea/regional.

Full range of speakers await NACo conference attendees

If you're coming to Ft. Worth-Tarrant County, be sure to check out steering committee speakers.

In addition to a full range of workshops and general session speakers, NACo's Annual Conference attracts major policy and subject area experts who address the association's policy steering committees as they deliberate new policy positions.

The steering committee meetings are open to all conference attendees. Take a look at the following list of confirmed and invited speakers and schedule some quality policy time in Ft. Worth.

► Environment, Energy and Land Use Steering Committee Subcommittees Educational Session

Friday, July 19, 1:30 p.m.–4 p.m.
Room 202 A/B

County Best Practices in Environment, Energy and Land Use Realm (10–15 minutes each)

EmPower: Making Energy Upgrades Affordable in Santa Barbara County

- **Angie Hacker**, program manager, EmPower, Santa Barbara County, Calif.

Ramsey County Law Enforcement Center Solar Panels Project

- **Victoria Reinhardt**, commissioner, Ramsey County, Minn. *(Invited)*

Mineral and Energy Resources Master Plan

- **John Justman**, commissioner, Mesa County, Colo., Mesa County

Innovative Streambed Restoration Project in Fairfax County, Va.

- **Penny Gross**, supervisor, Fairfax County, Va. *(Invited)*

McHenry County Green Infrastructure Plan

- **Dennis Sandquest**, AICP, director of planning and development, McHenry County, Ill.

Rehabilitating Aging, Vacant, Retail Centers – County Case Studies

- **Connie Cooper**, FAICP, president, Cooper Consulting Company *(Invited)*

Creation of a Pipeline Overlay District

- **Robert Hill**, county development director, emergency manage-

ment-planning, zoning and drainage, Brookings County, S.D.

- **► Agriculture and Rural Affairs Steering Committee**

Saturday, July 20, 8 a.m.–9 a.m.
Ballroom A

Subcommittee on Agriculture

Holistic Management Practices Used To Prevent Desertification in the Grasslands of the World

- **Allan Savory**, co-founder, The Savory Institute

Subcommittee on Food Safety

Saturday, July 20, 10 a.m.–11 a.m.
Ballroom A

Presentation on Texas' food safety and labeling efforts

- **Frank Borden**, manager, Food & Drug Inspection Branch, Texas Department of State Health Services *(Invited)*

► Health Steering Committee

Saturday, July 20, 8 a.m.–9:15 a.m.
Room 201B

Presentation on County Health Rankings

- **Angela Russell**, MS, community engagement lead, County Health Rankings and Roadmaps, University of Wisconsin, Madison, Wis.

Presentation on the Roadmap to Cut San Francisco Bay Area Poverty in Half by 2020

- **Patrick Duterte**, director, health and social services, Solano, Calif.

► Labor and Employment Steering Committee

Saturday, July 20, 10 a.m.–1 p.m.
Room 201A

Best Practices Forum

- **Debra Lyons**, vice president, community & economic develop-

ment, ACT, Inc. *(Invited)*

- **Charles Jennings**, county council chairman, McCormick County, S.C. *(Invited)*

- **Jesse Sibert**, Upper Savannah Workforce Development Board *(Invited)*

- **John O'Grady**, commissioner, Franklin County, Ohio *(Invited)*

- **Sharon Greene Middleton**, council member, Baltimore City, Md. *(Invited)*

► Human Services and Education Steering Committee

Friday, July 19, 2 p.m. – 4 p.m.
Room 201C

Presentation on National Enrollment Efforts

- **Representative from Enroll America** *(invited)*

TIGER grants Xed out in House

APPROPS *from page 2*

Senate Appropriations Process

The Senate Appropriations Committee approved its FY14 overall spending level at \$1.06 trillion June 20. This amount was divided among the 12 appropriations subcommittees in a process referred to as 302(b) allocations. The subcommittees were to work within the bounds of the 302(b) allocations to distribute funds among the federal agencies under their jurisdiction.

Allocations for each of the twelve appropriations subcommittees are listed below:

- Agriculture: \$20.1 billion
- Commerce, Justice, Science: \$52 billion
- Defense: \$517 billion
- Energy and Water Development: \$35 billion
- Financial Services, General Government: \$ 23 billion
- Homeland Security: \$39.1 billion
- Interior, Environment: \$30.1 billion
- Labor-HHS-Education: \$164.3 billion
- Legislative Branch: \$4.4 billion
- Military Construction and Veterans Affairs: \$74.4 billion
- State, Foreign Operations: \$44.1 billion, and
- Transportation, Housing and Urban Development (T-HUD): \$54 billion.

Voting Rights Act's Section 2 remains in effect

SCOTUS *from page 1*

coverage formula in Section 4(b) is unconstitutional because it doesn't reflect current needs to eradicate voting discrimination. Specifically, the court pointed out that the current coverage formula is based on literacy tests and low voter registration and turnout in the 1960s and early 1970s. However, voting tests have been banned nationwide for 40 years. Moreover, voter registration and turnout in covered states has risen dramatically since then.

The court stated that although it

was declaring Section 4(b) unconstitutional, Congress could adopt an updated formula based on "current conditions" that could be constitutional. The court issued no ruling on the constitutionality of Section 5.

What this ruling means for counties is that unless and until Congress changes the coverage formula, previously covered states and counties may make changes to voting laws and regulations without seeking preclearance. Section 2 of the Voting Rights Act, which bans racial discrimination in voting, remains in effect in all counties.

In Case You Missed It

News to use from past County News

» PHMSA recalls propane cylinders

The Pipeline and Hazardous Materials Safety Administration (PHMSA) has mandated a recall of more than 55,000 propane cylinders manufactured by Lite Cylinder Company. These cylinders may leak flammable gas or suddenly rupture causing serious injury or death.

Anyone who has a recalled tank should contact the Hazmat Info Center at 800.467.4922 or visit PHMSA's recall page at <http://go.usa.gov/bbyV>.

Word Search

York County, Maine Facts

Learn more about this featured county in 'What's in a Seal?'

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

BEACHES (county boasts many beaches)

BIDDEFORD (city)

CARROLL (adjacent county in New Hampshire)

COLONIAL (type of architecture seen throughout county)

CUMBERLAND (adjacent county)

FIVE (number of commissioners on the board)

KING CHARLES I (created county by giving a grant to Sir Ferdinand Gorges)

MARINAS (located throughout county)

OXFORD (adjacent county)

ROCKINGHAM (adjacent county in New Hampshire)

SACO (city)

SANFORD (city)

STRAFFORD (adjacent county in New Hampshire)

WOODLANDS (county known for its woodlands)

Created by Christopher Johnson



County Innovations and Solutions

Oakland County, Mich.

Despite Auto Downturn, County's Medical Industries Flourish

By CHARLIE BAN
STAFF WRITER

When the 2008 automotive industry crisis forced Michigan's local governments to look closely at their economic stability, Oakland County turned out to be surprisingly healthy.

"Auto workers always had some of the best health care benefits, and the health care industry grew to match that demand," said Dave Schreiber, chief strategist and business development team leader for the county's Economic Development and Community Affairs department. "Even as the population declined, we had several hospital systems in the area."

None towered over the others, but that opened the door for Oakland County's Medical Main Street program to coordinate their efforts and those of medical technology

businesses — to brand the county as a national destination.

"We don't have a central organization like the Cleveland Clinic, so someone had to bring organizations together under a neutral plan," Schreiber said. "Oakland County isn't in the health care business, so everyone could work through us."

Now in its fifth year, the network is part-marketing and part-business assistance. It's an organizing structure through which the seven individual hospitals and businesses' achievements can be aggregated and promoted.

"We don't really need to build the components of the sector, but we do need to create the image of the sector and tie everything together," Schreiber said. "People in this field are too busy doing their jobs to tell their story; that's where Oakland County comes in."

The program emphasizes development of existing businesses, primarily connecting businesses that have matured beyond the startup stage to financing and markets to which to sell their products.

It's not cheap — between 2008 and 2012, the county has put more than \$188,000 toward marketing materials, advertising and sponsorships of summits and trade shows. In addition, staff time has gone to small-business consulting, workforce development work and real estate assistance for medical technology businesses.

But the effort is paying off, with investment of more than \$212 million into associated businesses, 1,933 new jobs within the county and retention of 638 jobs. Things were very good in 2011, with \$185.2 million of the investment total and 1,500 medical technology jobs coming that year.

The transformation mirrors that of Pittsburgh, which recovered from a collapsed steel industry to focus on medical research and care.

"I don't think, in the '80s, anyone would have expected Pittsburgh and hospitals to go together," Schreiber said. "A lot of people would say the same thing about the Detroit area, and health care and life sciences industries."

The automotive industry continues to bear fruit for the effort. Oxus America, which spun off of Delphi Automotive and now produces parts that allow oxygen tanks to be smaller, represents the crossroads for the county's effort and the prime candidate for its assistance.

"As a startup, the network the program offers is important to us," said Oxus President Gary Abusamra. "In a large company,

you're used to having so much knowledge available internally. We focus on our work but have to look elsewhere for things like finding other resources, connecting to the medical community and understanding the regulatory environment. The county's program puts us in touch with other companies that offer that kind of expertise."

Oxus, along with other medical companies, has benefitted from the ethnic diversity in Oakland County, which makes it fertile ground for clinical trials of new products. Spurred by the automotive industry, 37 counties operate more than 900 businesses in the county, many of which have crossover appeal with the medical technology industry.

County Innovations and Solutions highlights award-winning programs.

What's in a Seal?

» York County, Maine
www.yorkcountymc.gov



York County, one of the oldest counties in the United States, was created in 1636 by a grant from King Charles I of England to Sir Ferdinand Gorges. Named after York, in England, it initially included part of the Province of Lygonia, which stretched from the Kennebunk River to the Kennebec River.

As defined in the charter of William and Mary in 1691, York County's boundaries run from the New Hampshire border to the south to the Kennebec and St. Croix rivers to the east. Many important historical documents are kept at the county seat in Alfred, including land transfers from King Charles I to Lord Pepperell, the designation of Fort McLary in Kittery Point, the papers of the last survivor of the Battle of Bunker Hill, and records on the lives of notable authors Sarah Orne Jewett, Kate Douglas Wiggin and Booth Tarkington.

Governed by a board of five commissioners, York has beaches, marinas and rustic woodlands. The Colonial architecture is a reminder of America's beginning.

The seal incorporates a shield in the center that bears a cross with a pine tree in the canton.

(If you would like your county's seal featured, please contact Christopher Johnson at 202.942.4256 or cjohnson@naco.org.)

Research News

Using Data for a Smarter Juvenile Justice System



Counties around the country experiment and innovate in the area of justice and public safety, in an effort to make society safer and help offenders to become healthy and productive citizens again.

Natrona County, Wyo.'s new "big data" pilot program for juvenile justice just became active last month — a program focused on increasing the effectiveness of the county's juvenile system. This is the latest in a series of successful juvenile justice initiatives for the county.

The term "big data" refers to the tools, processes and procedures allowing an organization to create, manipulate and manage very large data sets and storage facilities.

Natrona is well-known in the state for its juvenile justice programs. In 2008, the county was honored by the Wyoming State Advisory Council on Juvenile Justice as well as the office of the governor for its earlier

initiatives. These honors were due to reducing by 99 percent its use of secure detention facilities for less serious and non-violent offenses by minors like underage drinking. In addition, the county built a new, friendlier juvenile detention center after receiving stimulus funds.

Now, the county is transforming its juvenile justice system in another way — with big data.

It began in 2008, with the introduction of a "single point of entry" system in which all non-traffic juvenile offenses go through the district attorney's office, providing a uniform data collection point.

The new big data program offers software solutions to increase the effectiveness of this process by streamlining data collection. It should reduce the workload of collection, help increase the uniformity of the data collected, and ease the storage and analysis of the data in the future.

How can big data solutions

help counties better manage their juvenile justice systems?

Both private companies and governments use big data to better understand challenges, to identify solutions and to measure progress. The use of big data solutions in juvenile justice leads to more useful, uniform and connected data — covering demographics, types of crimes, penalties and possible placements of juvenile offenders.

This data will help counties better understand the population at risk in their jurisdictions and aid their justice system in exploring issues such as allegations of profiling or targeting.

** Read more about Big Data by going to this article online, www.naco.org/countynews or scanning the QR code on your smartphone.*

(Research News was written by Nickolas Lyell, County Intelligence Connection intern.)



News From the Nation's Counties

► ARKANSAS

The Environmental Protection Agency will help **MISSISSIPPI COUNTY** capitalize on the potential redevelopment opportunities related to **new steel manufacturing jobs** coming to the region.

The project will identify neighborhoods that are best suited for expanding housing opportunities and minimizing commuting time to new jobs. The planning effort may also focus on updates to existing infrastructure, reuse of existing buildings, and development of new public spaces for existing residents and new employees moving to the region.

The EPA selected Mississippi County and two other recipients from among 79 applicants for technical assistance to help improve a local economy and create jobs while protecting health and the environment through the use of smart growth strategies.

► CALIFORNIA

• With a gross value of almost \$6.6 billion, **FRESNO COUNTY** was the **top agriculture producing county** in the United States. The county's crop and livestock report says grapes have now become the county's first billion dollar crop, and Acting Ag Commissioner Les Wright told the Board of Supervisors that almonds could be next.

Grape sales topped more than \$1.1 billion, KSFN News reported. Almonds had a \$120 million jump in value to \$952 million.

• Three weeks before July 4, **LOS ANGELES COUNTY** sheriff's deputies seized almost **3,000 pounds of illegal fireworks**. They saw three men igniting what appeared to be illegal fireworks in a street in an unincorporated area of the county. While arresting the men, the deputies spotted numerous boxes of fireworks in an open residential garage, the Associated Press reported.

► COLORADO

PITKIN COUNTY is poised to become the first county in Colorado to sign a long-term lease with the Colorado Water Conservation Board to **leave water in a river** for environmental purposes instead of diverting it for irrigation, and also have the deal sanctioned in state water court.

The deal will allow the county to legally let up to 3.83 cubic feet per second of water run freely past an irrigation ditch headgate. The deal has been in the works since 2009, and the county has reached consensus

with opposing water rights owners in water court, the county attorney told the *Aspen News*.

The county's efforts started after the passage of state legislation reduced the long-term financial downside to using water for environmental purposes.

► FLORIDA

For the first time in more than 60 years, fish in **COLLIER COUNTY**'s salt water can be targeted with a spearing device.

The Florida Fish and Wildlife Conservation Commission repealed rules at the county's request to help **harvest non-native invasive lionfish** that are harming Florida's native fish and wildlife. The Board of Commissioners requested the repeal in January after a hook-and-line capture of a lionfish, the first to be documented in state waters off the county's coast.

All current statewide regulations on the use of spears will apply in state waters off Collier County, the *News Press* reported.

► KENTUCKY

Two small counties in western Kentucky united to tackle the "big dogs"—and won. At the urging of these county and state-elected leaders, Congress has blocked the U.S. Army Corps of Engineers' plan to **barricade prime fishing waters** along the Cumberland River in Kentucky and Tennessee. **LIVINGSTON** and **LYON counties** claim victory for their local economies and the \$3-million to \$4-million tourism industry in the southwest part of the state.

► MARYLAND

CARROLL COUNTY could add more than 3,000 acres to its **agricultural preservation program** over the next month, adding to its position as being the county with the most acres preserved statewide.

A total of 25 easement applications totaling more than 3,000 acres are expected to come before the Board of Commissioners over the next month. The county has 60,500 acres of farmland currently in preservation, the *Baltimore Sun* reported.

More than 21 percent of the county's total acreage is preserved through the Maryland Agricultural Land Preservation Foundation, the county preservation program or the state's Rural Legacy Program.

► MINNESOTA

• The **OTTAWA COUNTY** Health Department and the Ottawa

Youth Sexual Health Coalition (OYSHC) are **working with local teen parents** on a photo-voice project called "One Voice." The OYSHC received funding for this project from a grant awarded by the Community Foundation of the Holland-Zeeland Area.

This project records the challenges and experiences teenagers face with raising children and encourages parents to talk with teens on how to handle tough decisions about sex, before they have to make them on their own.

• Beginning July 1, **no packages, bags, purses, sacks or containers** of any type will be allowed in courtrooms of the **ST. LOUIS COUNTY** Courthouse. Mark Hoyne, court operations manager for the Sixth Judicial District, cited a 2011 shooting at the Cook County Courthouse as an example of security risks in the *Duluth News Tribune*.

In that incident, a defendant who had been found guilty of criminal sexual assault, allegedly went to his truck and returned to the courthouse with a .25-caliber semiautomatic pistol, shooting a witness in the case and **COOK COUNTY** Attorney Tim Scannell.

► NEVADA

The **CLARK COUNTY** Recorder's Office has launched a new Web-based **marriage certificate kiosk service**, the latest offering in its customer service-focused technology initiative.

County Recorder Debbie Conway said her office wants to enable customers to complete transactions without waiting in lines. The machines in the recorder's office also minimize taxpayers' need for time-consuming employee assistance.

"We will be able to offset or move more transactions from our front-line staff and to improve efficiencies," she said.

The freestanding kiosk is an interactive ATM-like device with a touch screen. It accepts credit card payments and prints out documents instantly, eliminating the need for users to wait for mail delivery, *Government Technology* reported.

► NEW JERSEY

The State Legislature has passed a bill exempting New Jersey's six "charter counties"—**ATLANTIC, BERGEN, ESSEX, HUDSON, MERCER** and **UNION**—from publishing the full text of proposed ordinances

in local newspapers.

Charter counties are those with an elected county executive or an appointed county manager. They would be required to **advertise only the titles and summaries of proposed ordinances**. However, the notices would have to tell citizens where they can access the full text of the proposal, *The Record* reported.

"The measure would save valuable taxpayer dollars while requiring charter counties to maintain important transparency," said John Donnadio, executive director of the **NEW JERSEY ASSOCIATION OF COUNTIES**. "Please note that the bill is permissive, so charter counties would retain the option to publish ordinances in their entirety."

Open-government advocates have criticized the bill, arguing that it makes it harder for citizens to know what their government is doing.

► NEW YORK

Bar patrons in **ESSEX COUNTY** will have to order that "one for the road" a little sooner, now that the state Liquor Authority has approved the county's request to **move up last call for bars by an hour**, to 3 a.m. from 4 a.m.

The Board of Supervisors passed a resolution in May asking for the change, the *Adirondack Daily Enterprise* reported.

Supervisors originally discussed moving last call to 2 a.m.,

See **NEWS FROM** page 15

NACo on the Move

» NACo Officers, County Officials

• NACo Executive Director **Matthew Chase** and NACo President **Chris Rodgers** spoke at the Florida Association of Counties annual conference in Hillsborough County June 27. Chase gave an update on NACo's strategic vision and federal policy. Rodgers spoke about NACo's congressional updates and recent interviews to evaluate policy efforts. Rodgers also spoke at the Hawaii Association of Counties annual conference in Kauai County June 20.

• **Chase** represented NACo at a meeting for the State Budget Crisis Task Force, led by former Federal Reserve chair Paul Volcker and former New York Lt. Gov. Richard Ravitch in Philadelphia June 25. The event included a dialogue on the impact of federal budget cuts on state and local governments, and the outlook for federalism.

» NACo Staff

• **Michael Belarmino**, associate legislative director, gave a federal legislative update at the Mississippi Association of Supervisors annual meeting in Harrison County (Biloxi) June 20.

• **Ryan R. Yates**, associate legislative director, discussed current challenges and opportunities facing local governments at the New Mexico Association of Counties annual conference in Curry County June 20. Yates specifically highlighted a number of key legislative and regulatory priorities for NACo and how the current political environment may affect NACo advocacy goals.

• **Kathy Nothstine**, program director, facilitated sessions at Growing Stronger in the Delta, a forum sponsored by HUD and the Delta Region Authority in Shelby County, Tenn. June 11–12. The forum addressed strategies to strengthen economic competitiveness through local solutions and philanthropic partnerships in the Mississippi Delta region.

• **Paul Beddoe**, associate legislative director, gave a NACo legislative update at the Alabama County Government Institute at Auburn University in Lee County June 6. Beddoe also gave an update on health legislation at the Michigan County Medical Care Facilities Council Spring Management Conference in Emmett County June 3.

On the Move is compiled by Christopher Johnson.



Michael Belarmino

The H.R. Doctor Is In

Dramatic Change Marks July's Days

The month of July has apparently been chosen by the forces of the universe to be the time of celebration of the success of national independence movements. Besides the 4th of July, the most famous of the July events occurred on July 14, 1789 when French citizens stormed the Bastille prison in Paris. The Bastille was the symbolic representation of the monarchy. The event became a catalyst for the French Revolution.

In July 1881, President James Garfield was assassinated by a very disappointed office seeker. This event was a catalyst in the transition to a merit-civil-service form of personnel management. President Lyndon Johnson signed the landmark Civil Rights Act of 1964 in July. The Bahamas gained independence from the United Kingdom in 1973 in, you guessed it, July.

One of my favorite July events occurred in 1848 when an organized women's rights convention was held in Seneca Falls, N.Y. Did I mention the Apollo 11 "one small step" event in July 1969? The Egyptian Army revolt of 1952 began in July and led to the change from monarchy to republic. The Cuban Revolution began in 1953 with Fidel Castro's

26th of July Movement ultimately forcing out the prior dictator, Batista.

What these and other anniversary commemorations really

Replacing one framework of thinking or governing with another is not generally an overnight event.

represent, however, is the "tipping point" of movements for change in fundamental ways. So far, the HR Doctor has succeeded in not using the phrase "paradigm shift" even once. However, if I did use the phrase, these diverse events would be prime examples of the catalyst moments in a long series of growing pressures resulting in such shifts.

Replacing one framework of thinking or governing with another is not generally an overnight event. It occurs with a build up of pressures and increasing failures by the in-place approach to respond properly to changing events.

In the case of the French Revolu-

tion, there were decaying economic conditions, increasing perceptions of a non-responsive and uncaring monarchy, and no other internal mechanism to bring about fundamental change. In effect, the analogy to a steam engine with increasing pressure and no relief valve seems appropriate.

In our own lives, we encounter circumstances where we, too, feel that something is not happening the way we wish it to happen. If we don't find alternatives to improve the situation gradually, at some point, we will look for more revolutionary ways to declare our independence and bring about change. Perhaps the change is spurred on by some catalyst event. It may be the savagery of a terrible hurricane, tornado or flood propelling to the forefront arguments about disaster preparedness of a community, or past warning signs of great flooding risks going generally unheeded.

It may be that we hope for positive change in policies and programs we recommend only to see the governing body turn a deaf ear to our genius. We may find that, as appointed officials, our relationships with our elected leadership team are not going well from our

perspective, and maybe it is time to look for another job or hope for a change at the next election.

Whether it is a personal microscopic issue involving one or two lives, or a much more fundamental agency-wide or nationwide situation, we need to build into the way we think and act as public administrators several key pressure relief valves:

- The first is the ability to clearly and continuously scan the environment for signs of anomalies and the need to respond to those. We must all be HR Doctors in the sense of respectfully listening for symptoms and observing and knowing when the time has arrived to make positive change and innovation happen.

- We are very well served by investing now in building a network of colleagues who can help us diagnose the need for change and be aware of our treatment options. These may be other colleagues inside an agency, or they may be outside consultants. They may be friends or fellow professionals in an agency next door or across the country.

Wherever the source of the network help comes from, no professional will survive pretending to

be an island not needing to get by with a little help from our friends (with apologies to John Lennon).

- Professional training and development is a key component of being able to grow and adapt. An agency which spends little time and few of its resources improving the knowledge, skills, behaviors and capabilities of its human resources is committing malpractice. It cannot be successful in a world of changes in law, practice, and technology without internal staff development, and

- As we spot the symptoms of the need for change and we take in advice, ideas, and experience from other people, we move to another critical step — the ability to recommend specific approaches with one purpose in mind — to control the uncertainty that is building up around us.

The French sociologist Michel Crozier studied the relationship in a bureaucracy between power and uncertainty. His thesis was that power flows to the people who

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Job Market & Classifieds

■ BARNSTABLE COUNTY ADMINISTRATOR – BARNSTABLE COUNTY, MASS.

Salary: DOQ.

Barnstable County is seeking a County Administrator for a one year appointment while it undergoes a Charter Review process. The ideal candidate would have broad governmental management experience as well as experience in project management. Candidates should possess significant experience in interacting with a variety of governments, agencies and businesses. Success and experience working with and bringing together various groups and constituencies to foster solutions is a plus. A Bachelor's Degree in public or business administration required; Master's Degree preferred, along with ten years of progressively responsible experience. Barnstable County is comprised of the 15 towns of Cape Cod. The County Administrator is supervised by the Board of County Commissioners.

To obtain a copy of the job description go to www.barnstablecounty.org (Employment Opportunities).

Send resume by July 26 to Human Resources Director, P.O. Box 427, Barnstable, MA 02630 or apply online at www.barnstablecounty.org/bbemployment.htm. E/O/E.

Fairfax allows food trucks in some county parks

NEWS FROM *from page 14*

but concerns from some bar and nightclub owners led to the compromise.

The change was to take effect immediately upon the county's receipt of the liquor board's ruling.

► OHIO

FRANKLIN COUNTY commissioners have approved a new program to **help local retailers start new small businesses** or expand existing ones.

The Retail Incubation Supporting Entrepreneurs (RISE) is a partnership between the commissioners, Franklin County's Economic Development and Planning Department, and the Economic and Community Development Institute (ECDI) to create jobs, stabilize aging retail corridors and provide economic opportunity for micro-businesses within the county.

Commissioners approved \$100,000 in Community Development Block Grant funding to support

the RISE program, which will serve 25 local businesses and be administered by ECDI.

Steve Fireman, president and general counsel of ECDI's board of directors, said the program is unique in that it will allow ECDI to teach a focused retail curriculum in a classroom setting to aspiring entrepreneurs.

► VIRGINIA

- **ARLINGTON COUNTY** has approved a joint venture with the Metropolitan Washington Airports Authority (MWAA) — operator of Reagan National and Dulles International airports — on a new **state-of-the-art firearms training facility**.

Under a 25-year agreement, MWAA will provide the county's police department and sheriff's office with a firing range and training facility on the property Dulles International. The county has agreed to contribute approximately \$7 million, or 40 percent of the total cost.

Arlington does not have its own training facility and has been using the airport police range since 2008 through an informal agreement.

- Food trucks seem to be all the rage in many U.S. cities; now, **FAIRFAX COUNTY** parks are looking for a piece of the action.

The county's Park Authority is launching a pilot program for **mobile food vendors in nine county parks**. Selected vendors will be able to conduct food sales from a stationary vending pad.

Fairfax is seeking vendors that can "provide quality representation of the county's cultural diversity with unique and specialty food items." Mobile food carts or any other vending alternatives are not permitted.

County park officials said depending on the response, the program may expand in the future.

► WISCONSIN

Expecting an influx of clients for "Obamacare," **OUTAGAMIE** and **WINNEBAGO** counties plan to

beef up their workforce to serve new clients once enrollment for health insurance under the **Affordable Care Act begins Oct. 1**.

Winnebago's County Board recently voted to accept \$322,000 from the state for additional staff and increased work hours. Outagamie County supervisors were to vote on June 25 on whether to accept \$223,000 to meet staffing needs, according to the *Post-Crescent*.

John Rathman, deputy director of Outagamie County's Health and Human Services Department, expects a 30 percent increase in caseload as result of impending health care changes. Winnebago County expects to serve 6,750 new applicants.

The counties hope to hire new staff members in July to ensure proper training.

(News From the Nation's Counties is compiled by Charles Taylor and Charlie Ban, staff writers. If you have an item for News From, please email ctaylor@naco.org or cban@naco.org.)

July, a big month for historic change

H.R. DOC from page 15

control uncertainty. The role of the leader is to learn and act in ways which control and reduce, rather than increase, the uncertainty in the organization, and in the minds of individuals. The best parents, the best elected and appointed officials, the best detectives in police organizations, the best physicians as well as the best HR professionals are those people who are the most adept at the control of uncertainty.

A great Tom Lehrer song in the 1960s was dedicated to the rocket scientist Werner Von Braun. It sarcastically discussed his apparent flexibility in working for Nazi Germany and then for the United States in the development of rocketry. The most memorable line from the song was "In German *oder* English I know how to count down and I am learning Chinese, said Werner Von Braun."

America's place in a changing world and the place of every reader of HR Doctor columns, whether elected or appointed in government services, is also subject to

change. The change can be in a more planned, more orderly and more positive manner, or it can be the bureaucratic equivalent of being run over by a tanker truck in the middle of a crosswalk. The difference is in the ability of top leaders to anticipate change and to offer hopeful innovative alternatives, otherwise known as the control of uncertainty.

The choice is not up to faith or George Lucas' "force" from *Star Wars*. In fact, the decision is within the reach of each individual leader. Not responding to change, not adapting to it, not anticipating it means that our own inertia will take over and produce an outcome which we may very well not like at all.

You get to decide whether it's time for your own independence in terms of thinking and acting in a proactive manner. What's it going to be? Choose wisely!



Phil Rosenberg
The HR Doctor • www.hrdr.net

Financial Services News

U.S. Communities Contract Awarded to Ricoh Americas Corp.

Ricoh Americas Corp., a global technology company dedicated to document management and information technology, was recently awarded a multi-year contract to supply its products and services to the participants in the U.S. Communities Government Purchasing Alliance. Fairfax County, Va., served as the lead agency and awarded Ricoh the contract after carefully evaluating proposals from other manufacturers.

Ricoh, headquartered in Tokyo, operates in about 200 countries and regions. It specializes in office imaging equipment, production print solutions, document management systems and IT services.

This exclusive contract with U.S. Communities will offer Ricoh's services to more than 90,000 public sector entities. It will help these entities develop and implement cost-saving strategies related to document and informa-

tion flow. It will also support the efficiency of operational and printing processes, and concentrate on improving sustainability.

In addition to these services, Ricoh offers information technology assistance, professional and consulting services, and digital organization and conversion. The company has been recognized for its strength of service, its technological resourcefulness, and solution-oriented initiatives. It seeks to advance the creativity of, and introduce new printing technology to, its clients, and through Fairfax County and U.S. Communities, will be able to do so on a national level.

U.S. Communities Government Purchasing Alliance is a government purchasing cooperative that reduces the cost of goods and services by aggregating the purchasing power of public agencies nationwide. U.S. Communities provides world-class procurement

resources and solutions to local and state government agencies, school districts (K-12), higher education and nonprofits. Participants have access to a broad line of competitively solicited contracts with best-in-class national suppliers.

U.S. Communities is the only government cooperative purchasing organization to be founded by NACo, the National League of Cities, the Association of School Business Officials International, the National Institute of Governmental Purchasing and the U.S. Conference of Mayors.

For more information about U.S. Communities and the various products and services offered to local governments, please contact Jim Sawyer, NACo Financial Services Corporation at 202.661.8868 or jsawyer@naco.org.

(Financial Services News was written by Kelly Boggs, intern, NACo Financial Services Corporation.)

CIO offers steps to more effective vendor relationships

By ROLLIE HAWK
CIO, UNION COUNTY, ILL.

Rollie Hawk about writing this story:



Basically, it's inspired by my journey from part-time county consultant-tech guy to CIO. It's a common set of issues I'd seen with all my clients, but more so once I started working with government. You have salespeople being used as consultants (who may not even want to be) and selling people the world. In smaller counties with no IT department, you have offices going uniquely in all different directions with no "big picture" in mind since they aren't structured like businesses.

On top of that, nobody is thinking long-term. So you end up with data, equipment, processes, etc. locked into proprietary systems that are near impossible to migrate. But with just a little bit of care on the front end with RFPs and contracts you can keep everything open; that way vendors can compete and you aren't locked into one forever.

No county can operate entirely in a vacuum, so we all have to deal with vendors. It's a unique relationship in that the burden is on the county to establish the boundaries and expectations—and the sooner, the better.

By following a few crucial steps, there are much better odds of starting that relationship on the right foot and there is more flexibility to maintain it for the long term, or move on to better options without a hiccup.

Better RFPs and Contracts

There's no better time to establish the vendor-county relationship properly than during the request for proposals (RFP) and contracting process. Getting specific can curb most pitfalls before they ever happen.

Keep in mind that "specific" doesn't necessarily mean long; if an RFP or contract doesn't need to be 100 pages, there's no need to force it. Rather, what is needed is a focused approach on not only the short-term goals of the project itself but also the long-term realities and

how they will be dealt with.

Important questions to answer in the RFP are:

- Who is responsible for long-term maintenance?
- Who will handle the training of future staff in the product's use?
- Who owns the resulting data or information?
- Who handles modifications to the product?
- Who has control of all the passwords and access codes?
- Who has all the manuals and

other guides?

Here's a hint: the answer to those questions should generally be "the county." Make sure that is clear from the outset. Unless the RFP is specifically seeking a long-term service agreement, don't get pulled into one by leaving a lot of gray area.

Using Consultants or Internal Experts

No county benefits when a vendor's project coordinators or

salesmen are acting in both the role of the vendor and the role of a consultant. When the person telling you what to buy is the same person selling it to you, costs are naturally going to go up and satisfaction will go down.

It's not unusual for a vendor to end up having to make executive-level decisions to get a project to completion when there is not much direction from the client's end. By bringing in a consultant or using an internal expert to represent the county, any additional costs to the project will be far outweighed by the benefits of having clearer direction and keeping everyone's motives clear.

Open Standards

The term "open standards" is primarily used in the realm of information technology (IT), but the concept is applicable to almost any area. The concept is not a complicated one; in laymen's terms it simply means "we all know how the product works."

Whether a vendor is processing information or installing equipment, adherence to an open standards philosophy ensures that the county is not locked in to a single solution. The county is then

able to modify, adapt or move on to a newer solution because it truly *owns* whatever it is buying.

If you contract a vendor to move paper information into a searchable online database but you have to pay a yearly fee to use the software and you have no way to export the data, you—as a county—don't truly own anything. If that information is a public record then you are left with quite the quandary.

Keeping things open gives the county flexibility in selecting vendors. It allows a smaller vendor to compete with a larger one, and that competition results in lower prices and better services every time.

Good vendors want happy clients. Unfortunately, government clients tend to get caught up in the moment rather than really nailing down the long-term goals and ramifications of projects, and when they don't properly express what they want, how can they expect vendors to deliver it?

The relationship between local government and a vendor is a special one. To keep it cordial and productive, start it out with all the expectations on the table from the beginning.