OUR BLUEPRINT

STRONGER COUNTIES. STRONGER AMERICA.
OUR MISSION IS CLEAR

STRENGTHEN AMERICA’S 3,069 COUNTIES
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

The NACo Blueprint strengthens America’s counties by harnessing the collective powers, knowledge and innovations of county officials, ultimately helping people and places to thrive.
WHO ARE NACo MEMBERS?

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.
1935
NACo founded as the National County Officers Association by George F. Breitbaugh, county clerk of Milwaukee County, Wis., as the founder and first president. First convening held in Rock Island Co., Ill., followed by a “make or break” second annual event in Weber Co, Utah.

1957
Evolved from individual county officials paying an annual subscription to County News (known as The County Officer) to counties now becoming members by subscribing (as county dues) to the NACo County Information Service. First executive director is hired.

1980s
Due to a dramatic decline in federal funding for national associations to provide research, technical assistance and program support, as well as a major financial misstep with a new NACo office building, the Association experiences massive staff reductions, struggling cash flow and executive leadership turnover.

Early 2000s
The Association’s membership hits a new all-time high of 2,000 dues-paying counties, new programs and services emerge, and the overall financial condition of the Association improves dramatically.

1991
After a lost decade, due to financial austerity and major staff reductions in the 1980s, the Association experienced a renaissance starting in 1991 under the leadership of Larry Naake as executive director and with the creation of the NACo Financial Services Corporation and, later, the U.S. Communities Purchasing Alliance.

2019-2022
With transition payments from the U.S. Communities sale set to expire in late 2022, NACo establishes a new Enterprise Investment Fund to test, develop, invest and scale new value-added membership services.

2012
Facing a potentially major financial crisis, the Association (along with endorsing state associations) renegotiate our long-standing partnership agreement with Nationwide, fueling new revenue growth and stability.

2018
After more than 25 years of success, NACo sold our ownership interests in the U.S. Communities Purchasing Alliance due to external partnership factors. With this major disruption to the Association’s annual revenues, NACo’s leadership launched a new strategic plan, the NACo Blueprint.

2023… A New Era
After years of research and planning, the Association launches two new high-value enterprises for voluntary employee benefits and public sector procurement, Public Promise Insurance and Public Promise Procurement.

NACo BLUEPRINT
VALUES  OUR CORE BELIEFS

Guided by a shared belief that stronger counties result in a stronger America:

1. We are passionate about advancing excellence in public service to help people and places thrive across America.

2. We embrace and respect our diversity of experience, heritage, and thought.

3. We sustain our ingenuity and impact by harnessing our collective knowledge and talents.

4. We cultivate collegiality, civility, and inclusivity, and

5. We are steadfast in our relentless pursuit to enrich our membership value.
NACo NORMS: TRANSLATING OUR VALUES INTO ONE NACo BEHAVIORS FOR OPTIMAL PERFORMANCE AND WELLBEING

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. 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, dedicated and thoughtful workforce. We value our varied backgrounds and experiences as we pursue an equitable and inclusive workspace.

   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 unbinding culture of peer recognition. We routinely acknowledge our collective and individual contributions toward our shared mission and objectives.

4. COLLEGIALITY, 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 invitations and openness for our blind spots and our utmost potential.

   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 we 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.
The association is aligned around 5 PERFORMANCE PRIORITIES:

01. Inspire exemplary county leadership
02. Achieve county priorities in national policymaking
03. Amplify county solutions in public service excellence
04. Optimize county and NACo resources and cost savings
05. Perform as a preeminent association
INTERGOVERNMENTAL FRAMEWORK
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
Under America’s form of federalism, the intergovernmental system is about the balance, division, and sharing of power and responsibilities between levels of government.
As national representatives of \textit{general-purpose state and local governments}, led by our publicly elected officials, our associations are distinguished from the larger world of nonprofits and special interest groups, mainly by our governmental membership and our connections to governmental policy. \textit{As public entities, our collective missions are to represent the broader, public interest in public affairs.}

The White House and each federal department has an office assigned specifically as liaisons to the Big 7 and our individual memberships:

- National Association of \textit{Counties}
- Council of \textit{State Governments}
- National Conference of \textit{State Legislatures}
- National \textit{Governors} Association
- National League of \textit{Cities}
- U.S. Conference of \textit{Mayors}
- International \textit{City/County Management} Association

(Only non-elected official group)
Since the founding days of America’s first counties in 1634, the county landscape has changed significantly. Yet, the fundamentals remain the same: stronger counties are the building blocks for a stronger America.

Today, our 3,069 counties, parishes and boroughs remain focused on achieving healthy, safe and vibrant communities across America.

The powers, mandates, limitations and organizational structure of counties are typically charted under state constitutions or laws and are tailored to fit the needs and characteristics of the state and sub-state local areas. Counties are also often tasked with implementing federal policies and programs.

More than 19,000 elected county board members and executives, nationwide, set and oversee the general policies and budgets of the nation’s county governments, with nearly 18,500 independently elected county officials also playing key leadership and management roles for specific areas of county roles and responsibilities.

Overall, counties invest more than $660 billion each year and employ almost 3.6 million Americans dedicated to excellence in public service – more than two percent of the U.S. workforce.

As representatives of America’s county governments - led by our county elected officials - NACo plays an instrumental role in our nation’s intergovernmental partnership among federal, state, local and tribal elected government officials.

NACo is a member of the “Big 7” coalition of seven national associations in Washington, D.C., whose members represent the chief elected officials of state and local governments. The leadership of our organizations work together regularly to address national issues of mutual interest affecting state and local governments.

NACo and our county officials are not lobbyists or a special interest group. We are part of our nation’s intergovernmental system of public elected officials, chartered with serving the broader, public interests.
COUNTY GOVERNMENT ROLE
IN OUR NATION’S INTERGOVERNMENTAL SYSTEM
COUNTY GOVERNMENT ROLE
IN OUR NATION’S INTERGOVERNMENTAL SYSTEM

County Connections

Former County Officials in the 118th Congress (2023-2024)

30 STATES

79 FORMER COUNTY OFFICIALS
IN U.S. CONGRESS

66 FORMER COUNTY OFFICIALS
IN U.S. HOUSE OF REPRESENTATIVES

13 FORMER COUNTY OFFICIALS
IN U.S. SENATE

11 NEW FORMER COUNTY OFFICIALS
COUNTY LANDSCAPE

STRONGER COUNTIES. STRONGER AMERICA.
WHEN WERE THE FIRST COUNTIES FORMED?

Can be traced back to the

9th and 10th centuries –

when the Kingdom of England

first created “shires”
Shires were ruled by the monarchy through appointed earls/ealdormen and run by a council of local landowners.

Main functions often included courts, public works, relief of the poor, tax collection and local regiments for the crown.
In America, the first 8 shires, later known as counties, were formed and stretched from the eastern shore of Virginia in 1634.
EVOlution
Of Counties

Today, our 3,069
county governments
are chartered under
state constitutions or
laws, tailored to fit
the needs and
characteristics of
states and local areas.
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, share your information with policymakers and educate the public on the importance of counties.

STATE PROFILES

STATE PROFILES

NATIONAL DATABASE

GLOSSARY

LEARN ABOUT COUNTY GOVERNANCE IN YOUR STATE

Click below for state profiles featuring data on county structure, county authority, health and human services, infrastructure, public amenities, zoning and development, public safety, schools, finances and more!
You asked. We listened.

New and improved County Explorer...

simple.
accessible.
impactful.

...we’re changing the way you see county data – literally.

County Explorer is now more accessible and user-friendly. The new tool sports a redesigned user interface which makes navigation simple, while maintaining familiarity. County Explorer now works on mobile devices, and it looks particularly great on tablets. Check out the new design, functionality, and more at Explorer.NACo.org. #CE2 @NAy Tweets
County Explorer Features:

- **Compare counties** across 13 categories, over 100 datasets and more than 1,000 data points across local issues, including county economies, transportation and infrastructure, health and public safety.

- **County and state level data summaries** on various topics, including county bridge inventory, housing affordability, Payment in Lieu of Taxes, veterans.

- **Interactive legend** to explore different trends on data within counties.

- **User-friendly interface** and compatible with mobile devices.

Each map in this report can be found at [explorer.naco.org](http://explorer.naco.org).

Email research@naco.org for more information and sign up for monthly updates at www.naco.org/CESignUp.
POPULATION BREAKDOWN
OF AMERICA’S 3,069 COUNTIES

About 50% of the U.S. population lives in
132 large urban counties, with the remaining
50% residing in more than 2,900 counties.

Regardless of population and size, federal
and state mandates and assignments for
county governments tend to be the same.

And all counties share the same purpose of
serving our local communities and residents.

Per 2020 Census figures
POPULATION BREAKDOWN OF AMERICA’S 3,069 COUNTIES

About 50% of the U.S. population lives in 132 large urban counties, with the remaining 50% residing in more than 2,900 counties.

Regardless of population and size, federal and state mandates and assignments for county governments tend to be the same.

And all counties share the same purpose of serving our local communities and residents.
A consolidated city-county is one or more cities and their surrounding county merge to create one intertwined governing organization responsible for all government services.
Today, our 3,069 county govts. are chartered under state constitutions or laws, and are tailored to fit the needs and characteristics of states and local areas.
BASICS OF COUNTY GOVERNMENT

COUNTY GOVERNMENT STRUCTURE

- **Legislative:** Commissioner, Supervisor, Board Member, Police Juror, Councilmember
- **Executive:** Executive, Judge & Mayor (Elected), & Administrator (Appointed)
- **Judicial:** Magistrate, Prosecutor, Circuit Courts, Justice of the Peace
- **Row Officers:** Assessor, Attorney, Auditor, Engineer, Clerk, Collector, Coroner, Recorder, Sheriff, Surveyor and/or Treasurer

COUNTY GOVERNMENT AUTHORITY

- Designated by state Constitution or law
- Home Rule, Dillon’s Rule, Mixed/Optional, In-Between
- Must/May/Cannot – for each type of county service
- Form partnerships
- Special districts
- Call a state of emergency

COUNTY GOVERNMENT SERVICES

- Health and Human Services
- Infrastructure
- Public Amenities
- Public Safety
- Zoning and Development
- Schools

COUNTY GOVERNMENT FINANCES

- Property Tax (real and personal)
- Sales Tax
- Income Tax
- Other taxes: Mineral Tax, Gas/Fuel Tax, Poll Tax, Hotel/Motel Tax, Transfer Tax, Vehicle Tax
- Fees for services
- Bonds / financing options (with debt limits)
Nationally, there are nearly 40,000 county elected officials:

- More than 19,000 elected county board members and executives nationwide set and oversee the general policies and budgets of the nation’s county governments.

- Nearly 18,500 independently elected county officials, created under state Constitutions or law (or by local county charter or voter action in Home Rule counties), also playing key leadership and management roles for specific areas of county roles and responsibilities.
**BASICS OF COUNTY ROLES**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>382,000</td>
</tr>
<tr>
<td>Behavioral Health Services</td>
<td>326,000</td>
</tr>
<tr>
<td>911 Call Centers</td>
<td>248,000</td>
</tr>
<tr>
<td>Domestic Violence Services</td>
<td>207,000</td>
</tr>
<tr>
<td>Small Business Assistance</td>
<td>101,000</td>
</tr>
<tr>
<td>Public Health Departments or Authorities</td>
<td></td>
</tr>
<tr>
<td>Emergency Operations Centers</td>
<td></td>
</tr>
<tr>
<td>Coroners &amp; Medical Examiners</td>
<td></td>
</tr>
<tr>
<td>Child Protective Services</td>
<td></td>
</tr>
<tr>
<td>Airports</td>
<td></td>
</tr>
<tr>
<td>Nursing Homes</td>
<td></td>
</tr>
<tr>
<td>Jails</td>
<td></td>
</tr>
<tr>
<td>Homeless Services</td>
<td></td>
</tr>
<tr>
<td>Elderly Services</td>
<td></td>
</tr>
<tr>
<td>Public Transportation Services</td>
<td></td>
</tr>
</tbody>
</table>

Counties employ over 3.6 million public servants, including:

- 382,000 Law Enforcement Officers
- 326,000 Hospital Workers
- 248,000 Human Services Workers
- 207,000 Public Health Workers
- 101,000 Fire Protection Workers
## BASICS OF COUNTY GOVERNMENT

### COUNTY GOVERNANCE BOARDS

**MOST COMMON NAMES OF COUNTY BOARD MEMBERS:**
- Commissioner
- Council Member
- Police Juror (Louisiana only)
- Supervisor
- Board Member

**MOST COMMON FUNCTIONS OF COUNTY BOARD MEMBERS:**
- Set the budget for the county
- Establish general policies for the county
- Oversight of county departments and operations

### CONSTITUTIONAL / ROW OFFICERS

**MOST COMMON INDEPENDENTLY ELECTED COUNTY OFFICIALS:**
- **ASSessor:** Establish value of land and property
- **AUDITOR:** Oversight of county assets and finances
- **CLERk OF THE BOARD:** Administrative support \ records for the county board
- **CLERk OF THE COURTS:** Court administration
- **CORONER:** Investigate cause and manner of death
- **COUNTY ATTORNEY:** Legal advisor for the county
- **DISTRICT ATTORNEY:** Chief prosecutor for the state within the county
- **RECORDER:** Keeps and administers public records (i.e. elections, land, birth & marriage)
- **SHERIFF:** Chief law enforcement officer (and also often manages the county jail)
- **TREASURER:** Management of financial assets
COUNTY BOARD

Depending on state law and the specific county charter, the COUNTY BOARD is elected to multi-year terms from single-member districts or at-large. County Boards are typically 3 to 7 members, yet may be as large as 45+ members as a legislative body.

MOST COMMON
• Legislative and/or executive powers
• Adopt the county budget and oversight of county finances
• Shape local public policy
• Approve the hiring of county employees

OTHER POSSIBLE FUNCTIONS
• Oversee consumer protection, economic development/planning and other programs
COUNTY ELECTED EXECUTIVES

Depending on state law and the specific county charter, the COUNTY EXECUTIVE is the political leader elected at large (countywide) and charged with executive authority in county government.

MOST COMMON TITLES

- County Mayor
- County Judge
- County Executive

MOST COMMON RESPONSIBILITIES

- Works with the legislative body to enact policy
- Oversee daily county operations and finances

OTHER POSSIBLE FUNCTIONS

- Veto power over legislative process
BASICS OF COUNTY GOVERNMENT

COUNTY TAX ASSESSOR-COLLECTOR

Depending on state law and the specific county charter, the TAX ASSESSOR-COLLECTOR is often an independently elected official of the county. In some cases, the position may be appointed by the county board or these functions performed by another county department/official.

MOST COMMON

• Evaluate and calculate property tax rates for the county
• May collect taxes for cities, schools and other local taxing entities
• Collect various other fees for the state and county (and special purpose districts or other public entities)

OTHER POSSIBLE FUNCTIONS

• Process motor vehicle title transfers
• Issue motor vehicle registration and licenses
• Process boat titles and registrations
• Register voters and may conduct elections
Depending on state law and the specific county charter, the COUNTY AUDITOR is often an independently elected official of the county. In some cases, the position may be appointed by the county board or these functions performed by another county department/official.

**MOST COMMON**
- Prepare and administer accounting records for all county funds
- Audit the records and accounts of the various county departments
- Verify the validity and legality of all county disbursements
- Forecast financial data for budgetary formulation purposes

**OTHER POSSIBLE FUNCTIONS**
- Serve as the budget officer for the county – more typical in smaller counties
COUNTY ATTORNEY & DISTRICT ATTORNEY / PROSECUTING ATTORNEY

Depending on state law and the specific county charter, the COUNTY ATTORNEY AND DISTRICT ATTORNEY (PROSECUTING ATTORNEY) are often independently elected officials of the county.

In some cases, the position may be combined as county attorney and prosecuting attorney or separated into two separate positions. County attorney is often appointed by the county board and serves as the civil attorney for the county, with the District Attorney as an elected official serving as the prosecuting attorney for the county.

COUNTY ATTORNEY:
- Provides legal advice to the county board and to other elected officials
- Brings civil enforcement actions on behalf of the state or county

MAY ALSO...
- Represents victims of family violence in protective order proceedings
- Represents the state/county in child abuse and neglect cases
- Represents the state in applications and petitions for mental health commitments

DISTRICT ATTORNEY:
- Represents the state/county in prosecuting felony criminal cases
- Works with law enforcement officers in the investigation of criminal cases
- Presents cases to the grand jury

MAY ALSO...
- Represents victims of violence in protective orders and represents the state/county in removing children from abusive households
COUNTY SHERIFF

Depending on state law and the specific county charter, the SHERIFF is an independently elected official of the county.

MOST COMMON
- Serve as a licensed peace officer and is responsible for enforcing the criminal laws of the state
- Manage and operate the county jail
- Provide security for the courts
- Serve warrants and civil papers

OTHER POSSIBLE FUNCTIONS
- May serve as the Tax Assessor-Collector (More typical in the south)
- Regulate bail bondsmen in counties with no bail bond board

DYK: Dating back to the founding of counties in the 1000s in England, Sheriffs were the original tax collectors for the King
BASICS OF COUNTY GOVERNMENT

COUNTY TREASURER

Depending on state law and the specific county charter, the TREASURER is an independently elected official of the county.

MOST COMMON

- Receive and deposit all county revenues, including designated as the county’s investment officer
- Act as chief liaison between the county and depository banks
- Prepare the employee payroll
- Disburse funds upon the order of the county board
- Record receipts and expenditures and reconciles bank statements

OTHER POSSIBLE FUNCTIONS

- Act as a county’s human resources officer, employee benefits coordinator, risk manager and/or insurance coordinator
- May have some audit responsibilities in counties with no Auditor
- May serve as the county administrator, elections administrator and/or clerk to the county board (I.e. Florida)
The COUNTY ADMINISTRATOR is typically the top appointed career official of the county.

**MOST COMMON**

- Oversee the daily operations of the county govt., including formation of the county budget and management of programs and services
- Serve the county’s legislative body by carrying out the policies and procedures established by its members
- Partner with the private sector, nonprofits, academia and other interests in the community
COUNTIES INVEST IN PEOPLE AND COMMUNITIES,
PROVIDING CRITICAL PUBLIC HEALTH AND SAFETY SERVICES IN HIGH DEMAND

Share of Local Government Spending by Category, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health &amp; Human Services</td>
<td>26.15%</td>
</tr>
<tr>
<td>Justice &amp; Public Safety</td>
<td>17.14%</td>
</tr>
<tr>
<td>Education</td>
<td>16.51%</td>
</tr>
<tr>
<td>Transportation</td>
<td>9.71%</td>
</tr>
<tr>
<td>Other</td>
<td>9.5%</td>
</tr>
<tr>
<td>Financial</td>
<td>5.8%</td>
</tr>
<tr>
<td>Administrative</td>
<td>3.67%</td>
</tr>
<tr>
<td>Sewerage &amp; Solid Waste Management</td>
<td>3.6%</td>
</tr>
<tr>
<td>Public Amenity</td>
<td>3.24%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2.66%</td>
</tr>
<tr>
<td>Housing &amp; Community Development</td>
<td>2.02%</td>
</tr>
</tbody>
</table>

OVERVIEW OF COUNTY REVENUES
STATE BY STATE COUNTY TAX REVENUE STREAM BREAKDOWN

Source: NACo Analysis of US Census Bureau: Census of Local Governments – Finances, 2017

Note: Graph uses data from 2017, the most recent year that data are available for nearly every county
COUNTIES WITH DIVERSIFIED ECONOMIES OUTPERFORMING THOSE DOMINATED BY A SINGLE SECTOR

Groups of counties with homogenous, service sector reliant, economies appear less resilient to the current economic setting, likely due to the unique nature of the ongoing public health crisis where social distancing and restrictions on interactions have become important mitigation techniques to slow the spread of the coronavirus.
WAYS COUNTIES MATTER

Counties matter because they serve as the go-to places for our residents. Counties are diverse in structure and how we deliver services to our residents, yet we all share the vision of achieving healthy, safe, and vibrant counties across America.

SERVICES INCLUDE

ROADS & BRIDGES
AIRPORTS
PUBLIC TRANSPORTATION
CONSTRUCTION OF PUBLIC FACILITIES
UTILITIES LIKE GAS & ELECTRICITY
SOLID WASTE RECYCLING & MANAGEMENT
WATER & SEWAGE
TELECOMMUNICATIONS
HOSPITALS & HEALTH CLINICS
PUBLIC HEALTH
BEHAVIORAL & MENTAL HEALTH
SUBSTANCE ABUSE TREATMENT
IMMUNIZATIONS & PREVENTION
INDIGENT HEALTHCARE
HEALTH CODE INSPECTIONS
NURSING HOMES
SHERIFF DEPARTMENTS
COUNTY POLICE DEPARTMENTS
COUNTY COURTS
JAILS & CORRECTIONAL FACILITIES
JUVENILE DETENTION & JUSTICE SERVICES
EMERGENCY MANAGEMENT PERSONNEL
PAID & VOLUNTEER FIREFIGHTERS
DISTRICT ATTORNEYS
PUBLIC DEFENDERS
CORONERS
FINANCIAL ASSISTANCE
VIOLENCE PREVENTION
FOOD AND NUTRITION SERVICES
EARLY CHILDHOOD DEVELOPMENT
WORKFORCE TRAINING AND DEVELOPMENT
VETERAN SERVICES
SENIOR SERVICES AND ELDER CARE
BEHAVIORAL AND PHYSICAL HEALTH SERVICES
MEDICAL COVERAGE
PARENT EDUCATION AND SUPPORT
CHILD WELFARE, FOSTER CARE AND ADOPTION
HOMELESSNESS AND HOUSING SUPPORT
SERVICES FOR INDIVIDUALS WITH DISABILITIES
RECORD KEEPING
TAX ASSESSMENTS AND COLLECTION
911 CALL CENTERS
ELECTIONS AND POLLING PLACES
RECREATION AND PARKS
ARTS PROGRAMS
HOUSING
COMMUNITY AND ECONOMIC DEVELOPMENT

1. The counties invest $23 billion in childcare and food assistance to support vulnerable families.
2. Over 600,000 county human services professionals.
3. There is approximately $2 million in public safety services for every 1,000 residents.
4. Counties are responsible for 911 call centers, ensuring timely response.
5. County human services include direct care services, mental health services, and case management.
COMMUNITY HEALTH

- Own or support over 900 public hospitals and clinics with more than 58,000 beds

- Manage and/or govern more than 1,900 local public health departments / authorities

- Operate more than 680 long-term care facilities and more than 750 behavioral health authorities

- Provide mandated healthcare for low-income, uninsured or indigent residents in a majority of states

- Contribute to Medicaid in 25 states including the District of Columbia, of these states, 19 mandate counties to contribute to the nonfederal share

- Provide significant health services, including mental health and substance abuse treatment, for the general public and for millions of inmates of county jails and detention facilities

SERVICES INCLUDE

- Hospitals & Health Clinics
- Public Health
- Behavioral & Mental Health
- Substance Abuse Treatment
- Immunizations & Prevention
- Indigent Healthcare
- Health Code Inspections
- Nursing Homes
Counties make Key Financial Contributions to the Medicaid Program

Medicaid is jointly funded by federal, state and local governments, including counties in many states. The federal contribution rate for each state varies based on the Federal Medical Assistance Percentage (FMAP) rate. The maximum amount contributed by each state is 50 percent, though some states contribute as little as 15 percent. States have various options for financing the non-federal share; counties may contribute up to 60 percent of the non-federal share in each state.
**HUMAN SERVICES, EDUCATION & VETERANS**

- Counties invest heavily in residents’ health and well-being, often serving as the ultimate safety net for low-income residents. Many states mandate county delivery of human services and indigent care, and counties in various states play a key role in administering or contributing funding to more than 16 major federal assistance programs.

- Over 248,000 county human services professionals deliver vital services to our nation’s most vulnerable populations, including seniors, disabled, children, abused, homeless, and those suffering from mental health and substance abuse challenges.

- Each year, counties invest $62.8 billion in federal, state and local resources to provide safety net services for millions of residents and spend $103 billion to support public elementary, secondary and post-secondary education.

- County Veteran Service Officers (CVSOs) operate in 29 states and the District of Columbia, predominantly funded with local taxpayer dollars, to serve as essential advocates for veterans, military service members and their families (including accessing Veteran Administration (VA) benefits).

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**THE COUNTY HUMAN SERVICES AND EDUCATION LANDSCAPE**

**COUNTIES**

Employ over **248,000** county human services professionals.

Invest **$62.8 BILLION** in federal, state and local resources to provide safety net services for millions of residents.

Operate County Veteran Service Officers (CVSOs) in **29 STATES** and the District of Columbia.
COUNTIES ARE RESPONSIBLE FOR ADMINISTERING SNAP IN TEN STATES

- California, Colorado, Minnesota, New Jersey, New York, North Carolina, North Dakota, Ohio, Virginia and Wisconsin
- Account for **32 percent** of total participants
- Represented $18.6 billion in total monthly SNAP benefits issued in FY 2019, 32.6 percent of the national total.
CHILD CARE AND DEVELOPMENT FUND (CCDF)

COUNTIES ARE RESPONSIBLE FOR ADMINISTERING CCDF IN EIGHT STATES

- Colorado, Minnesota, North Carolina, North Dakota, New York, Ohio, Virginia and Wisconsin
- Represented 16 percent of total children served on an average monthly basis in FY 2020
- Accounted for $2.8 billion (24 percent) in total federal, state and local CCDF expenditures in FY 2020
County Veteran Service Officers (CVSOs) operate in 30 states and the District of Columbia, primarily supported from local county dollars.

Even though CVSOs work with the U.S. Veterans Administration (VA) to coordinate and secure veterans’ federal benefits, there is currently no federal funding for county service offices, and very few states contribute funds.

CVSOs help veterans claim more than $52 billion annually in federal health, disability, pension and compensation benefits.
JUSTICE & PUBLIC SAFETY

- **Operate 91 percent of local jails**, which processed 6.9 million admissions in 2021.

- **Serve as the local arm of the state/county court systems**, including key players such as judges, district attorneys, public defenders, court clerks, and jail administrators (and court facilities).

- **Provide essential first responder services** through sheriffs, police departments, constables, 911 operations, firefighters, EMT/EMS professionals, and coroners/medical examiners.

- **Lead regional and local emergency management planning, response, and coordination**, including through county Emergency Operations Centers.
TRANSPORTATION & INFRASTRUCTURE

- Own and maintain more than **45 percent of public road miles** and nearly **38 percent of bridges**

- Support nearly 40 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
COUNTY OWNED ROAD MILES - 2020 SHARE OF TOTAL U.S.

COUNTIES OWN MORE PUBLIC ROAD MILES THAN ANY OTHER LEVEL OF GOVERNMENT

COUNTY OWNED - 2023 SHARE OF TOTAL BRIDGES

Counties own and maintain 38% of the National Bridge Inventory

VISIT THE NACo COUNTY EXPLORER FOR MORE INFO: https://ce.naco.org/
PUBLIC ADMINISTRATION

- **Record keeping** including birth and death certificates, court records, election records, land records, marriage licenses, real estate transactions, and tax assessments

- **Tax assessments and collections**, including for other public entities such as public schools, municipalities, and special purpose districts

- **Elections administration** including funding and management of over 100,000 polling places and coordination and training of more than 630,000 poll workers each election cycle

- **Essential community facilities and services**, such as parks and recreation, public libraries, arts and culture programs and facilities, community and technical colleges, housing and homelessness services, and community and economic development
PUBLIC LANDS

- Nearly 62 percent of counties have federal public land with our boundaries.

- As federal land is not taxable by local governments, the federal Payment-in-Lieu-of-Taxes (PILT) program provides essential funds to over 1,720 public lands counties and other local governments to offset losses in property tax revenues.
STATE PROPERTY TAX LIMITATIONS FOR COUNTIES - AS OF APRIL 2017

Source: NACo interviews with state associations, as well as county and state officials; NACo analysis of state legislation.
NETWORKS of NACo
COMMITTees, AFFILIATES AND AFFINITY PARTNERS
WHO ARE NACo MEMBERS?

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.*

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

ELECTED COUNTY OFFICIALS:
More than 19,355 commissioners and elected executives and another 18,580 independently elected officers from 3,069 counties

131-MEMBER BOARD OF DIRECTORS:
Includes representatives from the executive committee, state associations, 24 national affiliates representing key county functions, LUCC, RAC and WIR chairs, 10 at-large presidential appointees and past presidents

100+ EMPLOYEES:
Departments for executive management, government affairs, public affairs, finance, administration, county research and innovation, and the NACo EDGE (formerly the Financial Services Corporation)

31 COMMITTEES AND ADVISORY BOARDS:
Includes 10 Policy Steering Committees, 4 Standing Committees and other Ad Hoc groups with 1,704 county officials from 876 counties (28.5% of counties)

POLICY CAUCUSES:
Large Urban Counties Caucus (LUCC)
Rural Action Caucus (RAC)
Western Interstate Region (WIR)
Gulf Coast Counties and Parishes Coalition*

8-MEMBER EXECUTIVE COMMITTEE:
4 national officers elected by full membership and 4 regional representatives elected by regions

Reached a New Mid-Year All-Time Membership High in 2023: 2,613 of 3,069 counties (85%) with an unprecedented 99.7% annual retention rate

SNAPSHOT of NACo's GOVERNANCE
The following **INDEPENDENT** national organizations represent **SPECIFIC FUNCTIONS of COUNTY GOVERNMENT**. These entities are designated as AFFILIATES of NACo and have **VOTING REPRESENTATION** on the NACo Board of Directors:

- International Association of Assessing Officers (IAAO)
- International Association of Emergency Managers (IAEM)
- International Association of Fire Chiefs (IAFC)
- National Association for County Community & Economic Development (NACCED)
- National Association of County Administrators (NACA)
- National Association of County and City Health Officials (NACCHO)
- National Association of County Behavioral Health and Developmental Disability Directors (NACBHD)
- National Association of County Civil Attorneys (NACCA)
- National Association of County Collectors, Treasurers & Finance Officers (NACCTFO)
- National Association of County Engineers (NACE)
- National Association of County Health Facilities (NACHFa)
- National Association of County Human Services Administrators (NACHSA)
- National Association of County Information Officers (NACIO)
- National Association of County Intergovernmental Relation Officials (NACIRO)
- National Association of County Park and Recreation Officials (NACPRO)
- National Association of County Planners (NACP)
- International Association of Government Officials (I-GO) – *(Includes County Recorders, Election Officials, and Clerks)*
- National Association of County Surveyors (NACS)
- National Association of County Veterans Service Officers (NACVSO)
- National Association of Local Boards of Health (NALBOH)
- National Council of Volunteer Programs in Local Governments (NAVPLG)
- National Council of County Association Executives (NCCAE) *(State Associations)*
- National Sheriffs’ Association (NSA)
- National Workforce Association (NWA)
NACo AFFINITY GROUPS

The following INDEPENDENT national organizations represent SPECIFIC DEMOGRAPHICS of COUNTY OFFICIALS. These entities are also designated as AFFINITY GROUPS by the NACo Board, do NOT have slots on the Board.

• National Association of Black County Officials (NABCO) (non-profit arm) and National Organization of Black County Officials (NOBCO) (membership arm)

• National Association of County LGBTQ Leaders and Allies (NACLGBTLA)

• National Association of Hispanic County Officials (NAHCO)

• National Conference of Republican County Officials (NCRCO)

• National Democratic County Officials Organization (NDCO)

• Women of NACo Leadership Network (WON)

• Next Generation NACo (NextGen NACo)
NCCAE is the National Council of County Association Executives, representing the 54 state associations of counties.

— **State associations** operate as *separate independent associations* representing the broad interests of county governments at the state level

— **State associations** focus primarily on **state-level advocacy** with the governor, state legislature and state agencies

— **State associations** play a key role in assisting NACo with our federal advocacy efforts — **state associations are vital siblings of NACo!**

— **State associations** are instrumental partners with NACo member engagement, retention and recruitment, plus our governance, policy committee appointments, credentials for Annual Business Meeting, FSCorp business programs, and research and data analytics

— **State associations** vary in representing the county board members only (i.e. commissioners and supervisors) vs. representing county board members **AND** all or most of the independently elected county officials, commonly referred as row officers or constitutional officers

— **To learn more visit,** [https://www.naco.org/nccae](https://www.naco.org/nccae)
STATE ASSOCIATION PARTNERS

COMMISSIONERS ONLY (PRIMARILY)
- Assn. of County Commissioners of Alabama
- California State Association of Counties
- Colorado Counties, Inc.
- Delaware Association of Counties
- Florida Association of Counties
- Assn. County Commissioners of Georgia
- Hawaii State Association of Counties
- Police Jury Association of Louisiana
- Maine County Commissioners Association
- Maryland Association of Counties
- Michigan Association of Counties
- Association of Minnesota Counties
- Mississippi Association of Supervisors
- Montana Association of Counties
- New Hampshire Association of Counties
- North Carolina Assn. of County Commissioners
- County Commissioners Assn. of Ohio
- Assn. of County Commissioners of Oklahoma
- County Commissioners Assn. of Pennsylvania
- South Carolina Assn. of Counties
- Virginia Association of Counties
- Wyoming County Commissioners Association

Even those state associations focused primarily or exclusively on commissioners will have participation of county administrators, county attorneys and other senior county elected or appointed officials.

COMMISSIONERS AND ROW OFFICERS
- Alaska Municipal League (Cities and Boroughs)
- Association of Arkansas Counties
- Idaho Association of Counties
- Association of Indiana Counties
- Iowa State Association of Counties
- Kentucky Association of Counties
- Missouri Association of Counties
- Nebraska Association of County Officials
- New Jersey Association of Counties
- New Mexico Association of Counties
- New York Association of Counties (Partial)
- Nevada Association of Counties
- North Dakota Association of Counties &
  North Dakota Assn. of County Commissioners*
- Association of Oregon Counties
- South Dakota Assn. of Counties &
  South Dakota Assn. of County Commissioners*
- Texas Association of Counties (Plus multiple other assns.)
- Utah Association of Counties
- Wisconsin Counties Association

For most of these state associations, there are typically subset specialty associations for commissioners and each of the independently elected officials, either managed directly by the state association or by a separate entity.

* Same staff manage associations for commissioners and for row officers.

MULTIPLE STATE ASSOCIATIONS

Arizona
- Arizona Association of Counties (Row Officials)
- County Supervisors Association of Arizona

Illinois
- Illinois State Association of Counties (ISACo)*
- United Counties Council of Illinois (UCCI)*
- Illinois Association of County Board Members

Tennessee
- Tennessee County Services Assn. (Umbrella association)
- Association of County Mayors | Tn. County Commissioners Assn.
- County Officials Association of Tennessee (Row officers)

Washington
- Washington Association of County Officials (Row officers)
- Washington State Association of Counties (Commissioners)

West Virginia
- West Virginia Association of Counties (Row officers)
- County Commissioners Assn. of West Virginia

General purpose county govts. do NOT exist in Connecticut and Rhode Island. Counties have very limited functions in eastern Massachusetts and Vermont.
NACo GOVERNANCE: COMMITTEES

STANDING COMMITTEES
PER NACo BYLAWS

POLICY STEERING COMMITTEES
ESTABLISHED BY THE BOARD OF DIRECTORS

AD HOC AND ADVISORY COMMITTEES
ESTABLISHED BY THE PRESIDENT OR BOARD

CAUCUSES AND REGIONAL AFFILIATES
ESTABLISHED BY THE BOARD OF DIRECTORS

OTHER TASK FORCES AND COMMITTEES
ESTABLISHED BY THE MEMBERSHIP, BOARD OF DIRECTORS OR PRESIDENT
NACo members can serve on 31 policy and practice committees, caucuses, task forces and advisory boards to inform national policy and help solve problems impacting counties.

Over 1,700 county officials and staff participate

Committees focus on:

Arts and Culture | Broadband | Disaster Mitigation & Recovery |
Economic Development | Elections | Finance | Health | Housing |
Human Service Delivery | Infrastructure & Transportation | Justice Reform |
Natural Resources Management | Public Lands | Public Safety |
Resiliency | Rural Affairs | Technology | Veteran Services

www.naco.org/getinvolved
NACo GOVERNANCE: COMMITTEES

Member participation on NACo committees is the lifeblood of the association...

NACo members recommend, debate and set the association’s national policy agenda...

NACo members provide oversight of the association’s audit and finances...

NACo members exchange county policies and practices and explore emerging trends together...

NACo members drive the programs and services of the association.

More than 1,700 county officials serve on NACo committees
STANDING COMMITTEES

The following committees are outlined in NACo Bylaws as Standing Committees:

• **Finance Committee**: Oversight of annual budget, investments, and overall financial policies

• **Membership Committee**: Actively assists with recruitment and retention of membership

• **Programs and Services Committee**: Advises the Officers regarding the development and evaluation of NACo programs and services

• **Information Technology Committee**: Advises the Officers on IT issues and provides oversight on NACo information technology projects and special initiatives

• **Audit Committee**: Elected from the membership of the NACo Board of Directors to serve as the oversight committee for the association’s external and internal audits and compliance
POLICY STEERING COMMITTEES

The NACo board of directors has established the following 10 Policy Steering Committees:

- Agriculture and Rural Affairs
- Community, Economic and Workforce Development
- Environment, Energy and Land Use
- Finance, Pensions & Intergovernmental Affairs
- Health
- Human Services and Education
- Justice and Public Safety
- Public Lands
- Telecommunications and Technology
- Transportation

APPOINTMENT PROCESS

- The NACo President appoints the chairs and vice chairs of the policy steering committees and subcommittees while the state associations of counties typically nominate the committee members in the fall each year (also open throughout the year).

- “8 and 2” Rule: A maximum of 8 individuals from each state and 2 from each county may be appointed to each policy steering committee, as regular members, from the state association nominations. Rule excludes chairs and vice chairs.

- Individuals may serve only on ONE policy steering committee.
POLICY STEERING COMMITTEES

Roles and responsibilities of NACo policy steering committees:

- Identify and prioritize NACo’s national advocacy policy positions and issues for consideration by the Board and membership as part of the American County Platform.

- Amend, approve or deny resolutions and platform changes that address a specific issue or a piece of legislation.

- Advocate for NACo’s public policy agenda.
Each caucus helps ensure NACo’s policy platform and advocacy positions take into consideration the various perspectives of America’s counties.

Each caucus also plays a key role in advancing our national policy goals and sharing innovative practices.

**POLICY CAUCUSES**

- **Large Urban County Caucus**
  - Membership network of county officials from counties with more than 500,000 population
  - Focus on advancing federal policy goals, sharing noteworthy practices and developing national network of peers

- **Rural Action Caucus**
  - RAC is the voice for rural counties before Congress and the administration
  - Nearly 70 percent of the nation’s 3,069 counties are designated as rural, with a combined population of more than 40 million

- **Western Interstate Region**
  - WIR is affiliated with NACo and is dedicated to the promotion of Western interests within NACo
  - Covers 15 western states, plus new Associate State Assn. Members, with membership funded and WIR board members selected by the individual state associations
AD HOC COMMITTEES

The following have been established by the NACo Board as Ad Hoc Committees:

• Arts and Culture Commission

• Deferred Compensation & Retirement Advisory Committee

• Healthy Counties Advisory Board

• Immigration Reform Task Force

• International Economic Development Task Force

• Gulf Coast Counties and Parishes Coalition (Does NOT require a NACo appointment; No official listing)

• Resilient Counties Advisory Board

• Veterans and Military Services Committee
TASK FORCES & WORKING GROUPS

The following have been established by the NACo Board or President in recent years:

- National Commission on Mental Health & Wellbeing (New for 2023-2024)
- Generative AI Exploratory Committee (New for 2023-2024)
- Housing Affordability Task Force (Completed July 2023)
- Broadband Task Force (Completed July 2021)