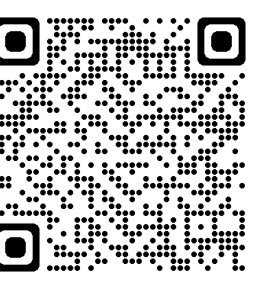




NACo BLUEPRINT

STRONGER COUNTIES. STRONGER AMERICA.

TEXAS URBAN COUNTIES | FEBRUARY 2024



VISION

HEALTHY, SAFE AND VIBRANT COUNTIES across America

MISSION

STRENGTHEN AMERICA'S COUNTIES

ABOUT NACo

THE NATIONAL ASSOCIATION OF COUNTIES (NACo)

STRENGTHENS AMERICA'S 3,069 COUNTIES, serving nearly
40,000 county elected officials and 3.6 million county employees

Founded in 1935, NACo unites county officials to:

- Advocate county priorities in federal policymaking
- Promote exemplary county policies and practices
- Nurture leadership skills and expand knowledge networks
- Optimize county and taxpayer resources and cost savings
- Enrich the public's understanding of county government

ABOUT THE NACo BLUEPRINT

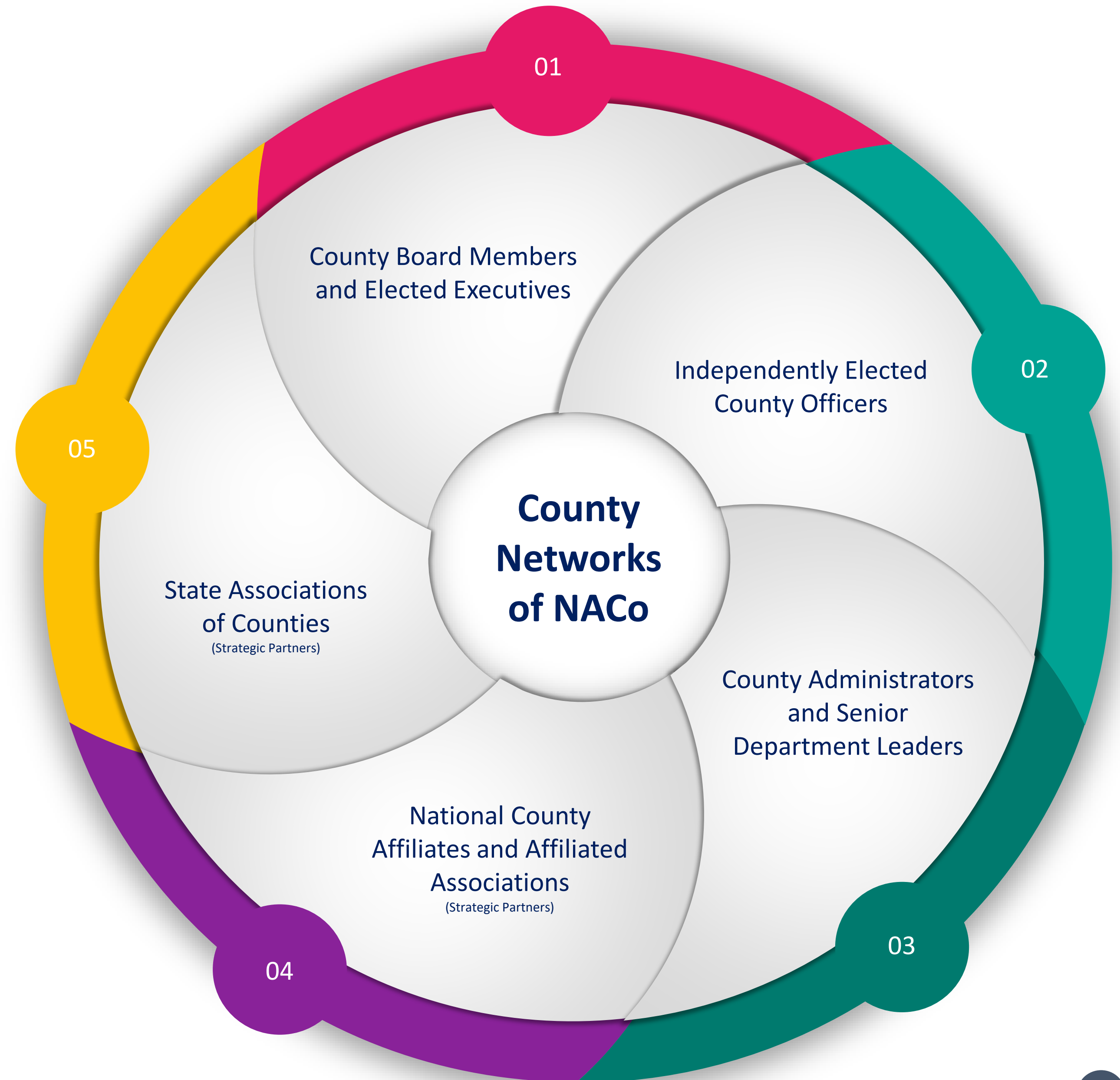
Strengthen America's counties by harnessing the collective
innovations, knowledge and responsibilities of county officials,
ultimately helping people and places to thrive.

NETWORKS OF NACo

The **county government** is the official member of the association.

NACo brings *elected and appointed county officials* together with a shared mission of strengthening America's 3,069 county governments.*

* Includes parishes in Louisiana, boroughs in Alaska, 38 consolidated city-county governments and the District of Columbia.



PERFORMANCE PRIORITIES

01

MEMBER ENGAGEMENT: ATTAIN COUNTY MEMBERS FOR LIFE

- A. Intensify member participation and experiences
- B. Present world-class forums for peer networking and knowledge exchange
- C. Inspire exemplary county leadership
- D. Optimize alliances with state associations, affiliates and strategic partners

02

POLICY ADVANCEMENT: ACHIEVE COUNTY PRIORITIES IN NATIONAL POLICYMAKING

- A. Elevate the importance of counties in setting America's public policy
- B. Attain county policy priorities at the federal level
- C. Drive favorable national and state policy initiatives and models
- D. Produce definitive, actionable county research and data analytics

03

THOUGHT LEADERSHIP: AMPLIFY COUNTY SOLUTIONS IN PUBLIC SERVICE EXCELLENCE

- A. Empower county leaders with evidence-based policies and practices
- B. Forge multi-sector partnerships for county innovation and impact
- C. Showcase and recognize county excellence
- D. Enrich the public's understanding of county government through civic and youth education

04

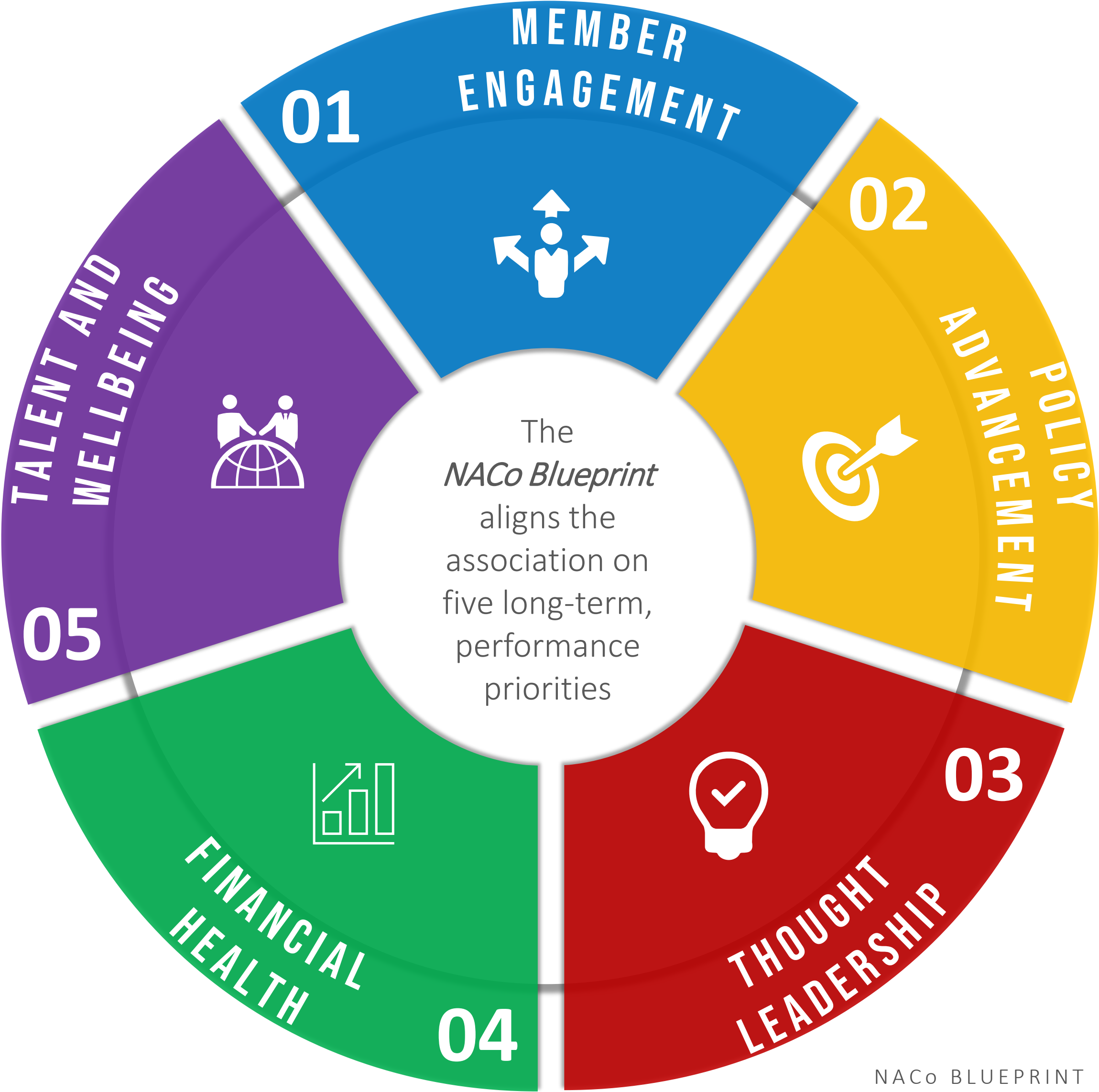
FINANCIAL HEALTH: OPTIMIZE COUNTY AND NACO RESOURCES AND COST SAVINGS

- A. Be impeccable stewards of the association's assets
- B. Secure and sustain the association's financial position
- C. Evolve existing enterprise programs for sustained member value
- D. Advance new value-added, cost-effective solutions for counties and the public

05

TALENT AND WELLBEING: PERFORM AS A PREEMINENT ASSOCIATION

- A. Embody NACo's Values and Code of Practice
- B. Thrive as a premier employer of choice
- C. Expand the skills, horizons and engagement of the NACo staff
- D. Assist counties in workforce attraction, retention and wellness

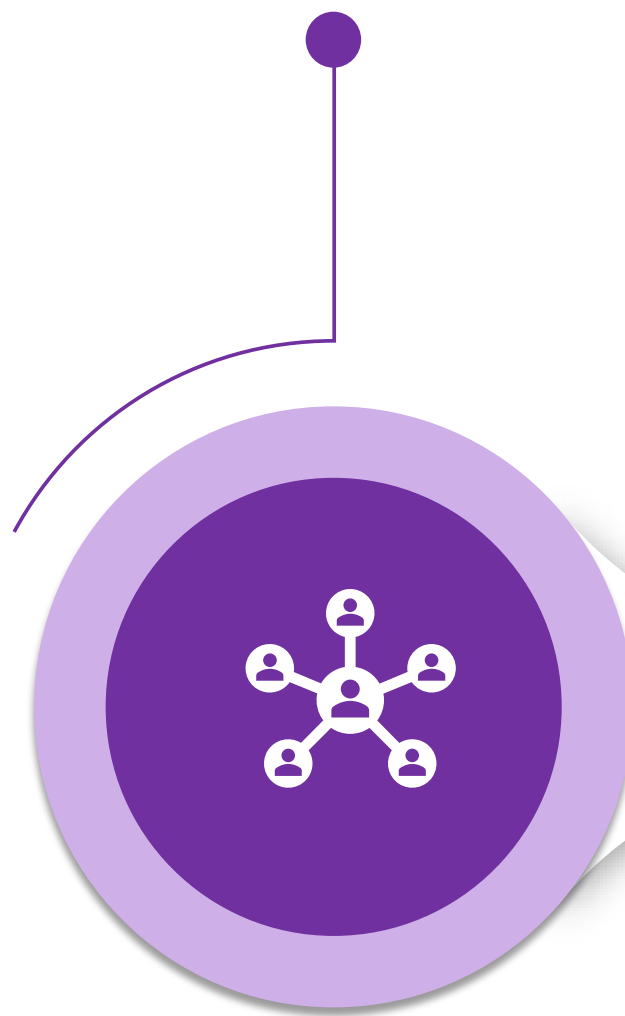


| | PERFORMANCE PRIORITIES | DESCRIPTION OF PERFORMANCE PRIORITIES | 2024-2025 OBJECTIVES |
|---|--|--|--|
| 1 | MEMBER ENGAGEMENT Attain county members for life | A. Intensify member participation and experiences B. Present world-class forums and exchanges C. Inspire exemplary county leadership D. Optimize alliances with state associations, affiliates and strategic partners | 1. Attain county members for life 2. Create high-value member touch points and experiences 3. Excel as a vital digital content provider and resource |
| 2 | POLICY ADVANCEMENT Achieve county priorities in national policymaking | A. Elevate the importance of counties in America’s public policy B. Attain county policy priorities at the federal level C. Drive favorable national and state policy initiatives and models D. Produce definitive, actionable county research and data analytics | 1. Embed counties as <i>the essential</i> federal partner 2. Achieve top policy priorities of the American County Platform 3. Amplify unique county role in the intergovernmental system |
| 3 | THOUGHT LEADERSHIP Amplify county solutions in public service excellence | A. Empower county leaders with evidence-based policies and practices B. Scale county innovations and partnerships C. Showcase and recognize county government excellence D. Enrich the public’s understanding of counties via civic and youth education | 1. Elevate counties as the <i>ultimate</i> laboratories of innovation 2. Catalyze learning networks for co. policy and practice models 3. Perform as the <i>premier</i> hub of county government knowledge |
| 4 | FINANCIAL HEALTH Optimize county and NACo resources and cost savings | A. Be impeccable stewards of the association’s assets B. Secure and strengthen the association’s financial position C. Evolve existing enterprise programs for sustained member value D. Advance new value-added, cost-effective county solutions | 1. Achieve a sustainable growth path for NACo balanced budgets 2. Invest NACo resources for optimal value and excellence 3. Accelerate adoption and impact of EDGE enterprise solutions |
| 5 | TALENT AND WELLBEING Perform as a preeminent association | A. Embody NACo’s Values and NACo Norms B. Thrive as a premier employer of choice C. Expand the skills, horizons and engagement of the NACo staff D. Strengthen the performance & wellbeing of the county govt. workforce | 1. Cultivate a thriving, inclusive ONE NACo workplace 2. Exemplify a culture of engagement, public service and wellbeing 3. Anchor peer networks of key county professional leaders |

OUR MINDSET *for* OPTIMAL PERFORMANCE AND WELLBEING

RELATIONSHIPS

makes us *present*



STORIES

make us *memorable*



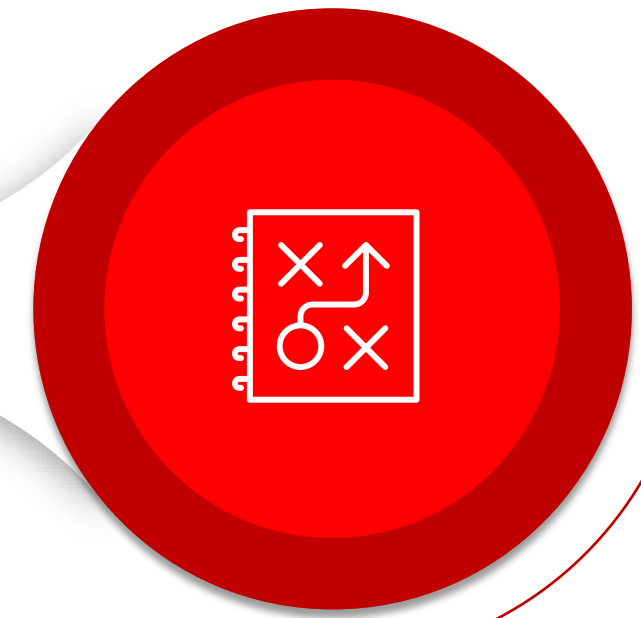
DATA & KNOWLEDGE

makes us *credible*

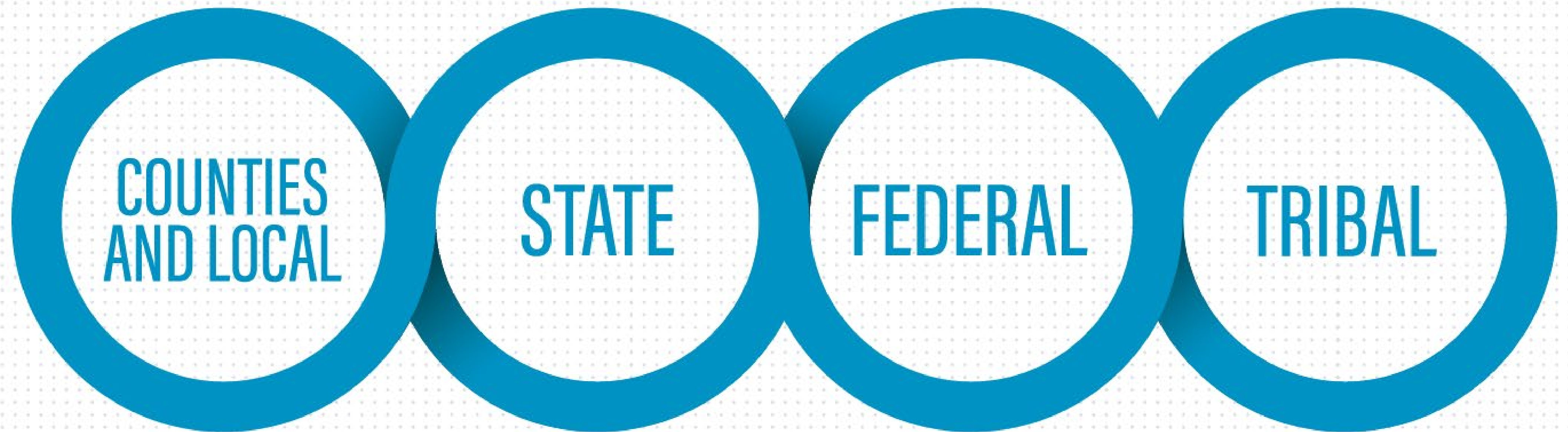


NORMS

make us *trusted*



ROLE OF NACo AND AMERICA'S COUNTIES IN OUR INTERGOVERNMENTAL SYSTEM



Under America's form of federalism, the **intergovernmental system is about the balance, division, and sharing of power and responsibilities** between levels of government



How Counties Work

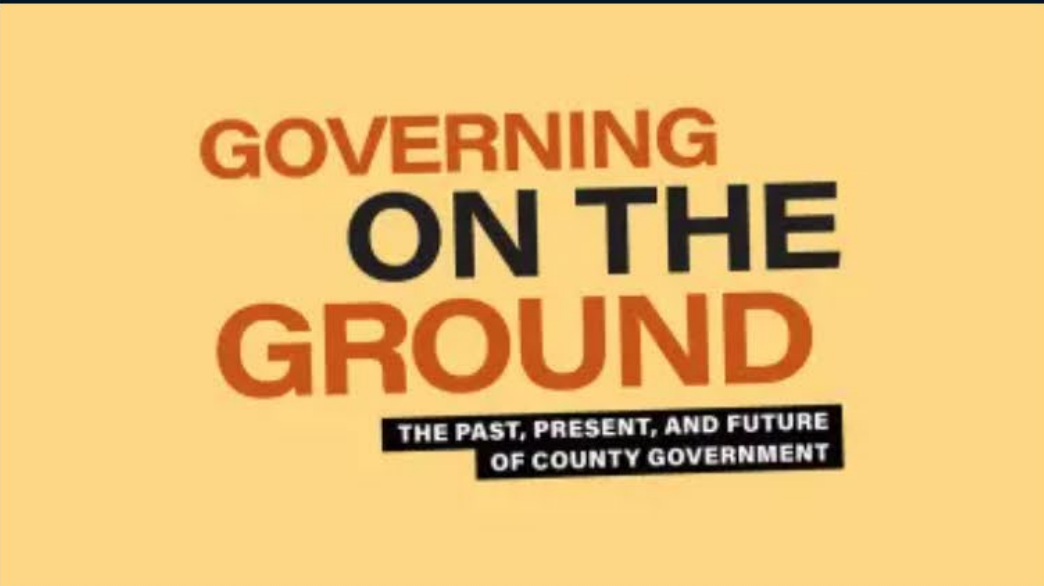


PROGRAM

County Governance Project

A comprehensive guide to county government structure, authority, services and finances.

Dive deep on counties. Explore our latest research and reports on how counties work.



Governing on the Ground

Governing on the Ground is an inside look at the complex challenges faced by officials as they strive to strengthen their communities. The book features 30 short chapters contributed by county leaders.



The County Landscape

 FEBRUARY 13, 2022

Counties 101 & Civic Engagement Tools



Counties 101

Counties 101

- [Counties Matter](#)
Why stronger counties make a stronger America
- [County Explorer](#)
Access data on counties
- [County Governance Project](#)
Learn how counties are structured
- [County Landscape Report](#)
See how counties fit into the intergovernmental sy

Civic Engagement Tools

- [National County Government Month](#)
- [NACo Achievement Awards](#)
- [K-12 School Curriculum](#)
- [Governing on the Ground](#)

Telling the County Story



National County Government Month

Held each April, NCGM is an annual celebration of county government. NACo equips counties with template materials, social media graphics, and more resources to kick off the month of recognition.



Counties Work Game & Curriculum

NACo, together with iCivics, has created an online game and curriculum to educate students grade levels 6-12 about the important role and functions of county government.

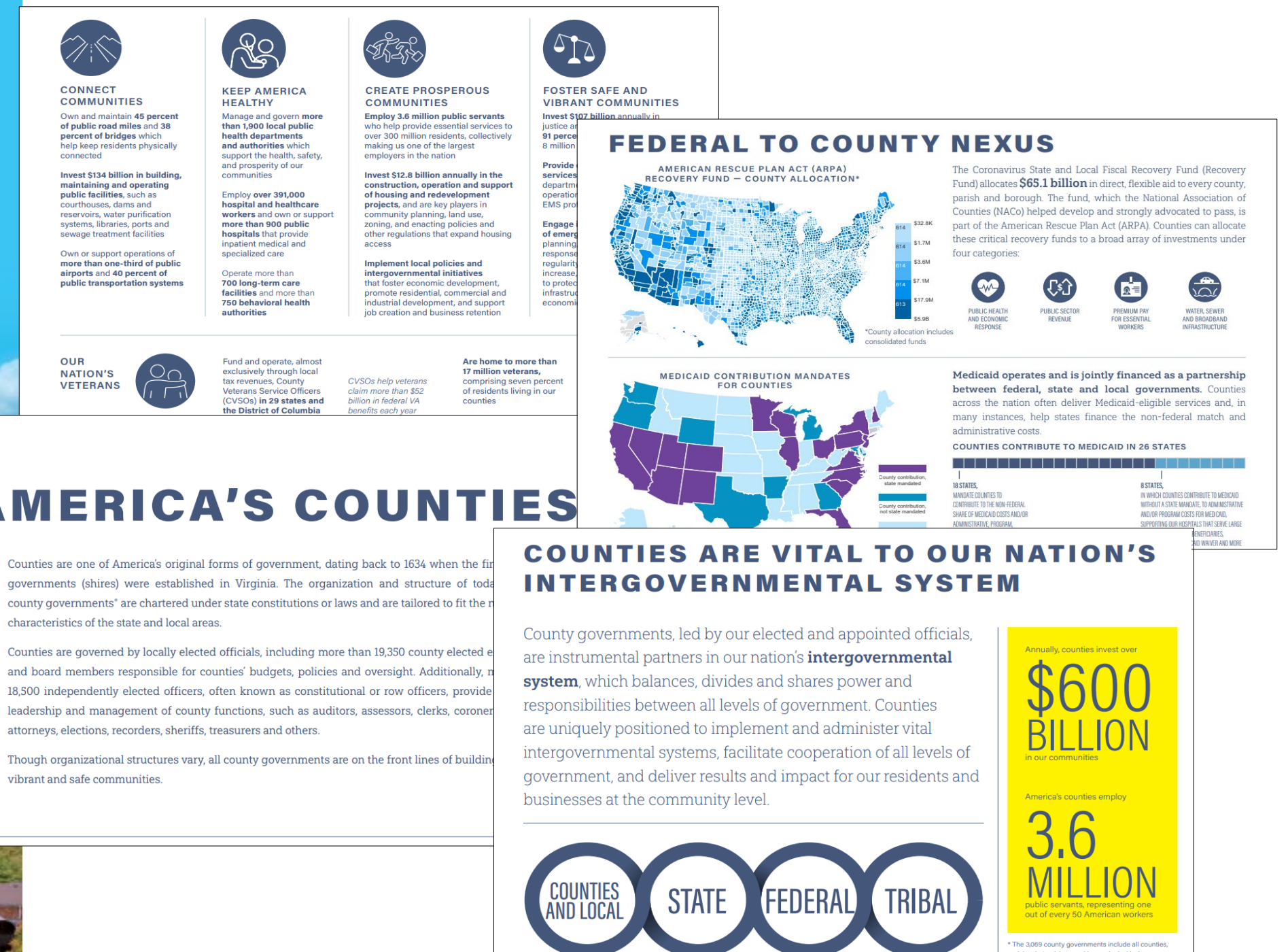


I Love My County Because Art Contest

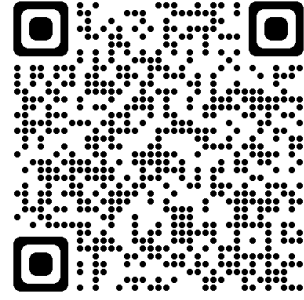
The art contest is designed to bolster civic education and educate communities on the role of county government.

[Explore Civic Engagement Resources](#)

COUNTY GOVERNMENT ROLE IN OUR NATION'S INTERGOVERNMENTAL SYSTEM



AMERICA'S 3,069 COUNTY GOVERNMENTS:
NEARLY 40,000 COUNTY ELECTED OFFICIALS
AND 3.6 MILLION COUNTY EMPLOYEES



America's County Governments:

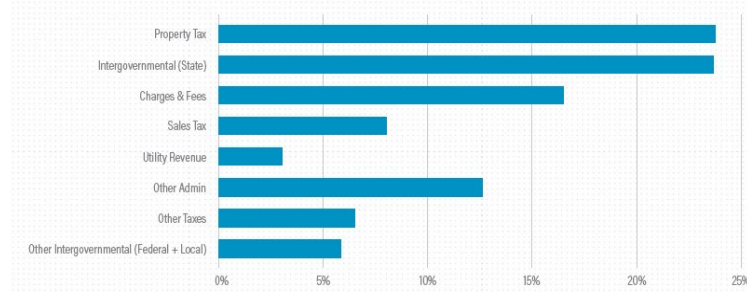
A SHORT PRIMER ON OUR HISTORY, DEFINITIONS, STRUCTURES AND AUTHORITIES

A Publication of the NACo County Governance Project
January 2024

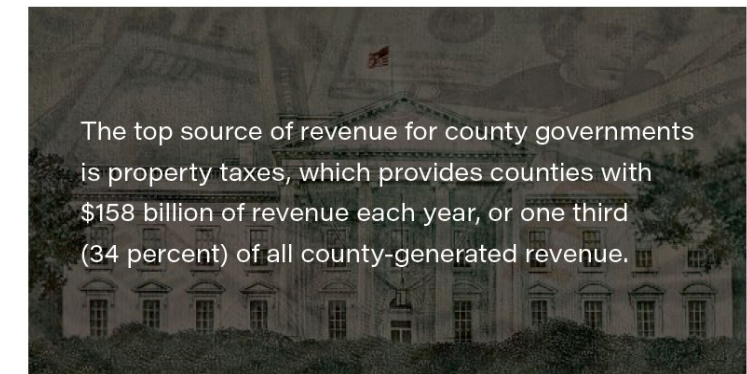
COUNTY FINANCES

County boards approve the final budget, similar to how Congress adopts the federal budget. In most counties with an elected county executive or appointed county administrator, these officials are often responsible for developing the initial budget preparation. In total, county governments invest more than \$600 billion annually, based on U.S. Census of Governments data.

PROPERTY TAXES PROVIDE TOP SOURCE OF COUNTY REVENUE *Breakdown of Total County Revenue, 2017*



Source: NACo Analysis of U.S. Census Bureau - 2017 Census of Individual Governments: Finance



The top source of revenue for county governments is property taxes, which provides counties with \$158 billion of revenue each year, or one third (34 percent) of all county-generated revenue.

28 / NACo Primer on America's County Governments

GLOSSARY OF MOST COMMON COUNTY ELECTED OFFICIALS

Like the federal government, America's 3,069 county governments have executive, legislative and judicial powers. These powers are exercised within the framework of state and federal constitutional and statutory law. These powers are distributed across a county board, agencies and independently elected officials.

County boards, led by nearly 19,500 elected officials nationally, generally exercise executive and legislative powers, including oversight of the county budget, policies and general operations. In more than 700 counties, the executive function is led or shared by a chief executive who is elected countywide.

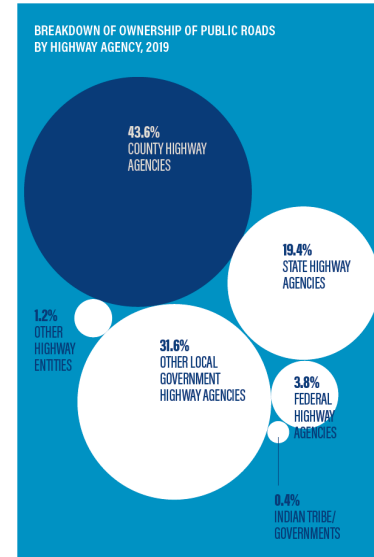
County governments are designed for "checks and balances" of power, mandates and functions across mostly executive and judicial functions, with the county board retaining the legislative functions. More than 18,000 independently elected officials are elected nationwide for specific county functions.

As outlined in the book, below is a sample of the most common elected positions in county government:

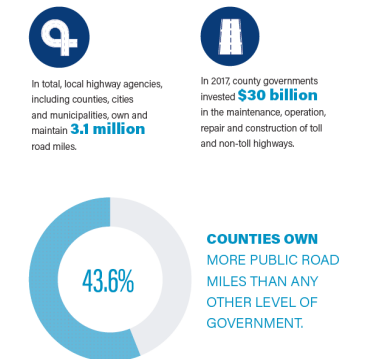
- **Assessor:** Establish value of land and property for taxation
- **Auditor:** Oversight of county assets and finances
- **Clerk of the board:** Administrative support and record management for the county board
- **Clerk of the courts:** Lead administrative officer of the county court system
- **Commissioner:** Serve on county board with oversight of the budget, policy and general operations
- **Coroner:** Investigate cause and manner of death
- **County attorney:** Legal advisor for the county
- **District attorney:** Chief prosecutor for the state within the county
- **Executive:** Chief executive officer of the county, similar to a city mayor or state governor
- **Public defender:** Represent the constitutional right to legal representation within the community
- **Recorder:** Administer public records of the county (e.g., elections, land, birth & marriage)
- **Sheriff:** Chief law enforcement officer (and also typically manages the county jail)
- **Treasurer:** Management and investment of financial assets

Transportation and Infrastructure

- Own and maintain more than 44 percent of public road miles and nearly 40 percent of bridges
- Support nearly 80 percent of public transportation systems
- Own or involved in operations of more than one-third of public airports
- Major owners of public facilities, such as courthouses, county administration buildings, jails and detention centers, dams and reservoirs, sports stadiums, water purification systems, sewage treatment facilities, ports, and solid waste management and recycling centers



There are **4.1 million** public road miles within counties across the nation where most trips both start and end.

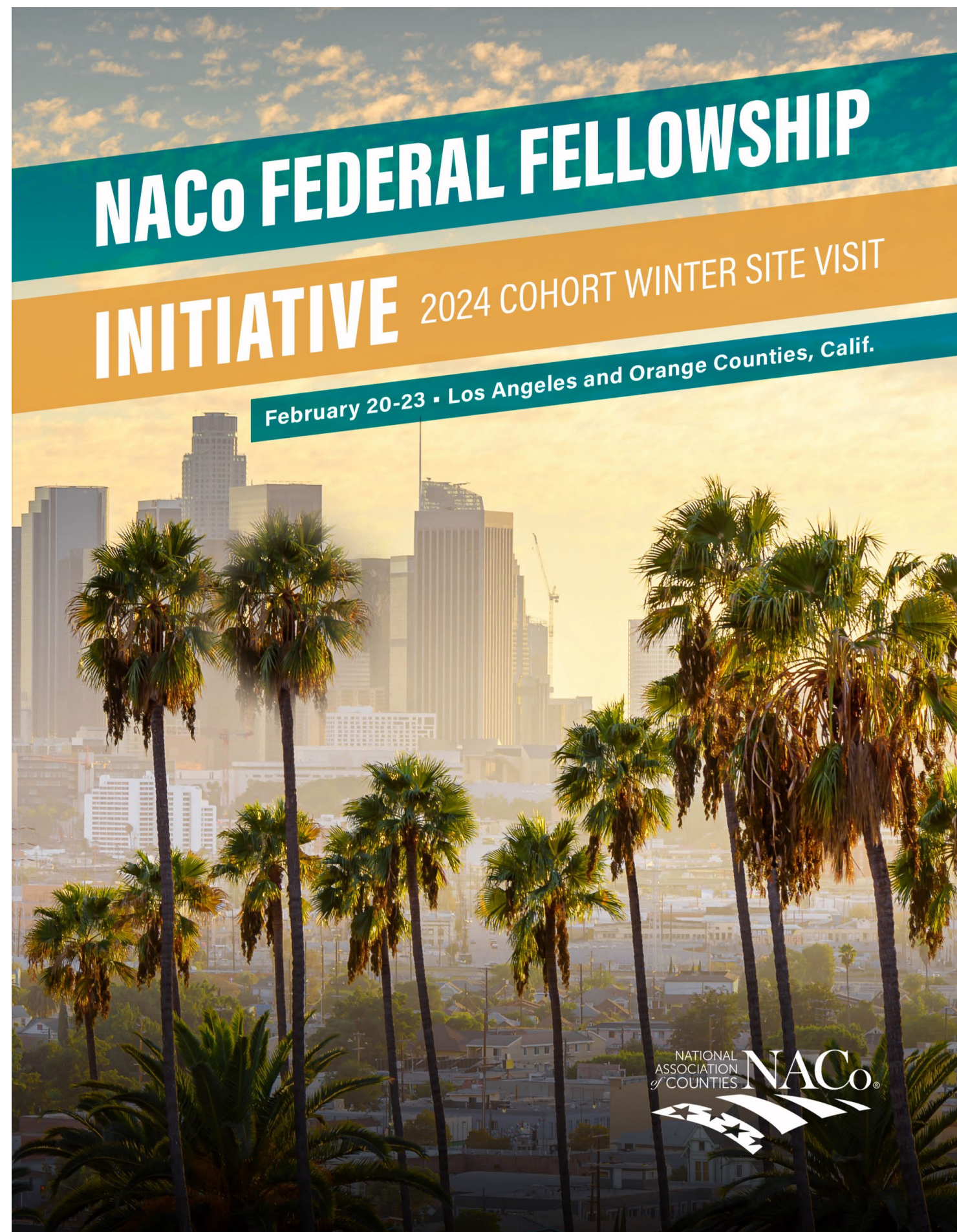


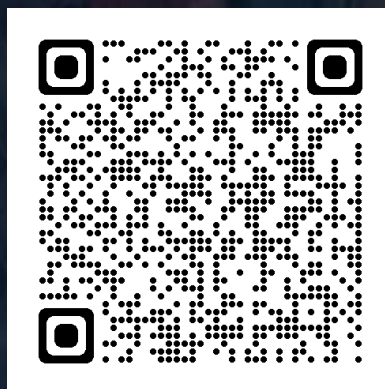
NACo Primer on America's County Governments / 39

A Publication of the
NACo County
Governance Project

NACo's County Governance Project provides a comprehensive guide to county government structure, authority, services and finances. Dig into individualized state profiles and the national database to learn about the intricacies of county governance by state.

COUNTY GOVERNMENT ROLE IN OUR NATION'S INTERGOVERNMENTAL SYSTEM





County Economies 2024: Under the Hood of National Economic Trends



FEB 9, 2024

Share

JUMP TO SECTION

[Report Purpose & Methodology](#)

[Key#key-takeaways Takeaways](#)

[Finding O#overviewview](#)

[Growth & Decline Factors](#)

[Industry Composition](#)

[Housing & Broadband](#)

[Health](#)

[Youth Investments](#)

[Disasters](#)

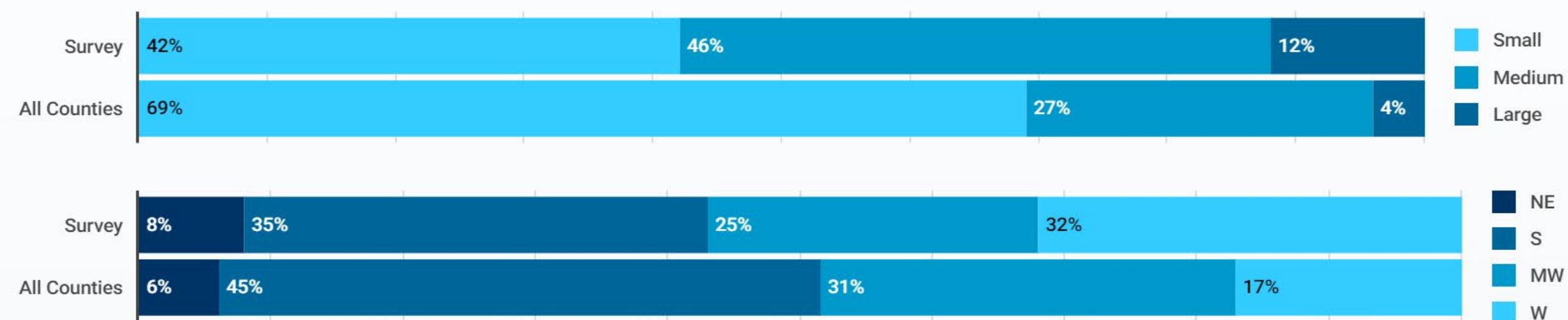
QUESTIONS?

Email Research@NACo.org.

National indicators sketch a landscape of U.S. economic performance, and the details and color for that landscape derive from local perspectives and county data. In 2023, our nation's gross domestic product (GDP) increased by 3.1 percentⁱ – a measure that exceeded the expectations of many forecasters who expected the Federal Reserve's interest rate increases to stall economic growth.ⁱ Combined with low unemployment ratesⁱⁱ and slowing inflation throughout 2023,ⁱⁱⁱ the economy is set up for continued growth and recovery from the COVID-19 recession.

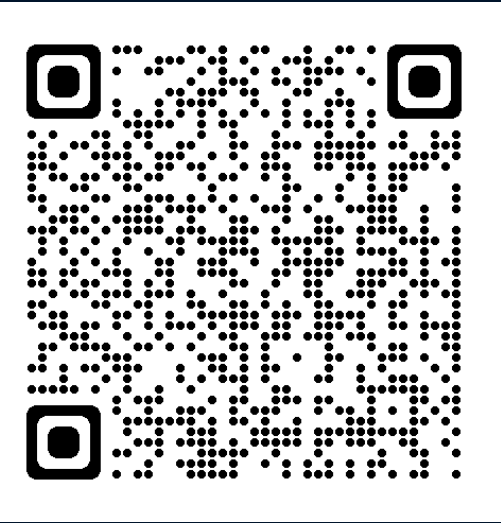
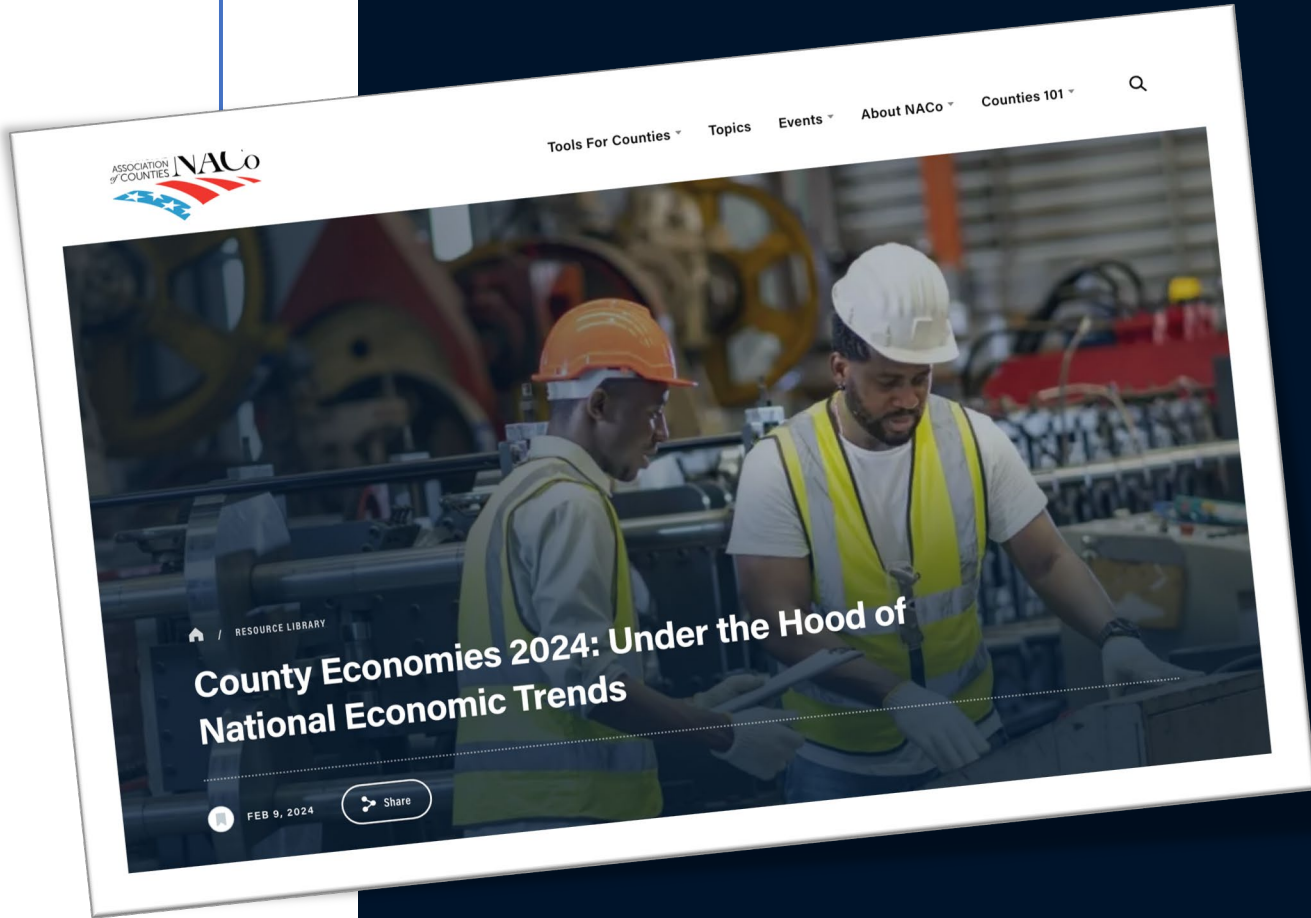
To complement the national narrative, this report layers insights through county-level analysis and local insights to find the common threads between growing and declining economies. NACo surveyed its members on local economic trends and sentiments to understand local economic growth drivers and detractors. New to 2024 are the effects of trillions in federal investments in the nation and local governments.^{iv} At various stages of implementation, these investments are a core consideration for U.S. economic growth and a county's ability to target key investments to community needs.

NACo survey respondents, by population size and by region vs. all counties, 307 county responses



Key Takeaways

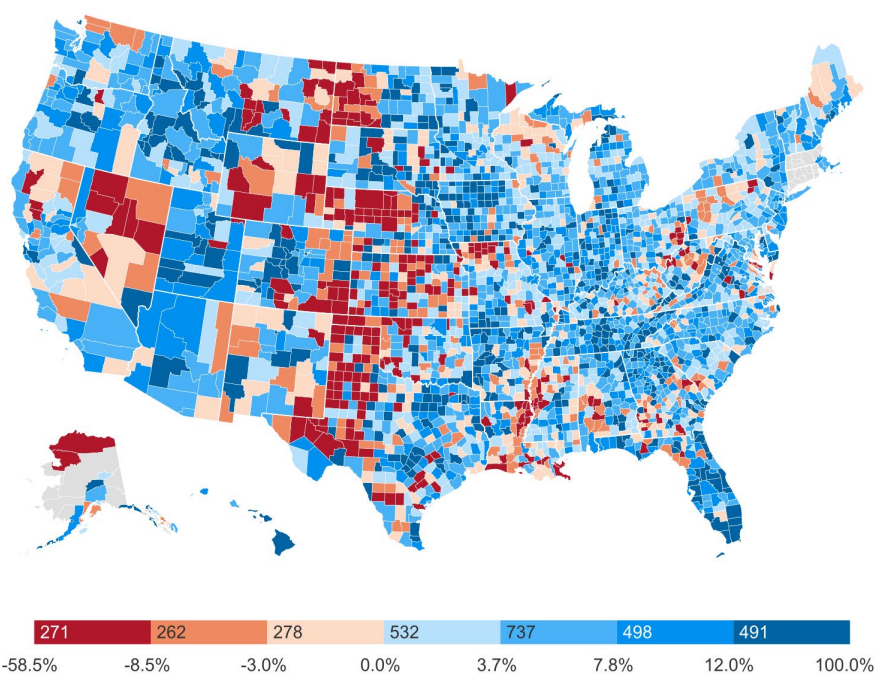
Local economic conditions can vary substantially and provide insight into national economic trends.



1. The U.S. experienced a modest population increase from 2021 to 2022. At the county level, **one third of counties had substantial population growth, while one third experienced substantial decline.**
2. The period from 2020 to 2022 showed **stronger GDP growth** at both the county and national level than pre-pandemic. One third (32 percent) of counties kept pace with the national rate of 7.8 percent from 2020 to 2022.
3. Populations shifted to **less dense areas with a lower cost of living**. Not all areas benefited, especially those with social and economic challenges, like substance use and deteriorating infrastructure.
4. The **manufacturing** and **health care** industries are key labor market drivers for counties with thriving economies and will continue to drive labor markets over the next decade. Agriculture continues to drive many small counties, and the government industry is decreasing.
5. **Housing availability and affordability is the top inhibitor of population and business growth** for many counties.
6. Youth workforce development programs are critical opportunities for county governments to bolster the local economy, but **nearly half of counties report inadequate systems for youth.**
7. **Access to childcare poses a substantial opportunity** for county investment: 65 percent of counties report access challenges within their community.
8. Residents' physical and mental health of residents play a pivotal role in shaping the economic well-being of counties, but **nearly half of counties (47 percent) have negative economic impacts due to physical and mental healthcare access.** Eighty-two (82) percent of county economies have negative impacts from substance use.
9. **Expanding broadband is a top investment priority for counties:** almost half have inadequate infrastructure. Difficult terrain, high costs and limited capacity hinder this priority.
10. In 2023, 28 separate billion-dollar disasters resulted in approximately \$92.9 billion in damages. **Over half (56 percent) of counties had natural disasters impact their local economies.**

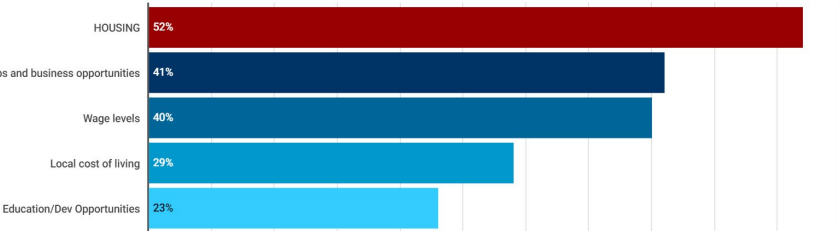
Gross Domestic Product (GDP) 2020–2022 Percent Change

Source: NACo Analysis of the U.S. Bureau of Economic Analysis - Local Area Gross Domestic Product, 2022 Vintage



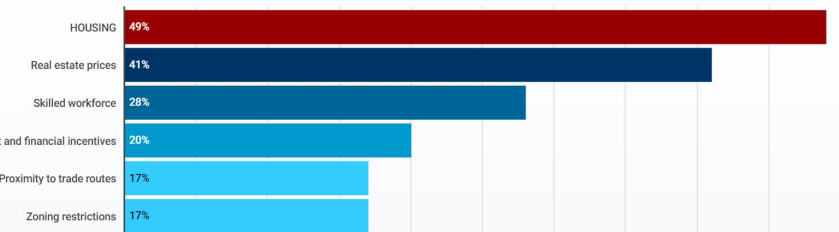
Local Conditions Inhibiting Population Growth

Source: NACo survey of county officials' economic sentiments, 2024.



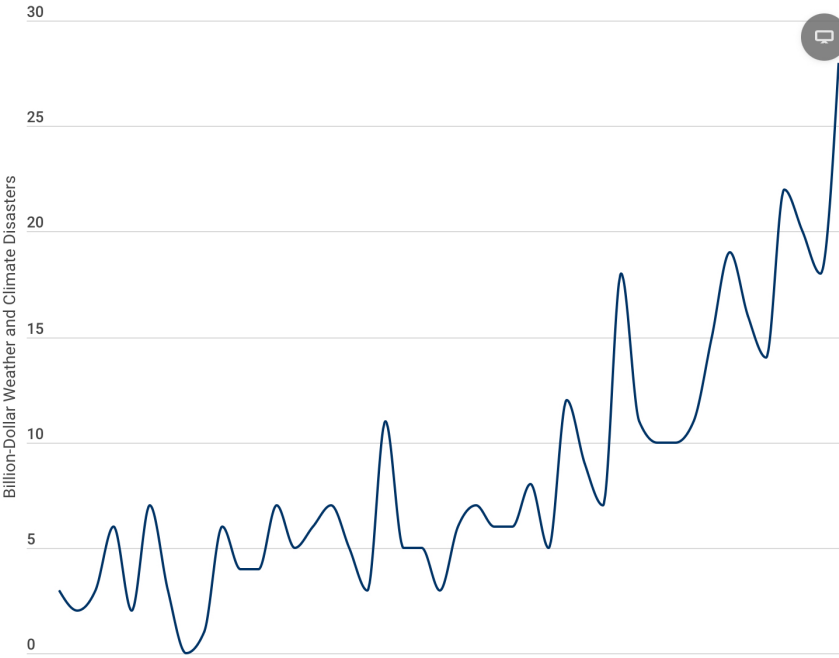
Local Conditions Inhibiting Business Growth

Source: NACo survey of county officials' economic sentiments, 2024.



Weather and climate billion-dollar disasters increased significantly from 1980-2023

The Number of Billion-Dollar Weather and Climate Disasters - consumer price index (CPI) adjusted



PRESIDENTIAL
2024 CPR Electoral Scorecard
Dec 19, 2023

RATINGS SUMMARY

ELECTORAL COLLEGE VOTES

| | | |
|---------|--------|---------|
| D - 226 | T - 77 | R - 235 |
|---------|--------|---------|

Solid: These races are not considered competitive and are not likely to become closely contested.

Likely: These seats are not considered competitive at this point, but have the potential to become engaged.

Lean: These are considered competitive races, but one party has an advantage.

Toss-Up: These are the most competitive; either party has a good chance of winning.

ELECTORAL COLLEGE VOTING RATINGS

**Maine and Nebraska can split their electoral

| SOLID D (18 STATES) | LIKELY D (4 STATES) | LEAN D (0 STATES) | TOSS UP (6 STATES) | LEAN R (1 STATES) | LIKELY R (3 STATES) | SOLID R (24 STATES) |
|--|---|----------------------|---|---------------------------|--|---|
| California- 54 Colorado- 10 Connecticut- 07 Delaware- 03 District of Columbia- 03 Hawaii- 04 Illinois- 19 Maine(01)- 01 Maryland- 10 Massachusetts- 11 New Jersey- 14 New Mexico- 05 New York- 28 Oregon- 08 Rhode Island- 04 Vermont- 03 Virginia- 13 Washington- 12 | Maine- 02 Minnesota- 10 Nebraska(02)- 01 New Hampshire- 04 | | Arizona- 11 Georgia- 16 Michigan- 15 Nevada- 06 Pennsylvania- 19 Wisconsin- 10 | North Carolina- 16 | Florida- 30 Maine(02)- 01 Texas- 40 | Alabama- 09 Alaska- 03 Arkansas- 06 Idaho- 04 Indiana- 11 Iowa- 06 Kansas- 06 Kentucky- 08 Louisiana- 08 Mississippi- 06 Missouri- 10 Montana- 04 Nebraska- 02 Nebraska(01)- 01 Nebraska(03)- 01 North Dakota- 03 Ohio- 17 Oklahoma- 07 South Carolina- 09 South Dakota- 03 Tennessee- 11 Utah- 06 West Virginia- 04 Wyoming- 03 |
| 209 VOTES | 17 VOTES | 0 VOTES | 77 VOTES | 16 VOTES | 71 VOTES | 148 VOTES |

RACE FOR THE WHITE HOUSE

| LIKELY D (4 STATES) | LEAN D (0 STATES) | TOSS UP (6 STATES) | LEAN R (1 STATES) | LIKELY R (3 STATES) |
|---|----------------------|---|---------------------------|--|
| Maine- 02 Minnesota- 10 Nebraska(02)- 01 New Hampshire- 04 | | Arizona- 11 Georgia- 16 Michigan- 15 Nevada- 06 Pennsylvania- 19 Wisconsin- 10 | North Carolina- 16 | Florida- 30 Maine(02)- 01 Texas- 40 |
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PRESIDENTIAL

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Dec 19, 2023

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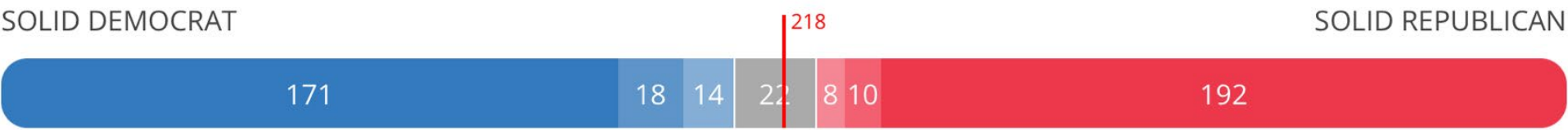
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ELECTORAL COLLEGE VOTING RATINGS**Maine and Nebraska can split their electoral

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| 209 VOTES | 17 VOTES | 0 VOTES | 77 VOTES | 16 VOTES | 71 VOTES | 148 VOTES |

| LEAN D (0 STATES) | TOSS UP (6 STATES) | LEAN R (1 STATES) |
|----------------------|---|---------------------------|
| | Arizona- 11 Georgia- 16 Michigan- 15 Nevada- 06 Pennsylvania- 19 Wisconsin- 10 | North Carolina- 16 |
| 0 VOTES | 77 VOTES | 16 VOTES |

U.S. SENATE
BATTLEGROUND

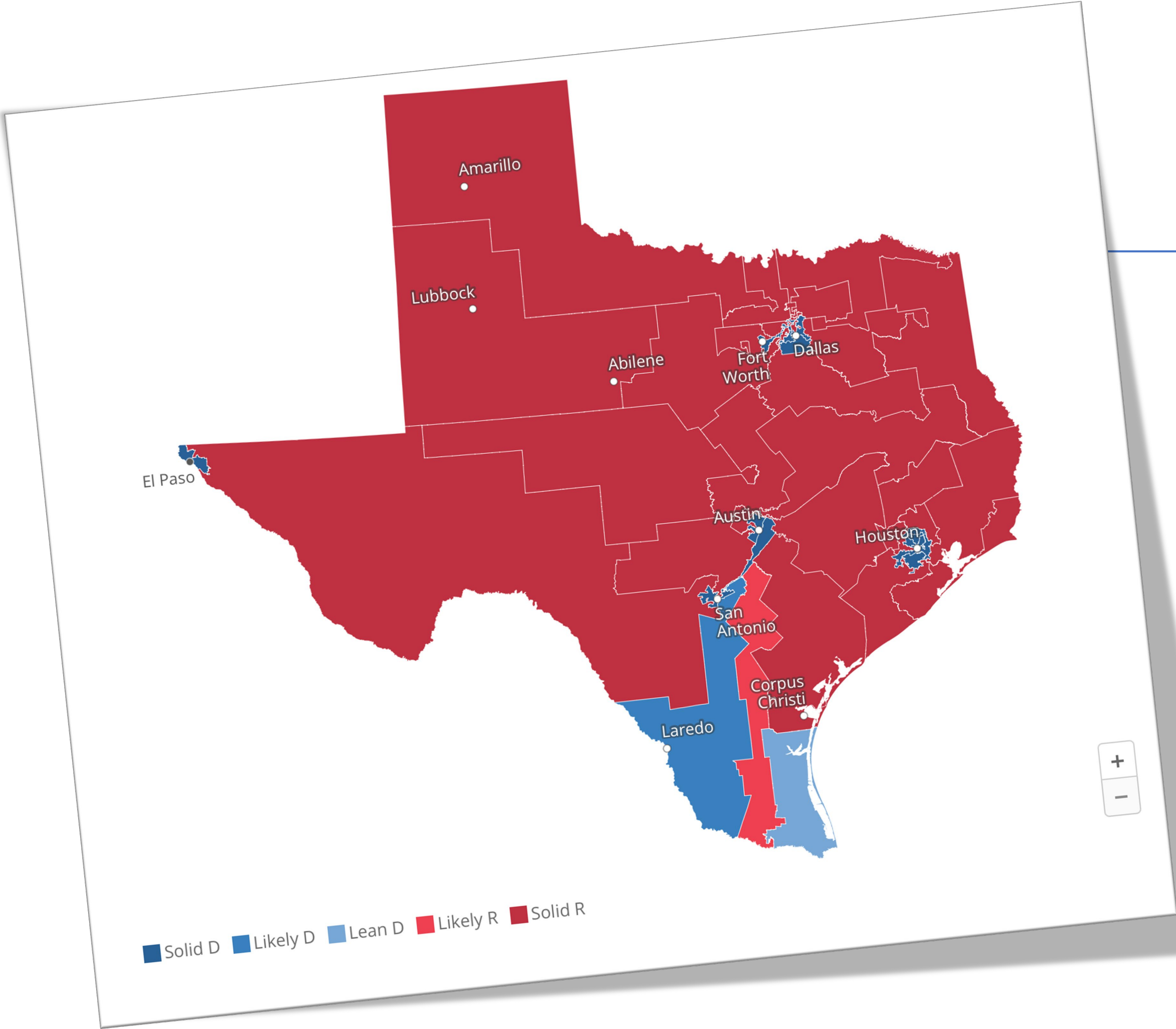


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- Lean:** These races are considered competitive races, but one party has an advantage.
- Toss Up:** These races are the most competitive; either party has a good chance of winning.

COMPETITIVE RACES

| LIKELY DEMOCRAT 17 Dem • 1 Rep 0 Ind | LEAN DEMOCRAT 14 Dem • 0 Rep 0 Ind | DEMOCRAT TOSS UP 10 Dem • 0 Rep 0 Ind | REPUBLICAN TOSS UP 0 Dem • 12 Rep 0 Ind | LEAN REPUBLICAN 0 Dem • 8 Rep 0 Ind | LIKELY REPUBLICAN 0 Dem • 10 Rep 0 Ind |
|--|--|---|---|---|--|
| AL-02 New Seat | AK-AL Peltola | CO-08 Caraveo | AZ-01 Schweikert | CA-45 Steel | CA-03 Kiley |
| CA-09 Harder | CA-47 Open (Porter) | ME-02 Golden | AZ-06 Ciscomani | CO-03 Open (Boebert) | CA-40 Kim |
| CA-49 Levin | CT-05 Hayes | MI-07 Open (Slotkin) | CA-13 Duarte | IA-03 Nunn | FL-05 Rutherford |
| FL-09 Soto | IL-17 Sorensen | MI-08 Open (Kildee) | CA-22 Valadao | MI-10 James | FL-13 Luna |
| FL-23 Moskowitz | IN-01 Mrvan | NC-01 Davis | CA-27 Garcia | NE-02 Bacon | IA-01 Miller-Meeks |
| KS-03 Davids | NV-03 Lee | NM-02 Vasquez | CA-41 Calvert | PA-10 Perry | MT-01 Zinke |
| MD-06 Open (Trone) | NY-03 Suozzi | OH-13 Sykes | NJ-07 Kean Jr. | VA-02 Kiggans | NY-01 LaLota |
| MI-03 Scholten | NY-18 Ryan | PA-07 Wild | NY-04 D'Esposito | WI-03 Van Orden | PA-01 Fitzpatrick |
| MN-02 Craig | OH-01 Landsman | PA-08 Cartwright | NY-17 Lawler | | SC-01 Mace |
| NH-01 Pappas | OH-09 Kaptur | WA-03 Perez | NY-19 Molinaro | | TX-15 De La Cruz |
| NH-02 Kuster | OR-06 Salinas | | NY-22 Williams | | |
| NJ-03 Open (Kim) | PA-17 Deluzio | | OR-05 Chavez-DeRemer | | |
| NV-01 Titus | TX-34 Gonzalez | | | | |
| NV-04 Horsford | VA-07 Open (Spanberger) | | | | |
| OR-04 Hoyle | | | | | |
| TX-28 Cuellar | | | | | |
| VA-10 Open (Wexton) | | | | | |
| WA-08 Schrier | | | | | |

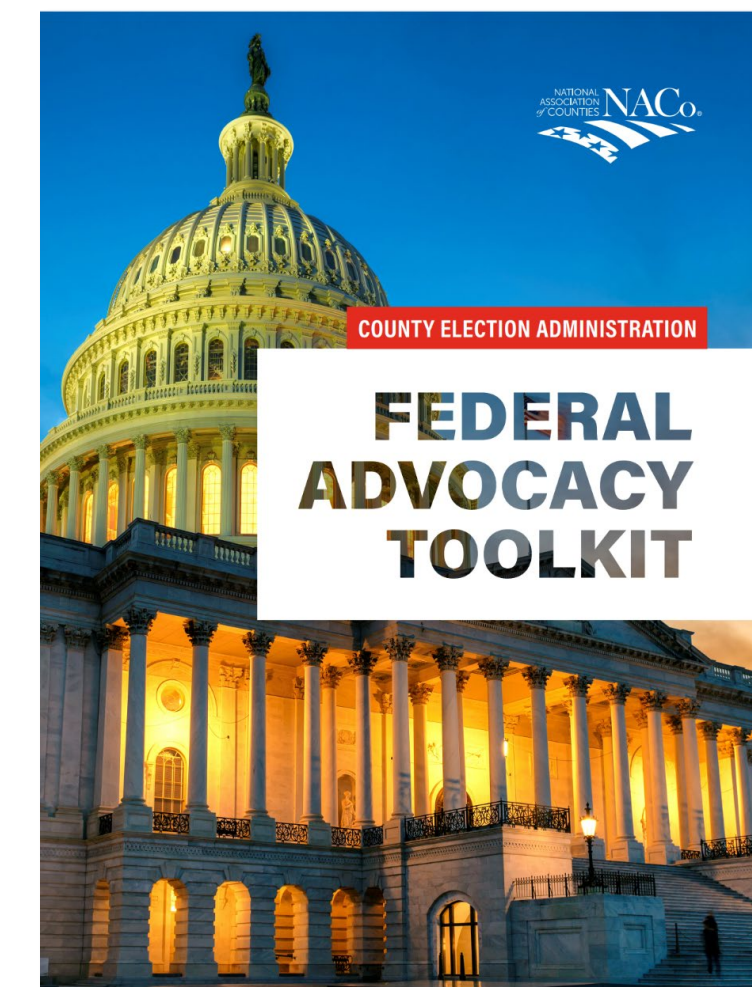
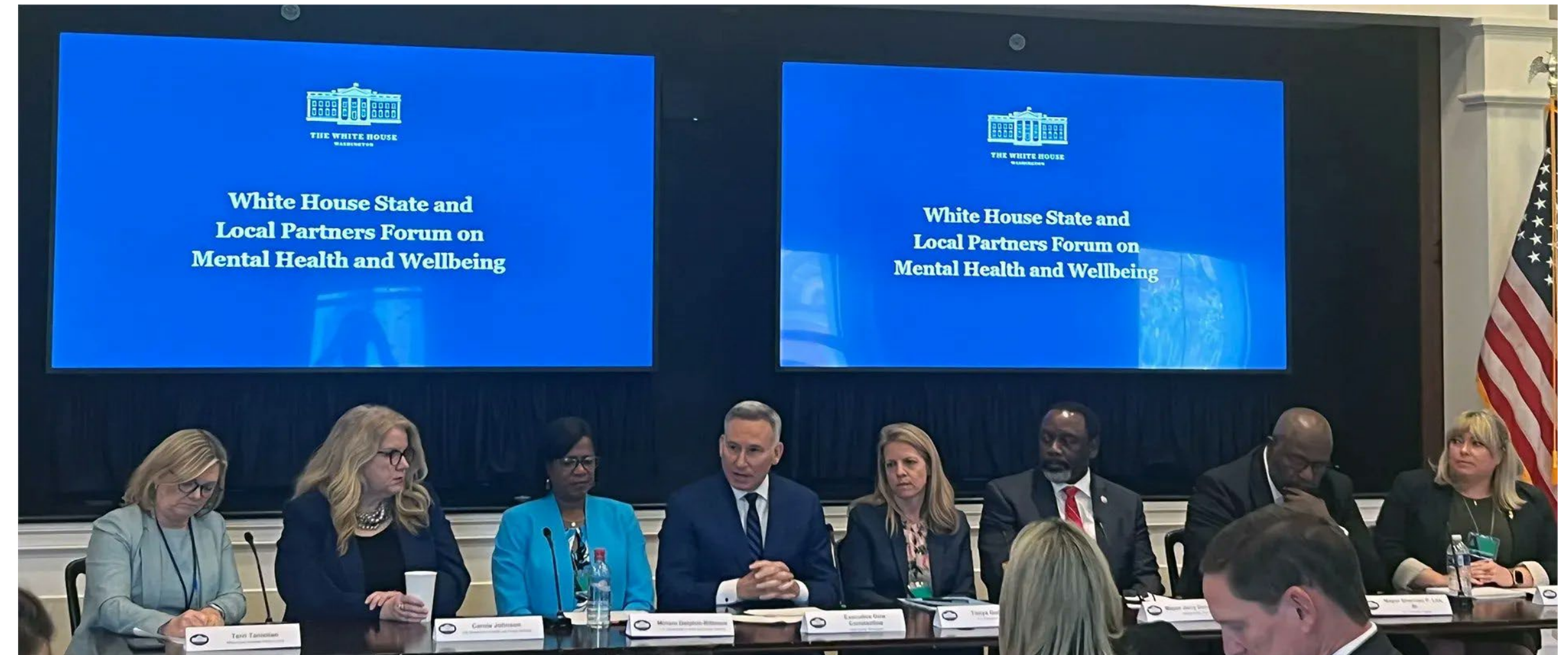
U.S. HOUSE BATTLEGROUND



PERFORMANCE PRIORITY POLICY ADVANCEMENT

ACHIEVE COUNTY PRIORITIES IN NATIONAL POLICYMAKING

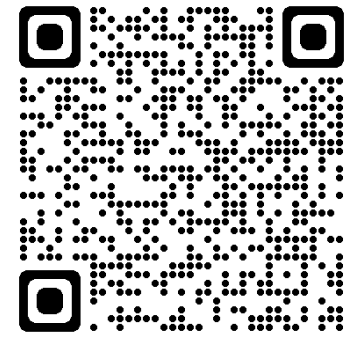
- A. Elevate the importance of counties in public policy
- B. Attain county policy priorities at the federal level
- C. Drive favorable national and state policy models
- D. Produce definitive, actionable county research





National Association of Counties

FEDERAL POLICY PRIORITIES



February 2024



NACo Commission on Mental Health and Wellbeing

Reimagining the Advancement
of Mental Health Support for
Americans Through Policy Reform



THE BIPARTISAN

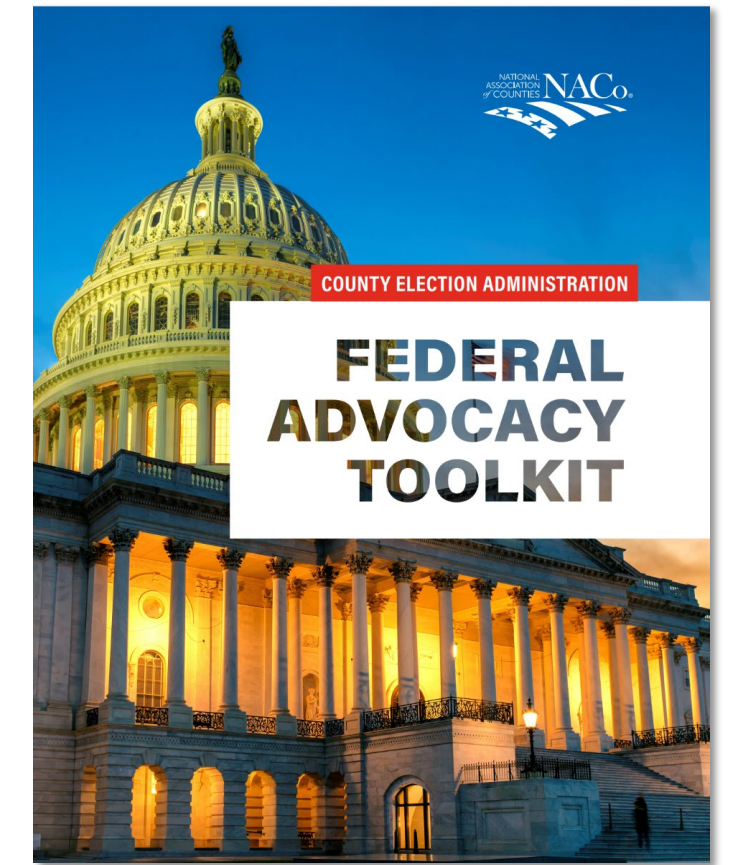
INFRASTRUCTURE LAW:

Examining Investments in

County Infrastructure

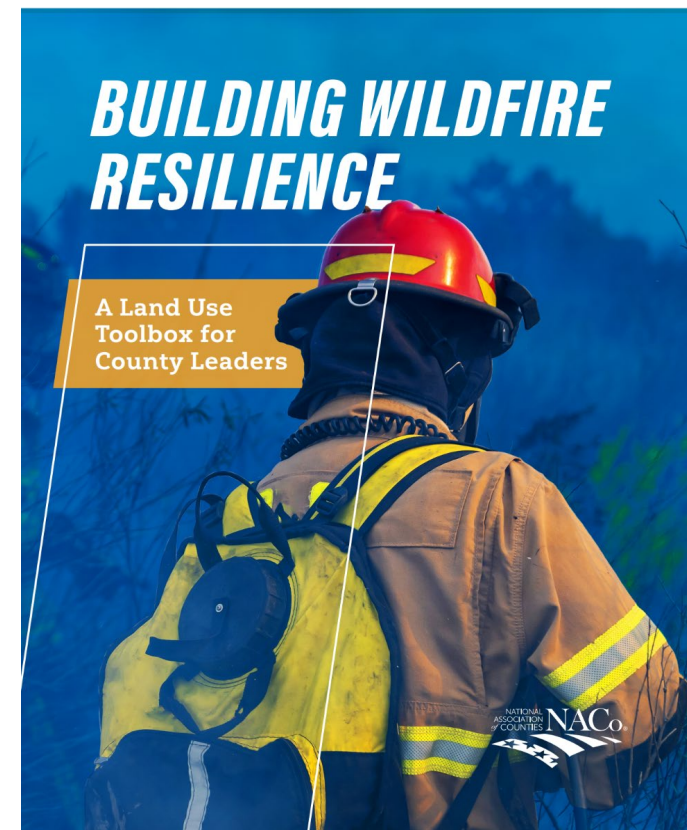
Analyzing FY 2022 Federal Competitive Transportation Awards

February 2024



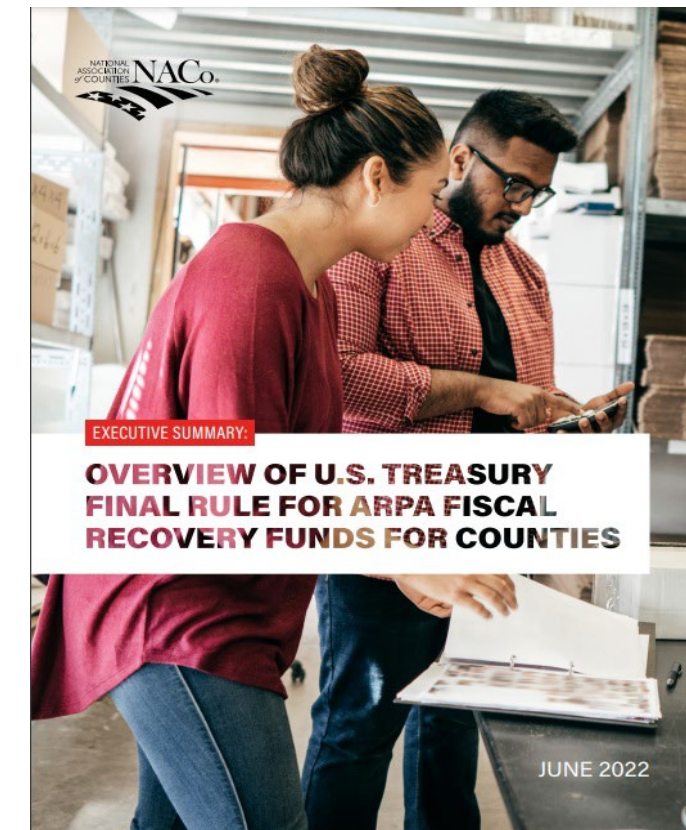
COUNTY ELECTION ADMINISTRATION

FEDERAL
ADVOCACY
TOOLKIT



BUILDING WILDFIRE
RESILIENCE

A Land Use
Toolbox for
County Leaders



EXECUTIVE SUMMARY:

OVERVIEW OF U.S. TREASURY
FINAL RULE FOR ARPA FISCAL
RECOVERY FUNDS FOR COUNTIES

JUNE 2022



NACo PRIMER FOR COUNTIES:

2024 FARM BILL
REAUTHORIZATION



THE COUNTY HUMAN
SERVICES AND
EDUCATION LANDSCAPE



ADVANCING LOCAL
HOUSING AFFORDABILITY

NACo Housing Task Force Best Practices
And Policy Recommendations

JULY 2023



JOIN OPERATION
GREEN LIGHT FOR
VETERANS

America's counties have a long and proud history of serving our nation's veterans, a legacy that continues to this day as we work with our federal, state and local partners to ensure that the former service members in our communities have access to the resources they need to thrive.

This coming Veterans Day, the National Association of Counties (NACo) and the National Association of County Veteran Service Officers (NACVSO) invite the nation's 3,069 counties, parishes and boroughs to join Operation Green Light and show support for veterans by lighting our buildings green from November 6 to November 12. By shining a green light, county governments and our residents will let veterans know that they are seen, appreciated and supported.

HOW TO JOIN

- Visit www.naco.org/operationgreenlight to access the Operation Green Light for Veterans County Toolkit.
- Use the County Toolkit template to pass a resolution declaring your county's participation in Operation Green Light for Veterans.
- Coordinate with your county Director of Facilities or Building & Grounds to light municipal buildings in green. Options include using projections, flood lights or green filters for existing lights.
- Use the templates and social media resources in the County Toolkit to promote the campaign to local press, businesses, county residents and Members of Congress.
- Upload details about your county's participation through the form included in the County Toolkit.
- Encourage individuals, businesses and community partners to show support by turning on a green light from November 6 to November 12!
- Support veterans year-round by purchasing supplies from veteran-owned businesses or Amazon Business at www.amazon.com/veteran-owned.

Scan the QR code for more about Operation Green Light, including a county toolkit.

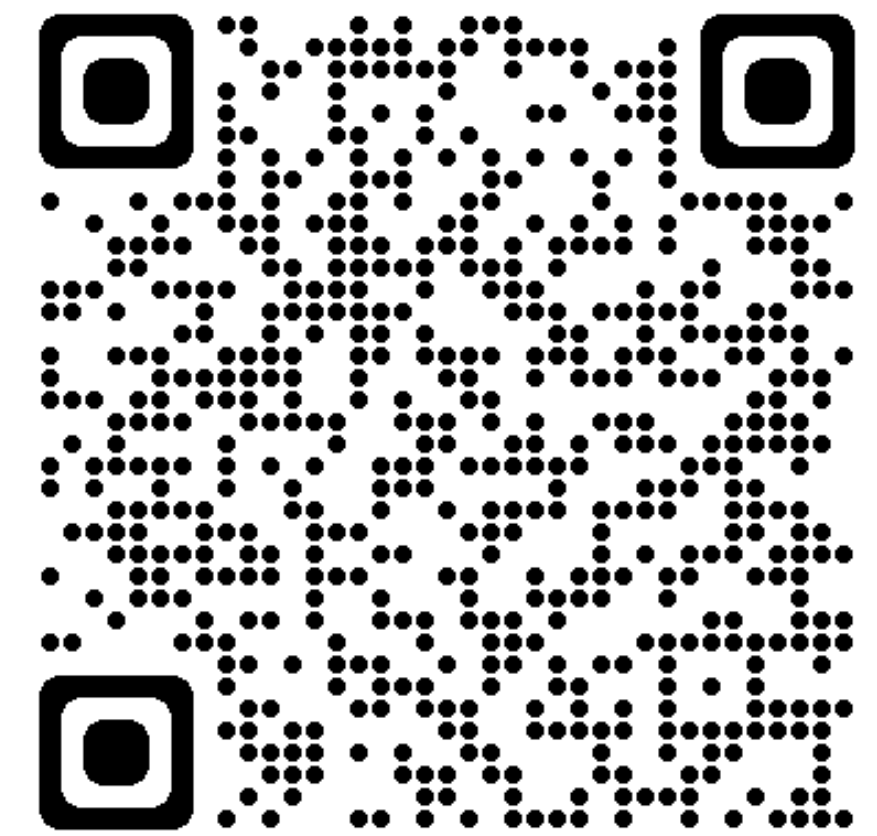


「UNTOLD STORIES」

\$5.6 BILLION *for* TEXAS COUNTIES

Join NACo's **Untold Stories** campaign to highlight the human impact of county services

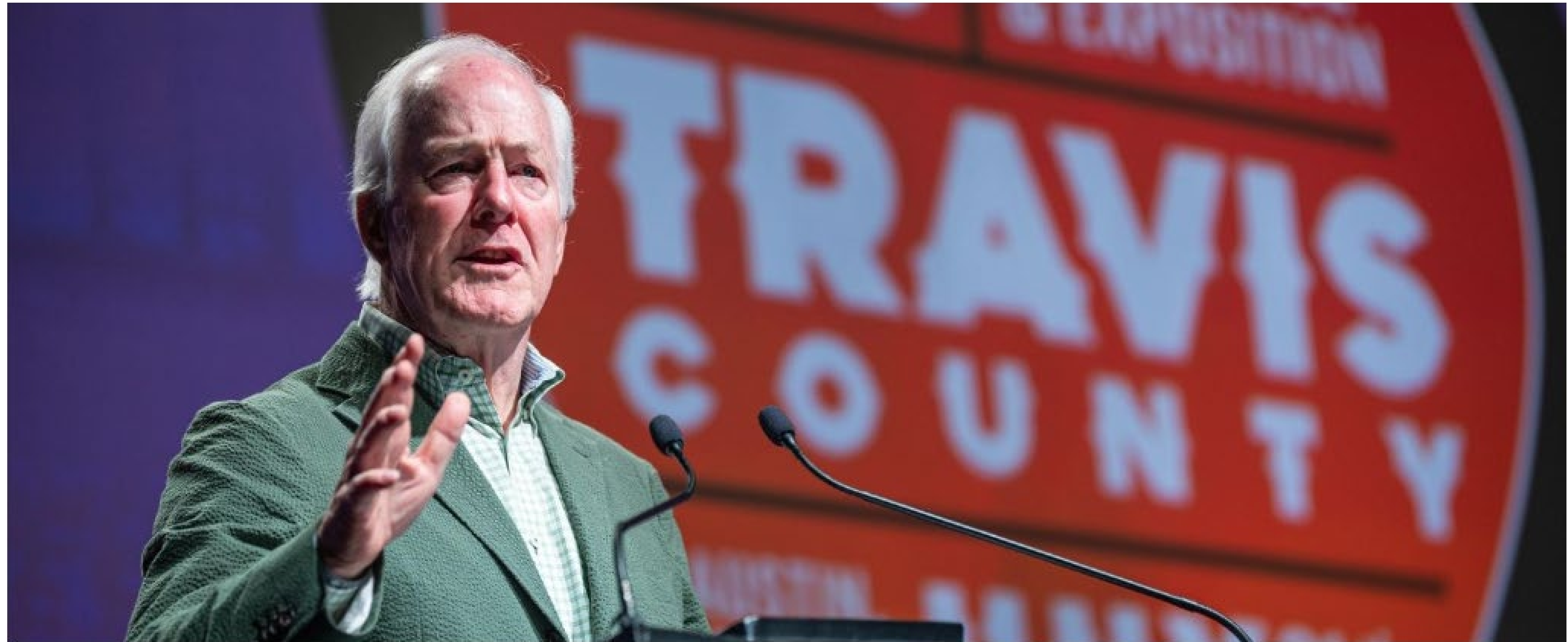
Visit NACo.org/UntoldStories to submit your story and access resources to engage local your audience, including a letter to the editor template, a media relations guide, social media templates and more.



Counties found a Senate ally in Cornyn

🐦 Feedback from county officials drove Sen. John Cornyn's fight to expand allowable uses for COVID aid

BY CHARLIE BAN | JULY 22, 2023



Sen. John Cornyn (R-Texas) addresses the Opening General Session audience July 22. Photo by Denny Henry



Mental Health Commission Leadership Summit

May 9-11, 2023 | Washington, D.C.

Hosted by the National Association of Counties



Light it green to welcome America's veterans home

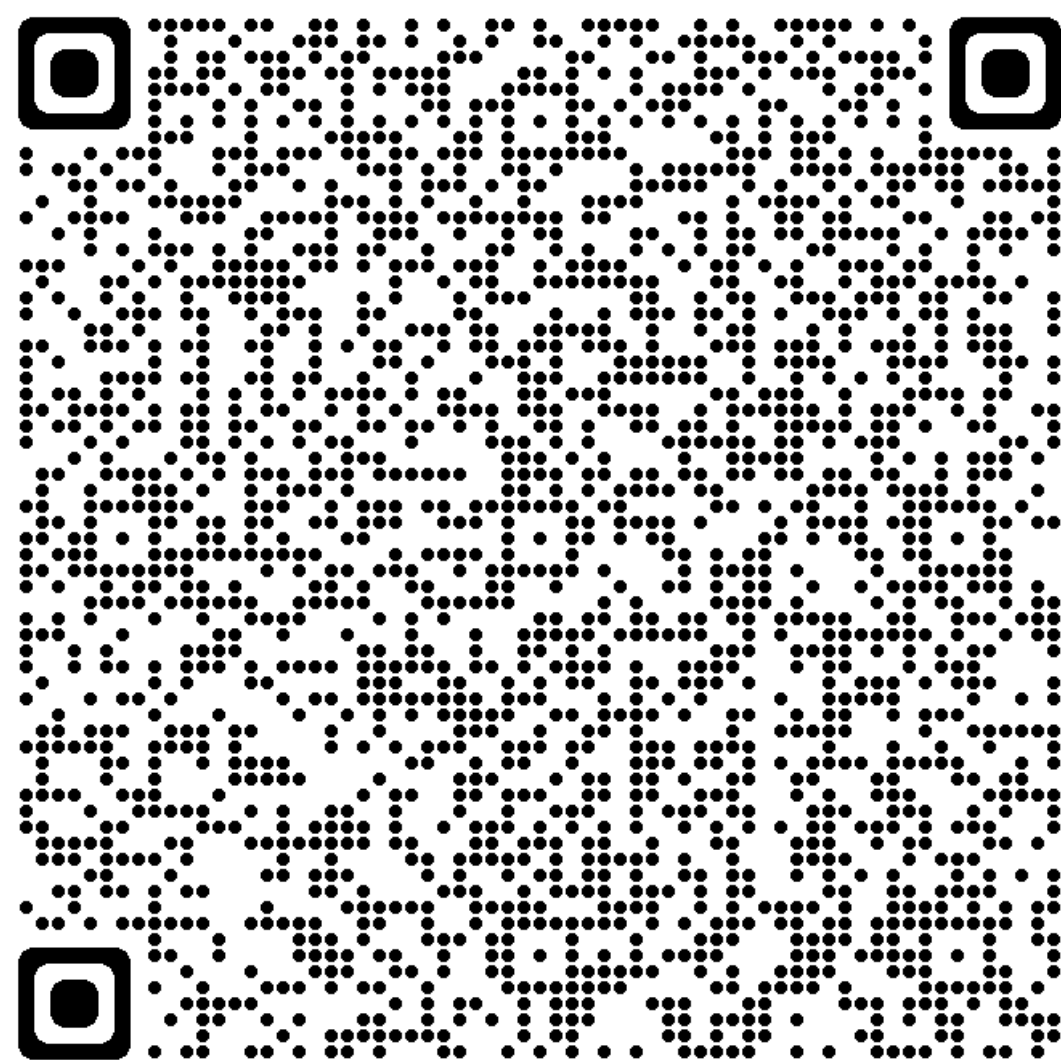


#OperationG



OPERATION GREEN LIGHT *for* VETERANS

POWERED BY N A C O



ABOUT TOPICS ADVOCACY RESOURCES EVENTS & EDUCATION NEWS COUNTY EXPLORER

OPERATION GREEN LIGHT FOR VETERANS: COUNTY TOOLKIT

Advocacy Legislative Presentations, Reports & Toolkits Veterans Affairs



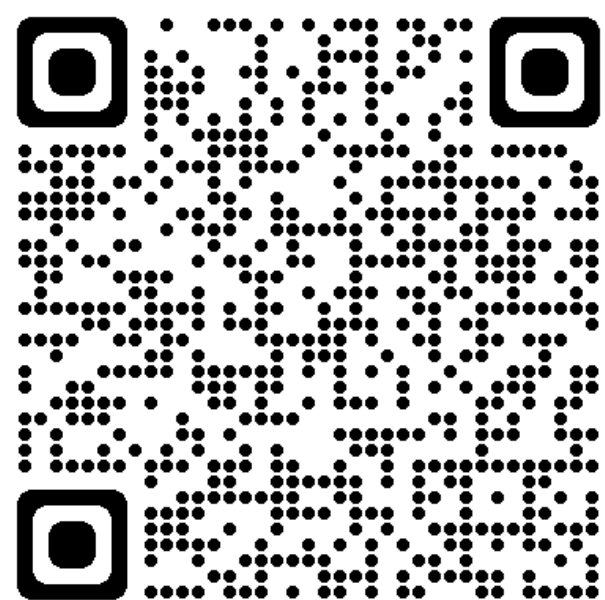
America's counties have a long and proud history of serving our nation's veterans, a legacy that continues to this day as we work with our federal, state and local partners to ensure that the former service members in our communities have access to the resources they need to thrive.

COUNTIES MATTER FOR VETERANS

America's counties are home to 17.5 million veterans, and we are deeply invested in veterans' health and well-being, often serving as a veteran's first point of contact in the community for accessing services. Counties support

Supreme Court Advocacy Hub

Sharing the county perspective on key Supreme Court cases



POLICY PRIORITY

Supreme Court Advocacy

As the U.S. Supreme Court addresses some of the most complex public policy issues of the day, it is essential that county officials are aware of the Supreme Court's docket and offer our perspectives on the practical, frontline realities on county-related legal issues.

[Learn More](#)

No. 22-324
In the
Supreme Court of the United States
MICHELLE O'CONNOR-RATCLIFF, ET AL.,
Petitioners,
v.
CHRISTOPHER GARNIER, ET UX.,
Respondents.

**On Writ of Certiorari to the United States
Court of Appeals for the Ninth Circuit**

**Brief of Local Government Legal Center,
National Association of Counties,
National League of Cities, and the
International Municipal Lawyers Association
as *Amici Curiae* In Support of Neither Party**

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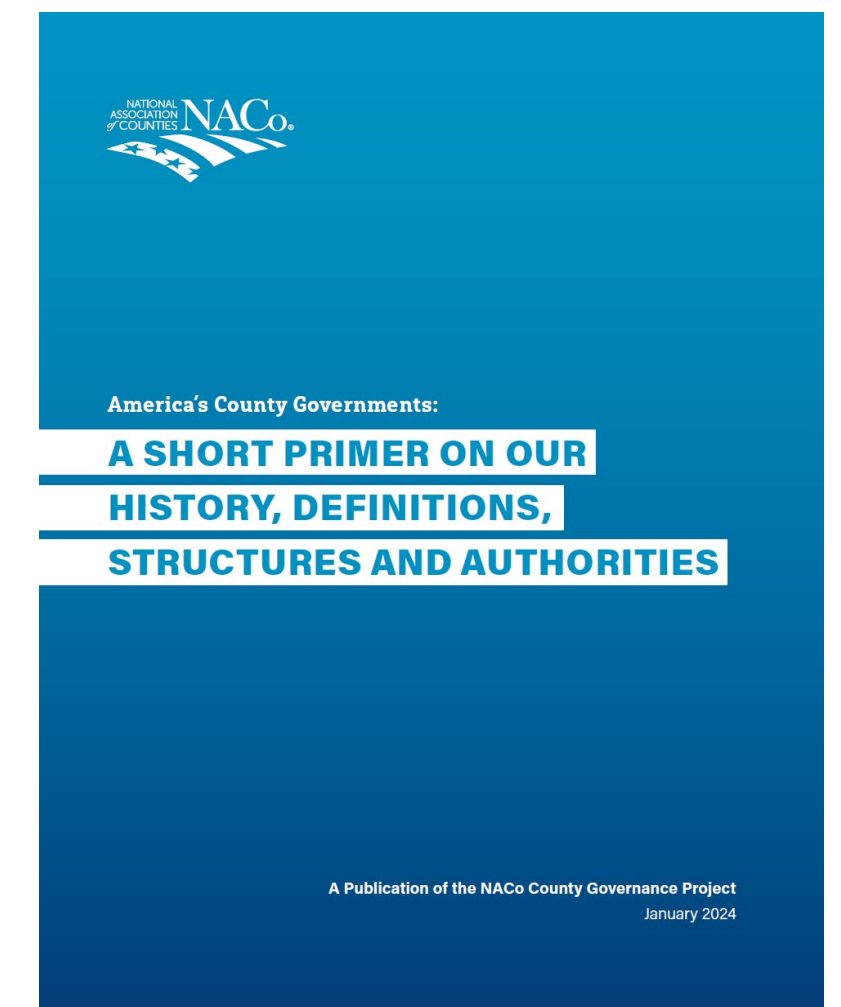
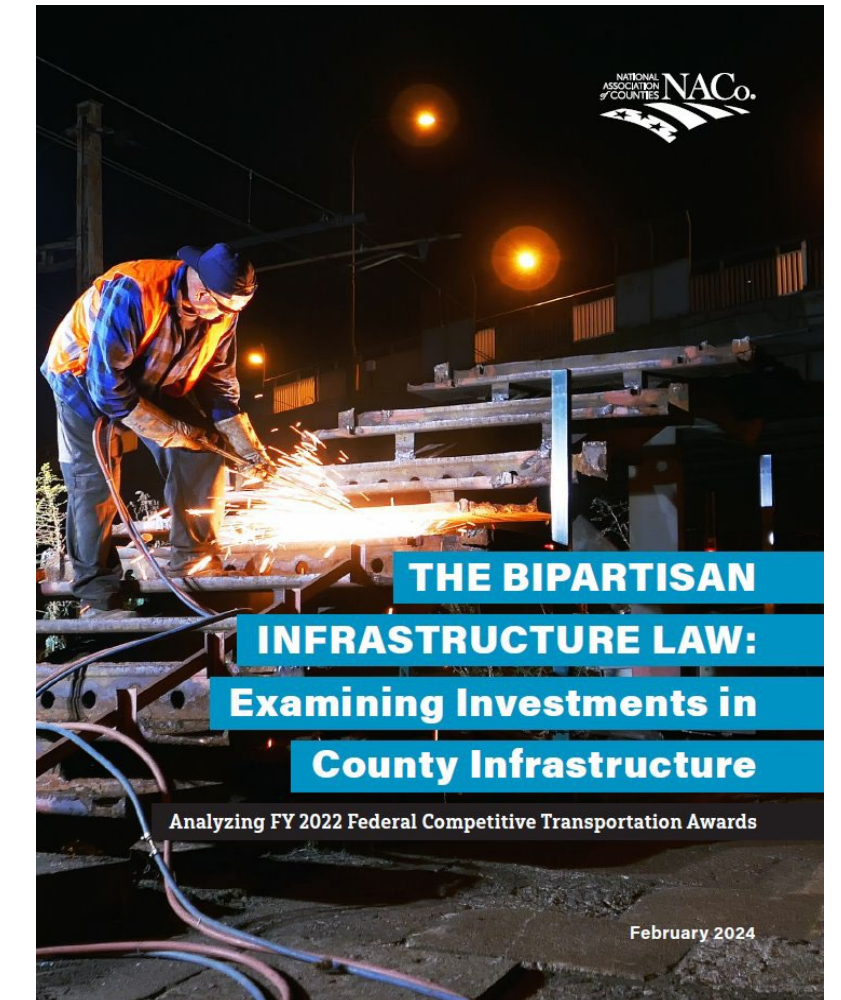
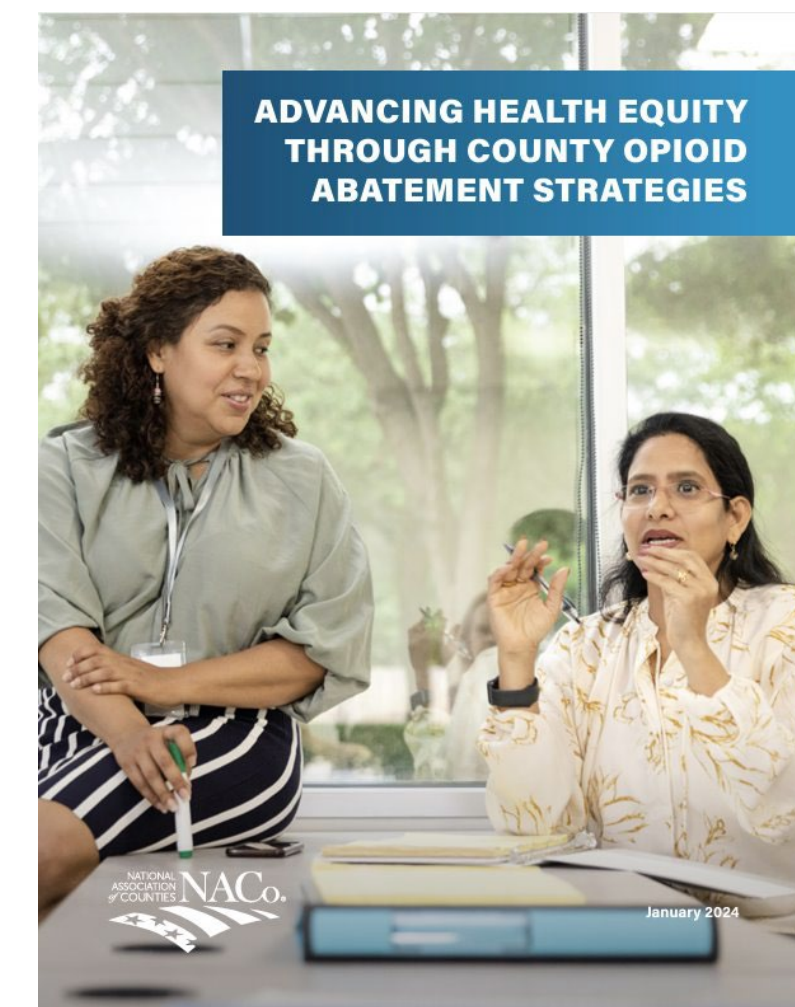
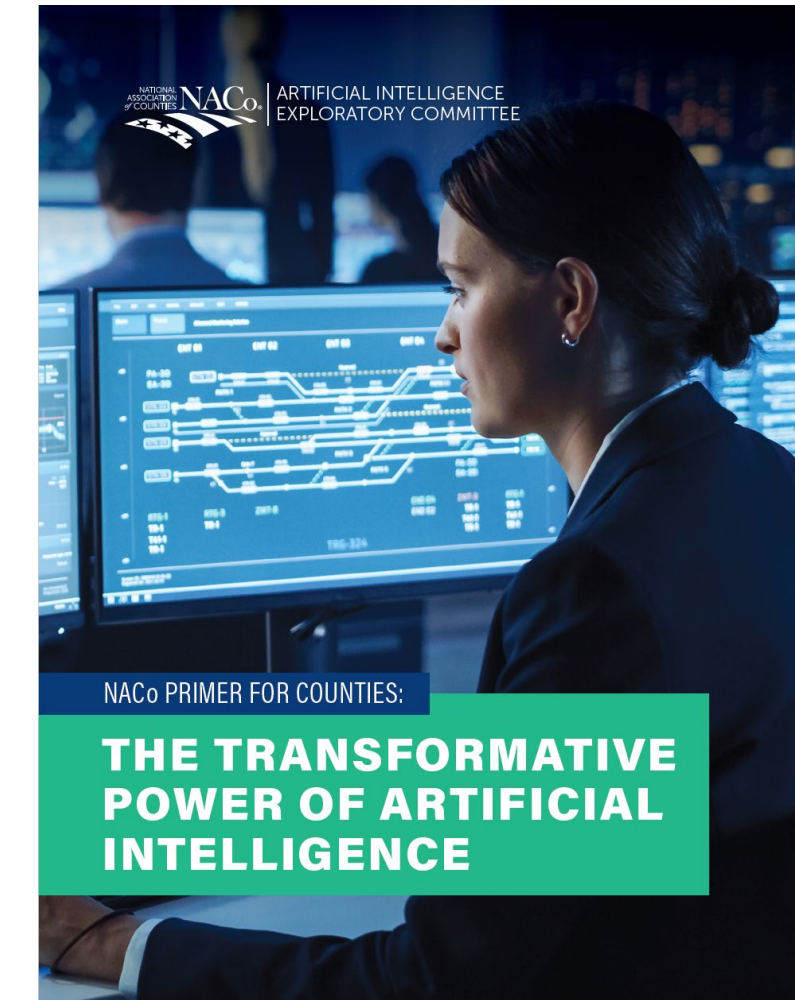
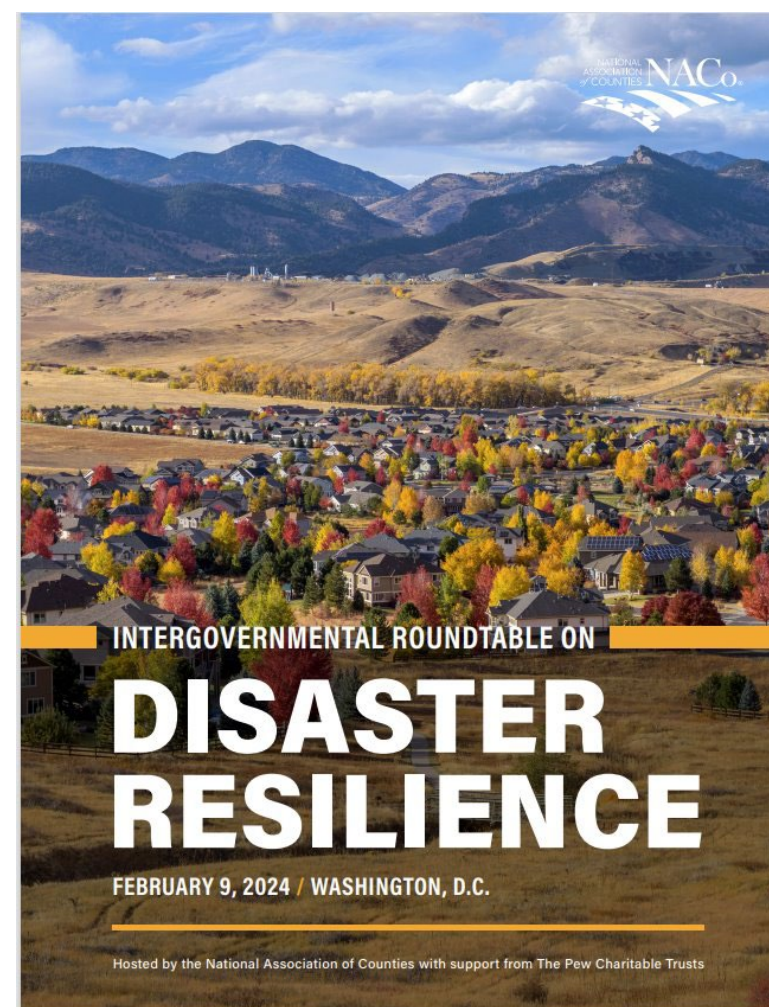
Counsel for Amici Curiae

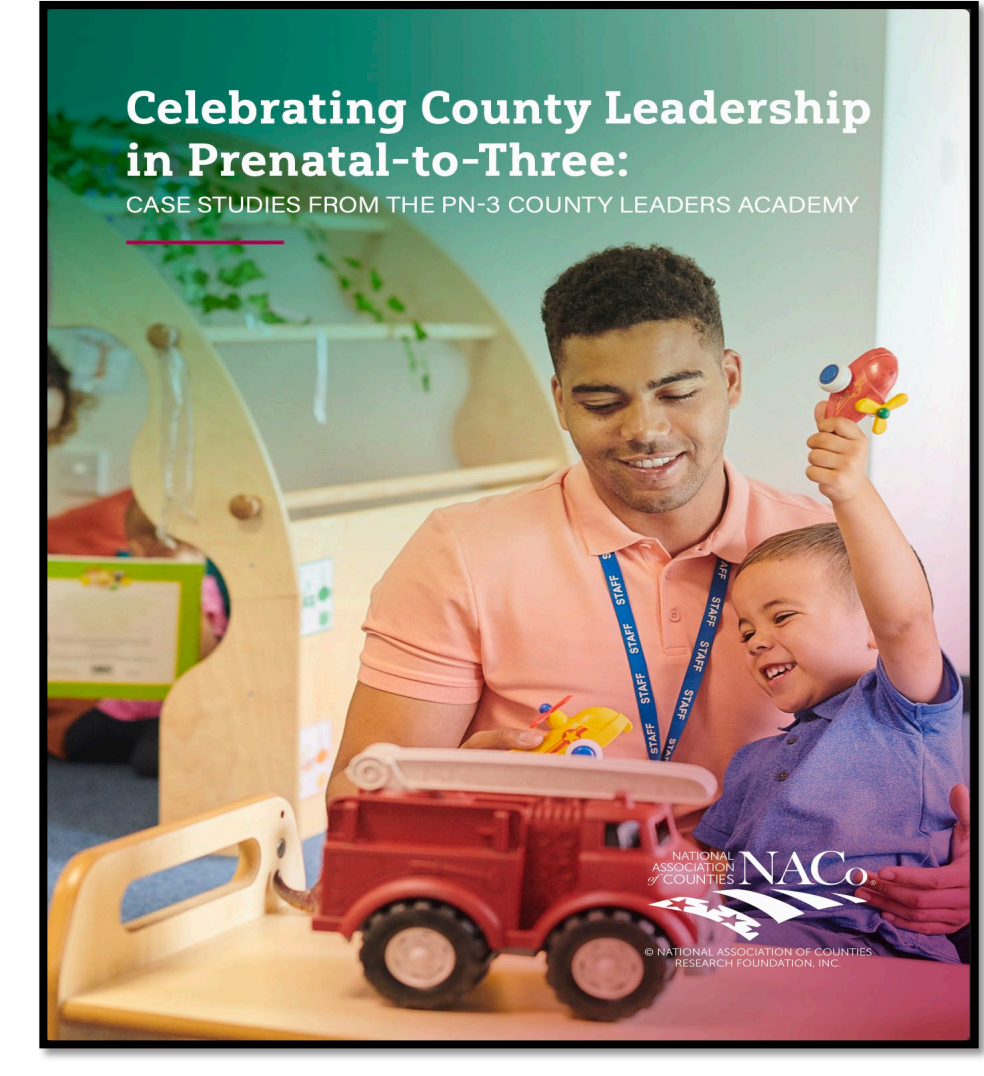
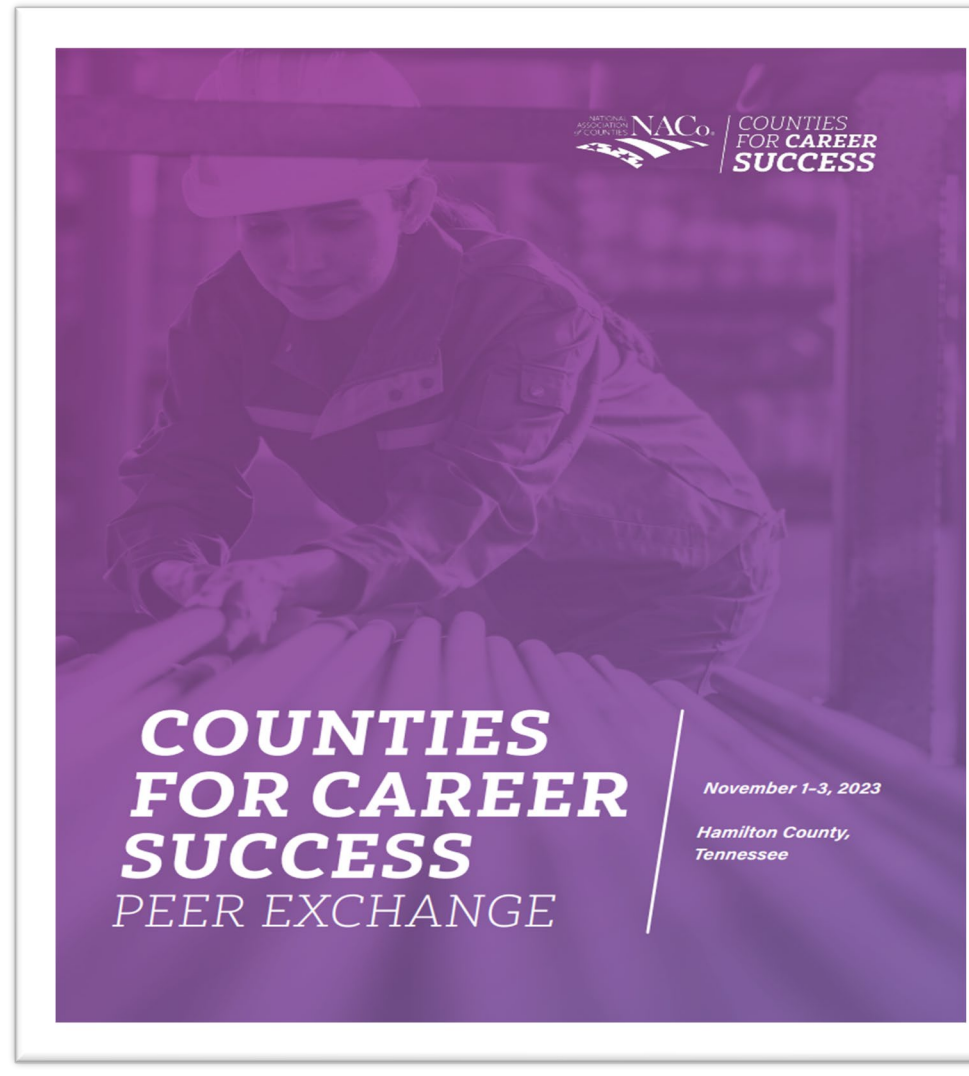
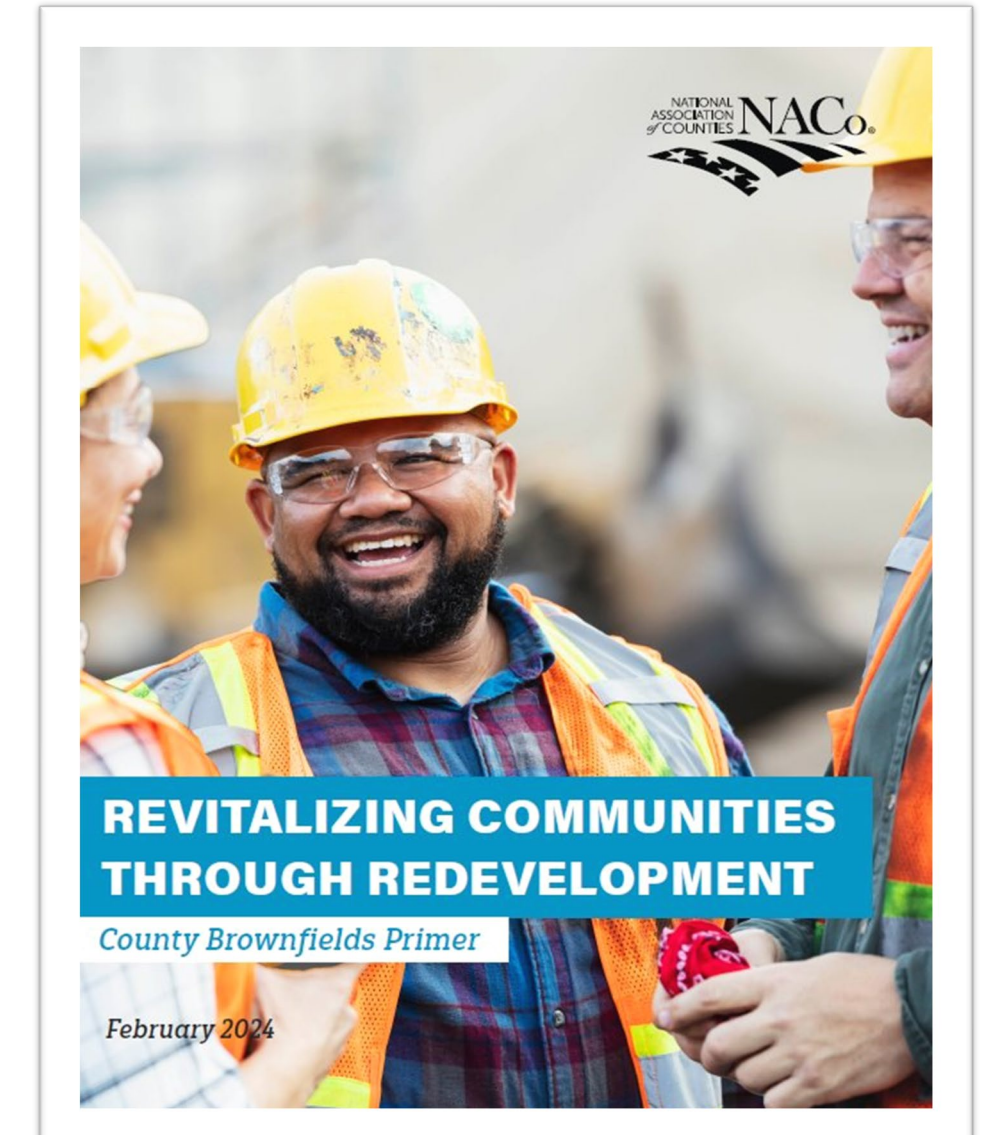
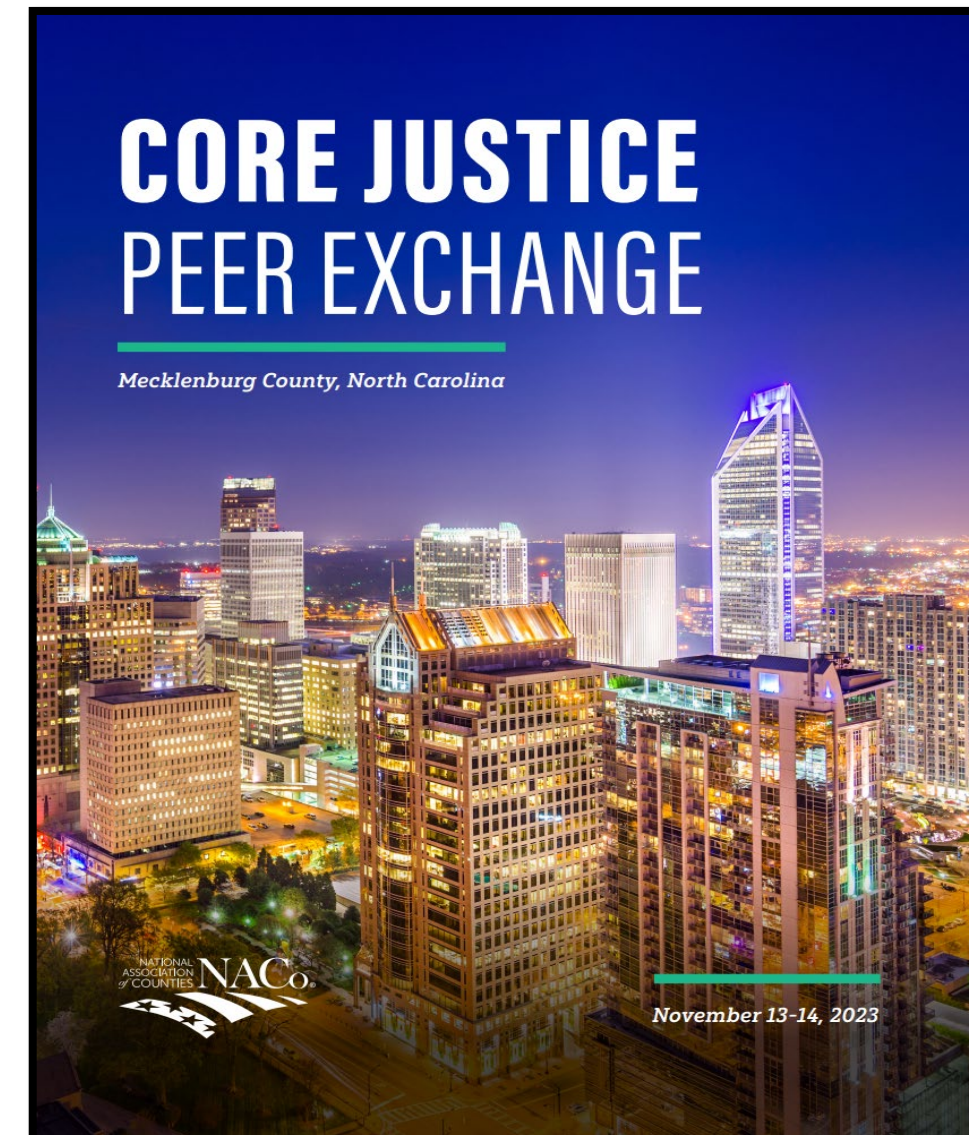
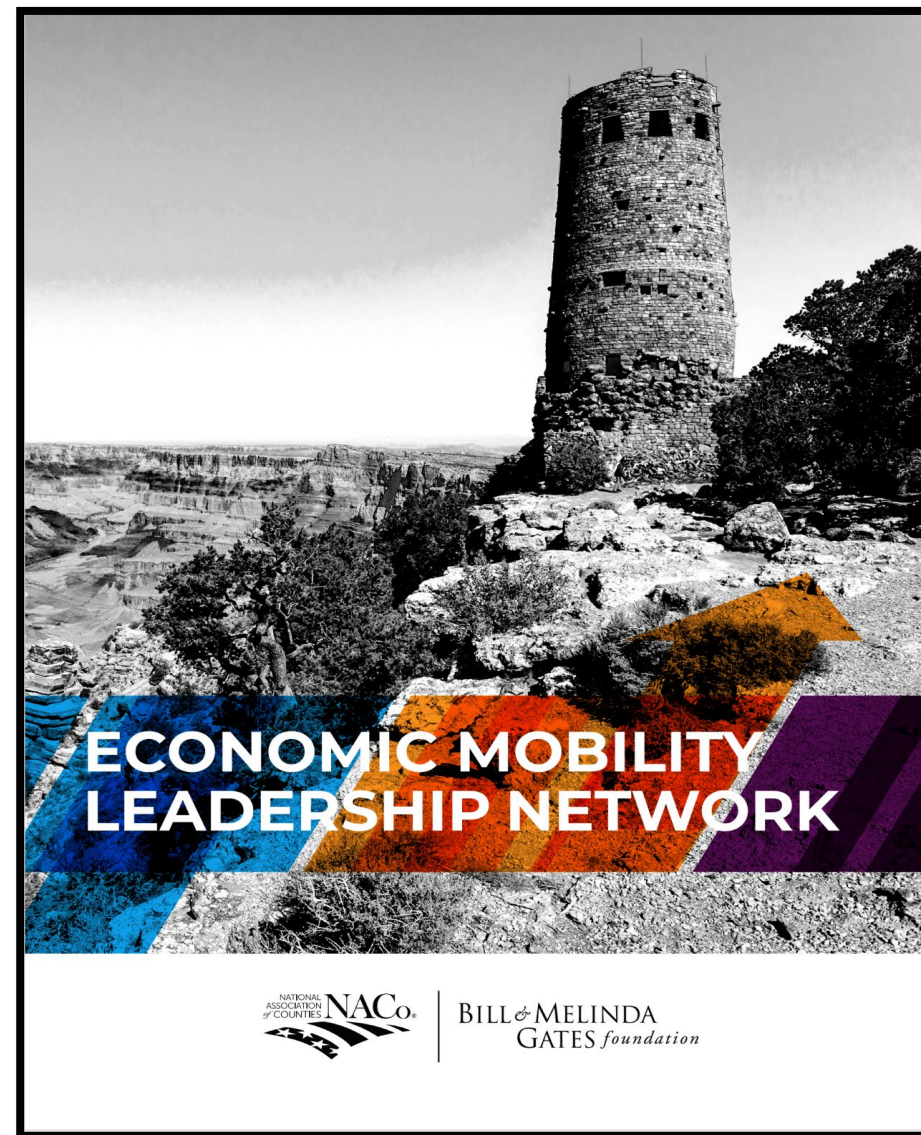
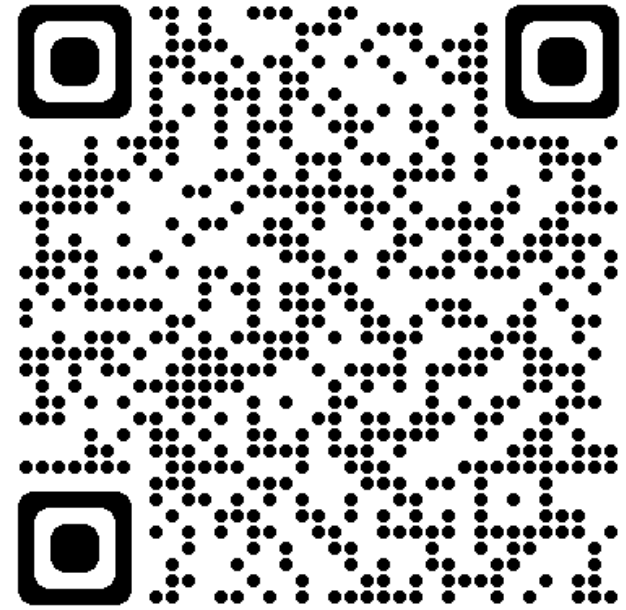
Becker Gallagher · Cincinnati, OH · Washington, D.C. · 800.890.5001

PERFORMANCE PRIORITY THOUGHT LEADERSHIP

AMPLIFY COUNTY SOLUTIONS IN PUBLIC SERVICE EXCELLENCE

- A. Empower counties with evidence-based policies
- B. Scale county innovation and partnerships
- C. Showcase and recognize county excellence
- D. Enrich the public's understanding of counties







ARTIFICIAL
INTELLIGENCE
EXPLORATORY
COMMITTEE



Commissioner Gregg Weiss,
Palm Beach County, Fla.



Judge Andy Brown,
Travis County, Texas



ARTIFICIAL
INTELLIGENCE
EXPLORATORY
COMMITTEE



Co-Chair
Commissioner Gregg Weiss,
Palm Beach County, Fla.



Co-Chair
Judge Andy Brown,
Travis County, Texas



Supervisor
Keith Carson
Alameda County, Calif.



Clerk/Auditor
Ricky Hatch
Weber County, Utah



Stephen Acquario
Executive Director
NYSAC



Peter Crary
Senior Manager of Technology
Texas Assn. of Counties



Commissioner
Chokwe Pitchford
Berrien County, Mich.



Scott Sorrel
County Administrator
Peoria County, Ill.



Commissioner
Chad Peterson
Cass County, N.D.



Commissioner
Tarryl Clark
Stearns County, Minn.



Bryan Hill
County Administrator
Fairfax County, Va.



Tom Lynch
Chief Information Officer
Cook County, Ill.



Shannon Smith
Chief of Staff, Dept. of IT
King County, Wash.



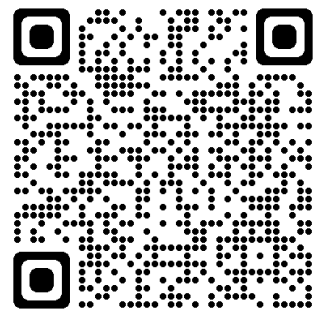
Commissioner
Christopher Rodgers
Douglas County, Neb.



Commissioner
Shinica Thomas
Wake County, N.C.



Scott Teruya
Director of Finance
Maui County, Hawaii



The Marvelous Adventures of Countyland



Flip, flap, the papers go,
In the **District Clerk's** world,
they're never slow.
Helping guide our courts,
with cases in hand,
Logged with precision,
always in demand.

19

Recycling, where old becomes new,
With gadgets that spin, hum, and coo,
Containers line up, in a merry brigade,
Turning trash into treasure, a resourceful crusade!



30

Roads weave, and bridges span,
Buses and trains, all part of the plan.
Airports buzz, planes take flight,
In our county, **transportation** is a delight!



26

An AI Experimental Project of NACo: A New Children's Book

Marvelous counties, we'll explore,
With public officials, we all adore.
Each one special, tailored to soar,
Adventures await, with wonders galore.

OPIOID SOLUTIONS

Empowering local leaders to leverage opioid settlement funds and other resources for effective treatment, recovery, prevention and other public health practices that save lives and address the underlying causes of substance use disorder.

NACo's Opioid Solutions Initiative features

Opioid Solutions Center

A web-based resource center for best practices and case examples related to addressing opioid and substance use disorder

Leadership Network

A national network of county officials focused on reducing overdose deaths and addressing substance use disorder in their communities

NACo will begin accepting applications to the Opioid Solutions Leadership Network in September 2022.

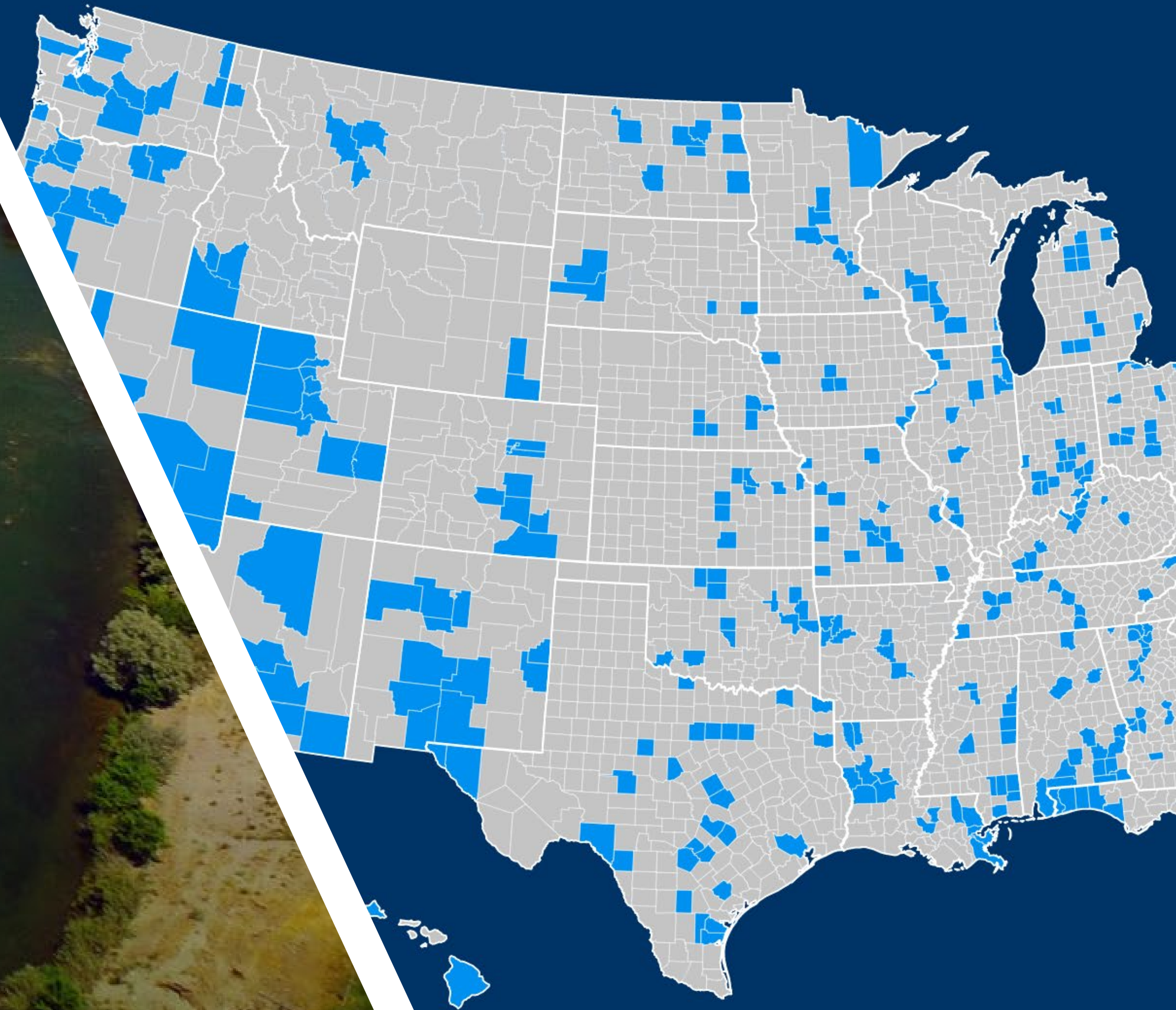


**NACo's Opioid
Solutions Center**

NACo County Explorer COUNTIES WITH MILITARY INSTALLATIONS

COUNTIES AND MILITARY INSTALLATIONS 101

LEVERAGING THE FARM BILL TO PROMOTE COMPATIBLE
LAND USE AND COMMUNITY DEVELOPMENT



502

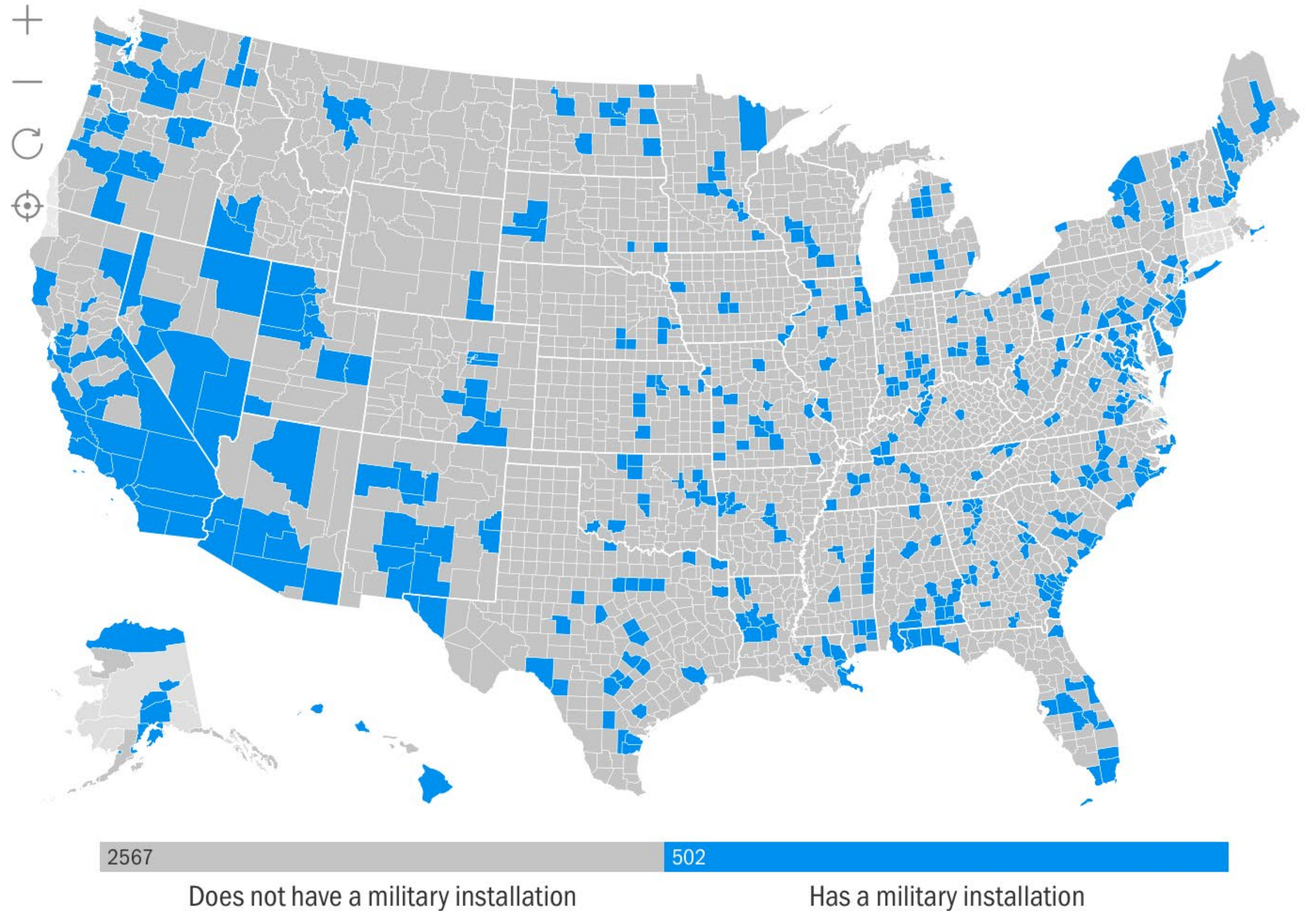
military installation

Has a military installation

the map on NACo's County Explorer.

Counties with Military Installations

View the interactive map in full screen. [Click here](#) to access the map on NACo's County Explorer.



Source: Department of Defense - Defense Installations Spatial Data Infrastructure (DISDI)

PERFORMANCE PRIORITY

FINANCIAL
HEALTHOPTIMIZE COUNTY AND NACO
RESOURCES AND COST SAVINGS

- A. Be impeccable stewards of the association's assets
- B. Secure and strengthen the association's financial position
- C. Evolve enterprise programs for sustained member value
- D. Advance new value-added solutions for counties



Cost-Saving SOLUTIONS
DELIVERING COST, TIME AND EFFICIENCY SAVINGS

With our state association and affiliate partners, NACO is focused on advancing new and enhanced value-added, cost-effective solutions for America's counties and the public... by leveraging the collective purchasing power, expertise and shared values of our membership.

www.naco.org/costsavings

Logos: PUBLIC PROMISE PROCUREMENT, Public Promise Insurance, Nationwide, NACO COUNTY TECH XCHANGE, PROFESSIONAL DEVELOPMENT ACADEMY, ClearGov, threeplusone, Mental Health FIRST AID, Live Healthy U.S. Counties.

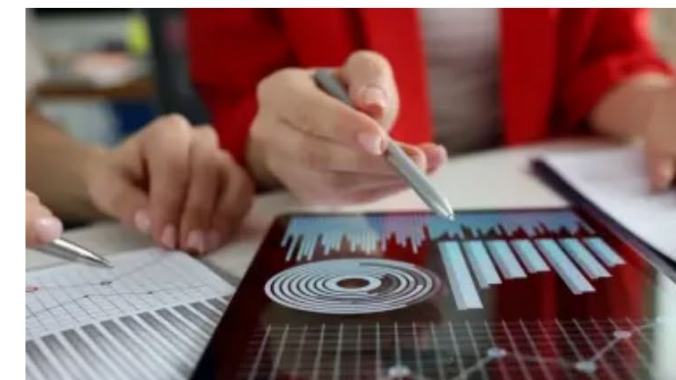
NACO BLUEPRINT 22

All Cost Saving Solutions



Mental Health First Aid

Mental Health First Aid is a skills-based training administered by the National Council for Mental Wellbeing.



cashvest® by threeplusone®

cashvest® by threeplusone® provides a new and unparalleled level of liquidity analysis and data services for local, county, school district and community college governing bodies.



ClearGov®

ClearGov® is the leading provider of budget cycle management software, focused on helping local governments streamline the annual budgeting process.



ENTERPRISE FOR GOVERNMENT EXCELLENCE

EDGE IS OWNED BY NACo, ADVISED BY COUNTY LEADERS,
AND 100% FOCUSED ON SOLUTIONS FOR U.S. COUNTIES.

BUILT BY COUNTIES,
FOR COUNTIES.

naco.org/edge

Scan QR
Code



Nationwide

NACo is proud of a 43-year partnership with Nationwide to support the retirement needs of county employees. Nationwide is obsessed with retirement outcomes and in addition to the state-of-the-art deferred compensation program, continues to develop needed solutions such as the Protected Income suite.

\$27.8 Billion

Assets Under
Management

1.6 Million

County Employees
Enrolled Since Inception



2,900+

Participating
County Agencies
Across the U.S.



**Public
Promise
Insurance**
Powered by NACo *

Public Promise Insurance provides a platform of voluntary employee benefit solutions, along with a Pharmacy Benefits Management (PBM) coalition, built exclusively for public sector employees and their families. These benefits help counties recruit and retain top talent and manage benefit costs more effectively.

72% Of U.S. Workforce

Employees Reporting Better
Benefits Will Increase
Happiness & Productivity

3.6 Million

Leverages Combined
County Workforce

15.6%

Average Pay Gap Between Private &
Public Sector Jobs. The Right Benefit
Programs Can Close This Gap



**PUBLIC
PROMISE
PROCUREMENT**
Powered by NACo *

Public Promise Procurement provides counties with cost-effective and efficient purchasing contract vehicles. The unique lead public agency (LPA) and peer-vetted model provides for a fully transparent and competitive process to identify best-in-class suppliers.

90,000+

Leverages the spend
of over 90,000 U.S.
public agencies

\$1.2 Trillion

Maximize Use Of Federal
Aid To Local Communities

\$3.5 Trillion

Aggregate Buying Power Of
Counties & Other Public Agencies,



*Wholly-Owned by NACo

GET YOUR EDGE

Nationwide
Public Promise Insurance
Public Promise Procurement

Carlos Greene, Program Director
Tim Brown, Program Director
Paul Terragno, Program Director

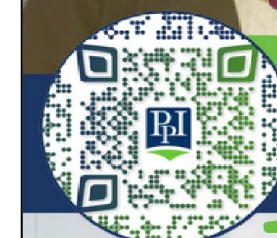
cgreene@naco.org
tbrown@naco.org
pterragno@naco.org

(770) 881-0100
(713) 820-0909
(301) 717-2969

PUBLIC SECTOR'S
#1 TRUSTED
RESOURCE



**Public
Promise
Insurance**
Powered by
NACo



Scan QR code for more info & FAQs

A Competitive Edge In Recruitment & Retention
Reliable Voluntary Benefits For
Local Government Employees

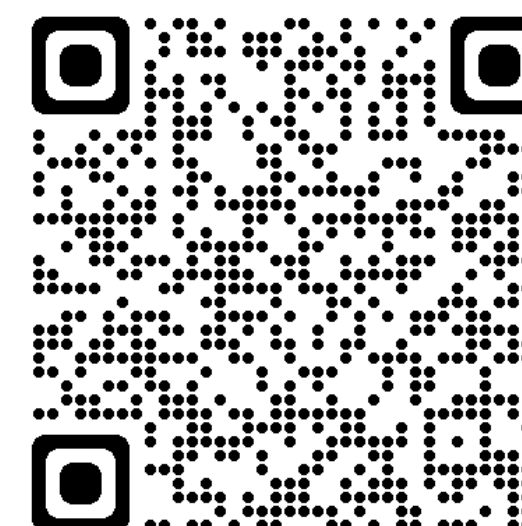


**PUBLIC
PROMISE
PROCUREMENT**

Strengthening Public Entities'
Purchasing Power

- ✓ Structured arrangements to aggregate purchasing power
- ✓ Procure a broad range of goods and services tailored to your needs
- ✓ Peer-reviewed, transparent purchasing contracts
- ✓ Available to all counties, cities, states, public school systems and taxing authorities
- ✓ Cooperative provides ongoing value and strong relationships with suppliers and other members

www.publicpromiseprocurement.org



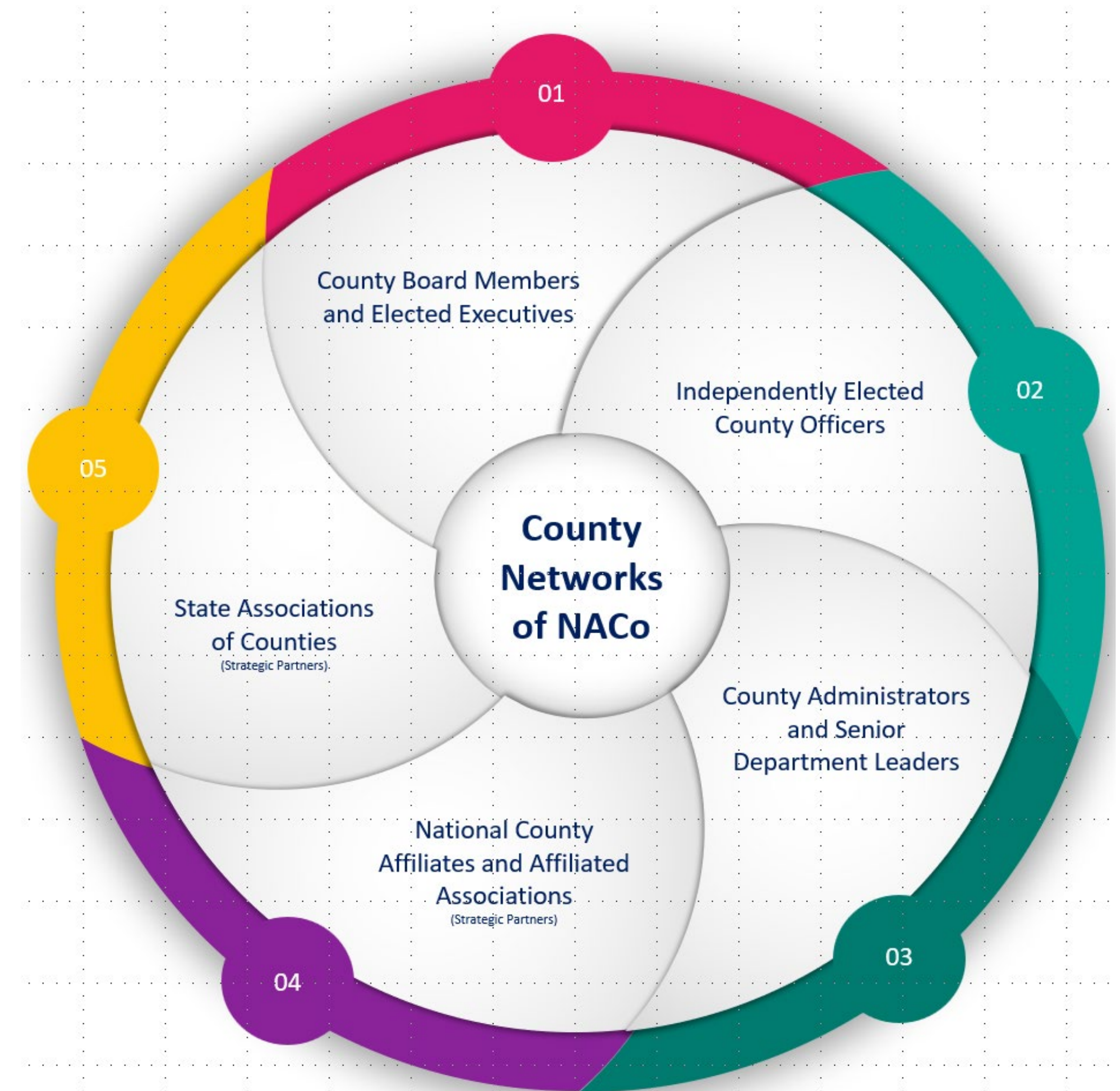
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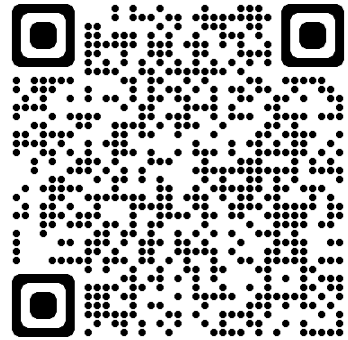
PERFORMANCE PRIORITY

TALENT & WELLBEING

PERFORM AS A PREEMINENT ASSOCIATION

- A. Embody NACo's Values and Norms
- B. Thrive as a premier employer of choice
- C. Expand the skills, horizons and engagement of NACo staff
- D. Strengthen the performance & wellbeing of county workforce





NACo NORMS: ONE NACo VALUES AND BEHAVIORS FOR OPTIMAL PERFORMANCE AND WELLBEING

OUR CULTURE. OUR HABITS.

- 1. EXCELLENCE IN PUBLIC SERVICE**
We are passionate about advancing excellence in public service to help people and places thrive across America.
 - A. THRIVE AS AMBASSADORS:** Cultivate NACo champions for life. We lead with character, purpose and passion. We are force multipliers as we strengthen our value through collaboration and engagement, knowledge sharing and lifelong learning, and community building with members, teammates and partners.
 - B. EXECUTE MASTERFULLY:** Time is a precious, relentless force. Therefore, clarify and prioritize our desired Objectives and Key Results, with clear standards, timelines and roles. As we plan our work and work our plan, we take to heart that proper preparation powers peak performance.
 - C. EXERCISE BRAND CONSISTENCY:** From the micro to the macro, consistency is the belt that fastens excellence in position. Use our AskNACo resources as we ensure brand discipline and harmony in our operations, communications and overall activities.
 - D. EMBRACE THE JOURNEY:** Take pride in advancing the achievements, leadership, partnerships, policies, and skills of America's county officials. As an extension of America's county governments, we are leading a life of meaning through public service.
- 2. EXPERIENCE, HERITAGE, AND THOUGHT**
We embrace and respect our diversity of experience, heritage, and thought.
 - A. CULTIVATE AN EQUITABLE WORKPLACE:** We prosper through our diverse, mission-driven and talented workforce. We value our varied backgrounds and experiences as we pursue an equitable and inclusive workspace that upholds respect and civility.
 - B. EMBRACE OUR EXPERIENCES:** Each teammate brings our own life experiences, culture, and identity. We learn when we listen openly to others. We flourish when we cultivate the curiosity and empathy that unlocks and sustains innovation.
 - C. LEAD WITH EMPATHY:** We ask constructive questions and are intellectually curious for a deeper understanding of different viewpoints and context. We show humility and self-awareness in our interactions with others.
 - D. SAVOR LEARNING OPPORTUNITIES:** We consistently evaluate our workflow, landscape, and performance with honesty and openness to our blind spots and our utmost potential. Step back and take a 360-degree view to understand the perspectives and experiences of our members, teammates and partners so we can grow, collectively and individually.
- 3. INGENUITY AND IMPACT**
We sustain our ingenuity and impact by harnessing our collective knowledge and talents.
 - A. POWER OF VISION:** As a nearly 90-year-old start-up, we build upon our past by sustaining our creativity and bold aspirations, passion and energy, and commitment to the finest details.
 - B. COLLABORATE WITH PURPOSE:** We open our doors, extending invitations and openness for teammates to offer fresh and deeper insights and ideas as we pursue excellence as a ONE NACo team.
 - C. EMBRACE FEEDBACK AS A GIFT:** Continual feedback loops create the conditions for lifelong learning and open new pathways for sustainable progress and professional growth.
 - D. PRAISE IS A POWERFUL PEOPLE-BUILDER:** We enrich our trust, teamwork, and performance through an unbending culture of peer recognition. We routinely acknowledge our collective and individual contributions toward our shared mission and objectives.
- 4. COLLEGIALLY, CIVILITY, AND INCLUSIVITY**
We cultivate collegiality, civility, and inclusivity.
 - A. ACT WITH GOOD INTENTIONS:** Brighten the lives of the people we touch. Treat others the way we expect to be treated. Understand the overall context of our actions. Honor our commitments as we build mutual trust.
 - B. COMMUNICATE CLEARLY:** Positive, genuine dialogue is prized. Be clear, honest and transparent about our intentions, recognizing each of us has different styles of communication.
 - C. UPLIFT EACH OTHER:** Connect with teammates regularly and conduct earnest conversations with a focus on sustaining team engagement and wellbeing. It takes teamwork to make the dream work.
 - D. VALUE A FOUNDATION OF SELF CARE:** As a high performing organization, we devote time to reflect, recharge and reconnect with family, friends and teammates. We take care of ourselves as how we feel inside is how we treat others on the outside. We sustain our service to others by staying healthy, both physically and mentally.
- 5. OUR MEMBERSHIP VALUE**
We are steadfast in our relentless pursuit to enrich our membership value.
 - A. TELL THE COUNTY STORY IN A COMPELLING, IMPACTFUL WAY:** Data makes us credible. Stories make us memorable. Relationships make us present. Knowledge makes us valued. Smart brevity, rooted in a continuous cycle of innovation and exploration, is our currency.
 - B. UNDERSTAND THE POLITICAL LANDSCAPE:** Recognize the various layers and motives within the political arena, yet we must never be partisan in our approach.
 - C. CREATE MEMORABLE EXPERIENCES:** Give energy and be present as we enhance county decision-making and services, strengthen relationships and learning about counties, and attain lifelong members. We transform and scale our raw data, information and networks into actionable, meaningful knowledge and impact.
 - D. TRUE TO OUR MISSION:** We pursue our mission through a ONE NACo mindset of genuine care, empathy and respect for each other, our partners and our members. Our North Star is our shared belief that stronger counties result in a stronger America.

NACo BLUEPRINT 9



Mental Health First Aid

Mental Health First Aid (MHFA), a skills-based training that teaches people how to identify, understand and respond to signs and symptoms of mental health and substance use challenges.

"I loved this class and will take what I learned and use it in my job and family life. I think every Leader should take this course; it is that valuable to me."
Arapahoe County, CO







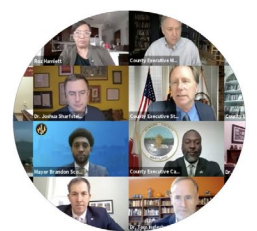
NACo 2023 TECHNOLOGY PRIORITIES

Developed by the NACo Tech Exchange County Membership



CYBER SIMULATION


Div 1 Data Nation 3



COUNTY EXECUTIVES ROUNDTABLE

NACo-supported network of about 25 county elected executives from major to mid-sized urban counties

Network meets together each year for a county innovation forum in December, plus holds monthly conference calls



BUSINESS OF COUNTIES FORUM

NACo-supported network of the county administrators for counties above 1 million population

Networks meets together each year for a county innovation forum in the fall, plus holds regular conference calls




TECH XCHANGE

NACo-led network of more than 1,000 county IT professionals, primarily CIOs and CISOs

Online Tech Xchange hub, plus regular forums at NACo conferences and events

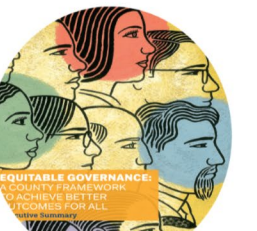
Workforce Network Advisory Council

| | | | | | |
|--|---|--|---|---|---|
|  CHAIR TONI HOLMES DIRECTOR OF TALENT MANAGEMENT ROCKDALE COUNTY, CA |  VICE BETSY KELLER CHIEF ADMINISTRATOR EL PASO COUNTY, TX |  WAYNE CONROY HUMAN RESOURCES DIRECTOR PALM BEACH COUNTY, FL |  DEANA ZALAS RISK MANAGEMENT DIRECTOR COOK COUNTY, IL |  ANDREA KIMBLE-SCOTT TALENT ACQUISITION MANAGER HARRIS COUNTY, TX |  PAUL NERLAND COUNTY ADMINISTRATOR FRESNO COUNTY, CA |
|  ROBERT WILSON HUMAN RESOURCES DIRECTOR DALLAS COUNTY, TX |  SHEILA MURPHY COUNTY ADMINISTRATOR MCLEOD COUNTY, MI |  SHAWN STOKES HUMAN RESOURCES DIRECTOR PRINCE GEORGES COUNTY, MD |  MICHAEL KANGLER COUNTY MANAGER CHATHAM COUNTY, GA |  JAN CORIE COUNTY ADMINISTRATOR LYNCHINGTON COUNTY, NY |  VELISHA HADDOX CHIEF HUMAN RESOURCES OFFICER COOK COUNTY, IL |
|  RHEA REYNOLDS HUMAN RESOURCES DIRECTOR SNOHOMISH COUNTY, WA |  IVY MARTIN TALENT SOLUTIONS DIRECTOR HILLSBOROUGH COUNTY, FL |  DEBORAH STOUTAMIRE CHIEF ADMINISTRATIVE OFFICER NACo |  CARLOS GREENE NATIONAL PROGRAM DIRECTOR OF EMPLOYEE BENEFITS, NACo EDGE | | |




PROCUREMENT ADVISORY NETWORK

Select group of county procurement experts that advise the association on the trends, variations and priorities related to public procurement



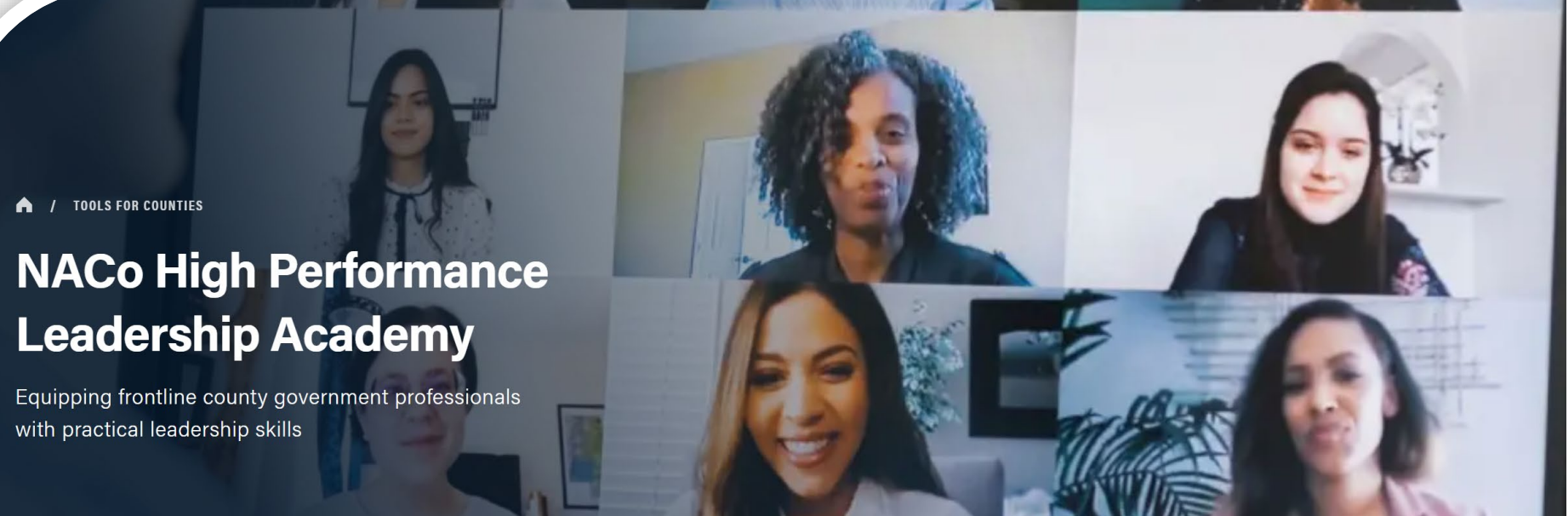
CHIEF EQUITY OFFICERS

Network of county professional staff focused on building equitable policies, practices and workforce, including county Chief Equity Officers



WORKFORCE NETWORK

New network of county elected and appointed officials focused on building the county government workforce of the future



NACo High Performance Leadership Academy

Equipping frontline county government professionals with practical leadership skills

About HPLA

The **NACo High Performance Leadership Academy** is an innovative, completely online 12-week program created to equip frontline county government professionals with practical leadership skills to deliver results for counties and communities. ([Click here](#) to learn about NACo's Enterprise Cybersecurity Leadership Academy.)

With a robust curriculum developed by the [Professional Development Academy](#) in partnership with Fortune 1000 executives, public sector leaders, world-renowned academics and thought leaders, including General Colin Powell and Dr. Marshall Goldsmith, HPLA was designed specifically for the unique challenges and opportunities of serving in county government.

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TALENT & WELLBEING