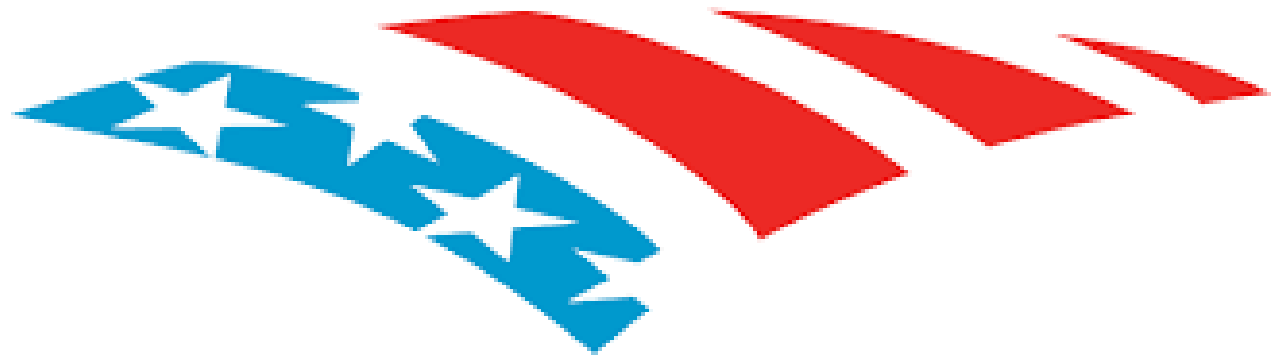


NATIONAL
ASSOCIATION
of COUNTIES

NACo



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

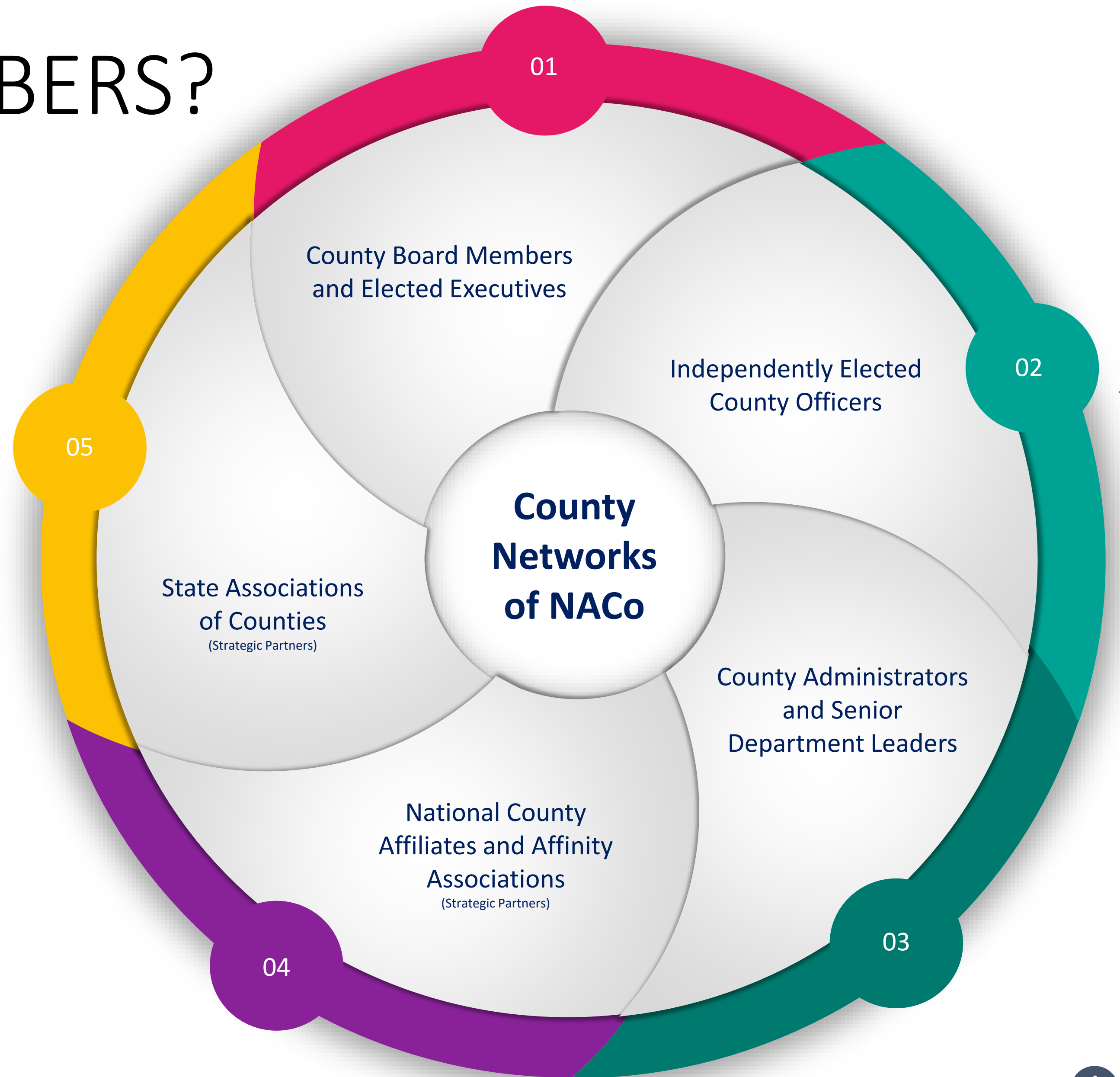
The *NACo Blueprint* strengthens America's counties by harnessing the collective powers, knowledge and innovations of county officials, ultimately helping people and places to thrive.

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.



EVOLUTION OF NACo

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.

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

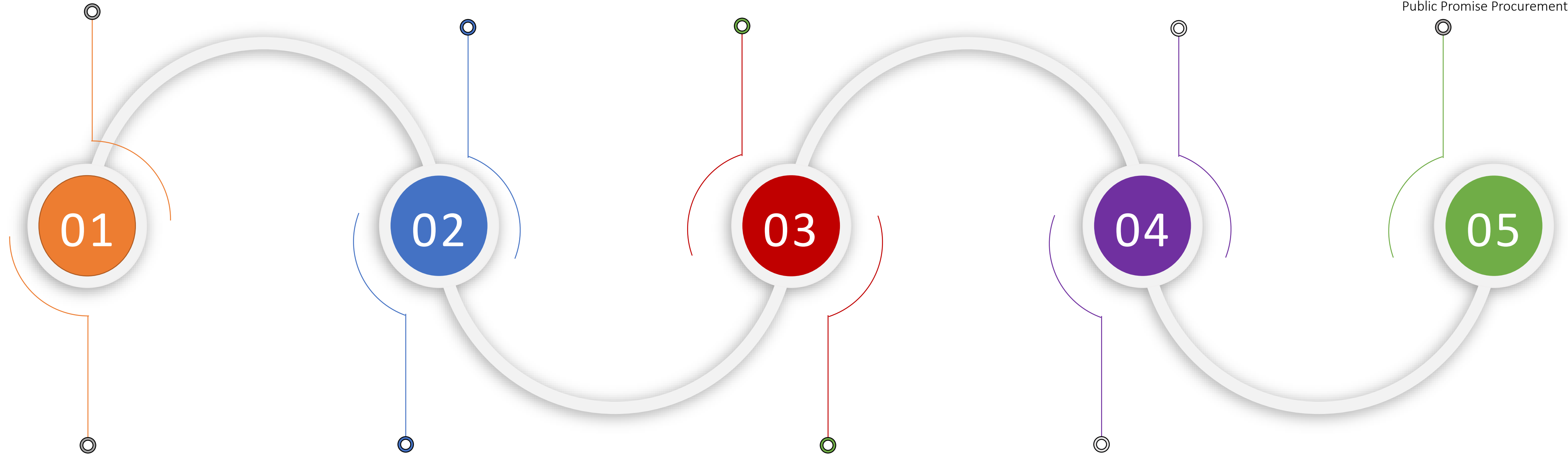
The Association’s membership hits a new all-time high of 2,000 dues-paying counties, new programs and services emerge, and the overall financial condition of the Association improves dramatically.

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.

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.



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.

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.

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**.

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**
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 unbending 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 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.



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

STRONGER COUNTIES. STRONGER AMERICA.

COUNTY GOVERNMENT ROLE IN OUR NATION'S INTERGOVERNMENTAL SYSTEM

NACO BLUEPRINT



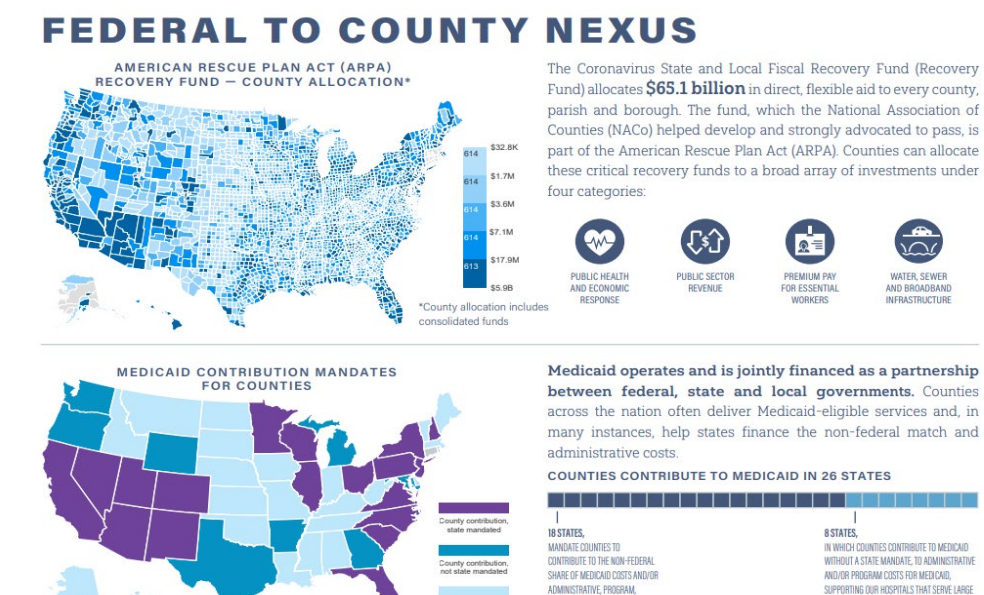
CONNECT COMMUNITIES
Own and maintain 45 percent of public road miles and 38 percent of bridges which help keep residents physically connected.
Invest \$134 billion in building, maintaining and operating public facilities, such as courthouses, dams and reservoirs, water purification systems, libraries, ports and sewage treatment facilities.
Own or support operations of more than one-third of public airports and 40 percent of public transportation systems.

KEEP AMERICA HEALTHY
Manage and govern more than 1,900 local public health departments and authorities which support the health, safety, and prosperity of our communities.
Employ over 391,000 hospital and healthcare workers and own or support more than 500 public hospitals that provide inpatient medical and specialized care.
Operate more than 700 long-term care facilities and more than 750 behavioral health authorities.

CREATE PROSPEROUS COMMUNITIES
Employ 3.6 million public servants who help provide essential services to over 300 million residents, collectively making us one of the largest employers in the nation.
Invest \$12.8 billion annually in the construction, operation and support of housing and redevelopment projects, and are key players in community planning, land use, zoning, and enacting policies and other regulations that expand housing access.
Implement local policies and intergovernmental initiatives that foster economic development, promote residential, commercial and industrial development, and support job creation and business retention.

FOSTER SAFE AND VIBRANT COMMUNITIES
Invest \$192 billion annually in justice of \$1 percent 8 million.
Provide services departmental, EMS, and other.
Engage in emergency planning, response, and recovery to protect infrastructure and economic.

OUR NATION'S VETERANS
Fund and operate, almost exclusively through local tax revenues, County Veterans Service Officers (CVSOs) in 28 states and the District of Columbia.
CVSOs help veterans claim more than \$52 billion in federal VA benefits each year.
Are home to more than 17 million veterans comprising seven percent of residents living in our counties.



AMERICA'S COUNTIES

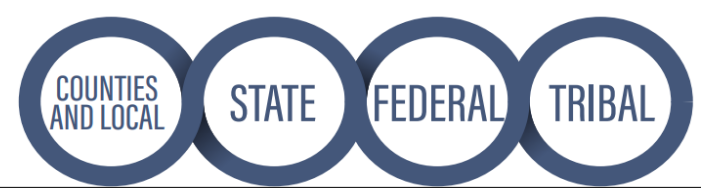
Counties are one of America's original forms of government, dating back to 1634 when the first governments (shires) were established in Virginia. The organization and structure of today's county governments are chartered under state constitutions or laws and are tailored to fit the characteristics of the state and local areas.

Counties are governed by locally elected officials, including more than 19,350 county elected and board members responsible for counties' budgets, policies and oversight. Additionally, more than 18,500 independently elected officers, often known as constitutional or row officers, provide leadership and management of county functions, such as auditors, assessors, clerks, coroners, attorneys, elections, recorders, sheriffs, treasurers and others.

Though organizational structures vary, all county governments are on the front lines of building vibrant and safe communities.

COUNTIES ARE VITAL TO OUR NATION'S INTERGOVERNMENTAL SYSTEM

County governments, led by our elected and appointed officials, are instrumental partners in our nation's **intergovernmental system**, which balances, divides and shares power and responsibilities between all levels of government. Counties are uniquely positioned to implement and administer vital intergovernmental systems, facilitate cooperation of all levels of government, and deliver results and impact for our residents and businesses at the community level.



Annually, counties invest over

\$600 BILLION

in our communities.

America's counties employ

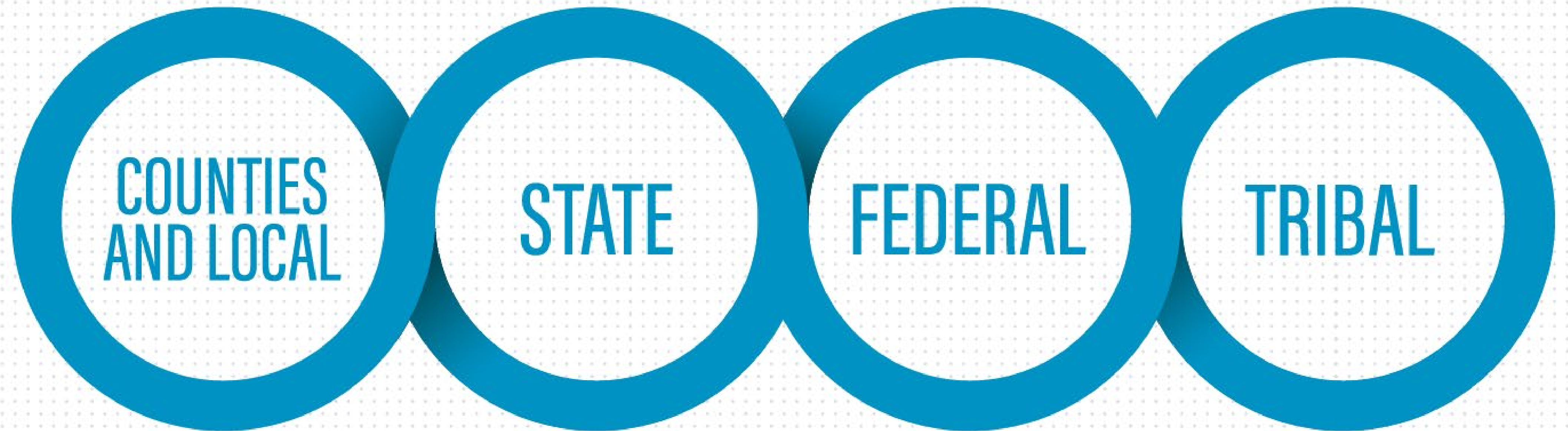
3.6 MILLION

public servants, representing one out of every 50 American workers.

* The 3,069 county governments include all counties, parishes in Louisiana and boroughs in Alaska.

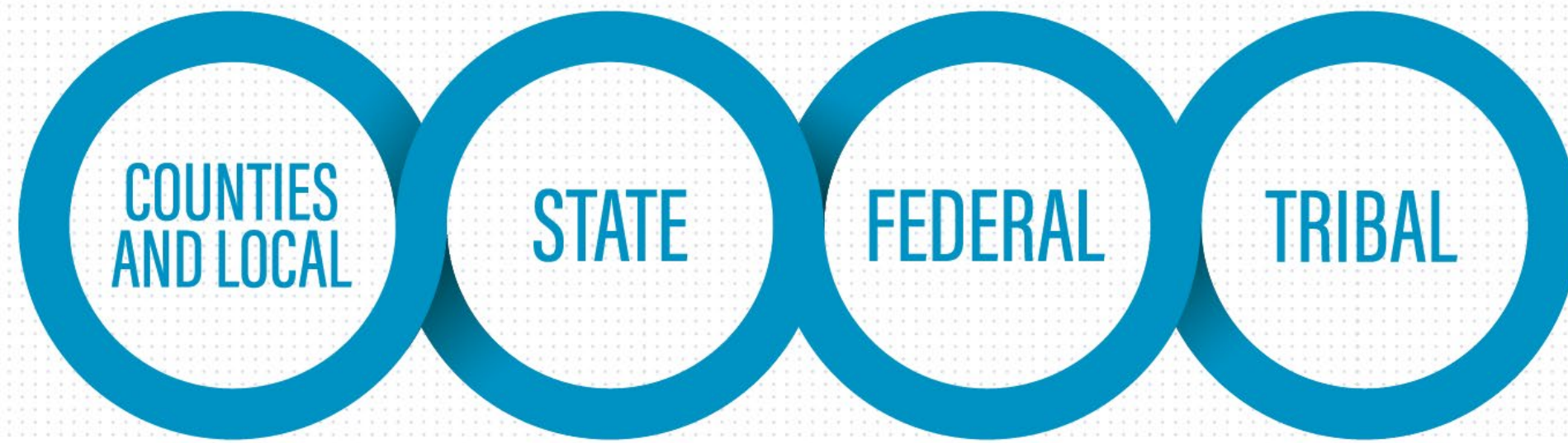
AMERICA'S 3,069 COUNTY GOVERNMENTS:
NEARLY 40,000 COUNTY ELECTED OFFICIALS
AND 3.6 MILLION COUNTY EMPLOYEES

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

BIG 7 COALITION: STATE AND LOCAL GOVERNMENT ASSOCIATIONS



As national representatives of **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. **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 **Counties**
- Council of **State Governments**
- National Conference of **State Legislatures**
- National **Governors** Association
- National League of **Cities**
- U.S. Conference of **Mayors**
- International **City/County Management** Association
(Only non-elected official group)

STRONGER COUNTIES. STRONGER AMERICA.

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.

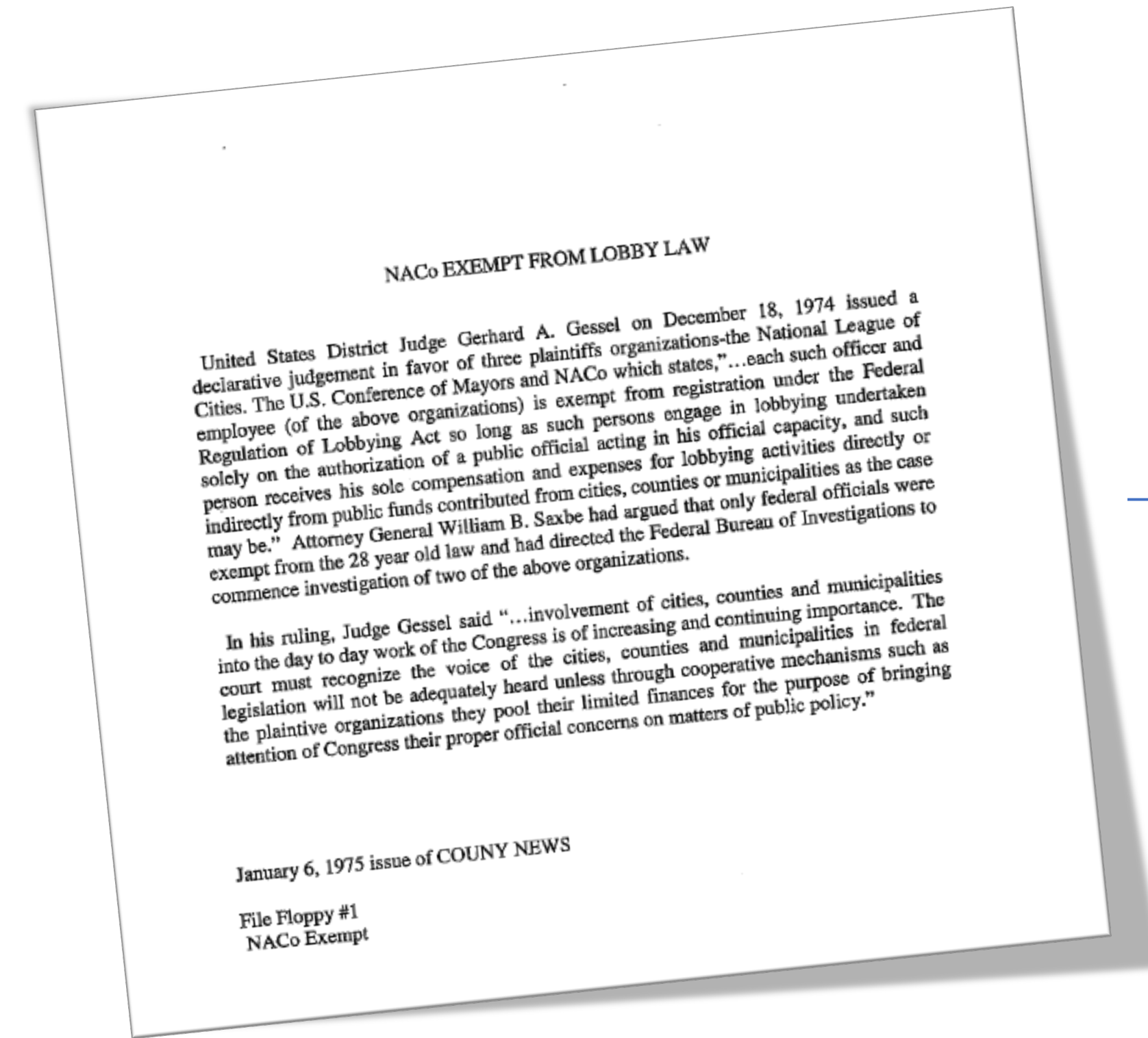
The powers, mandates, limitations and organizational structure of counties are typically charted under state constitutions or laws and are tailored to fit the needs and characteristics of the state and sub-state local areas. Counties are also often tasked with implementing federal policies and programs.

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.

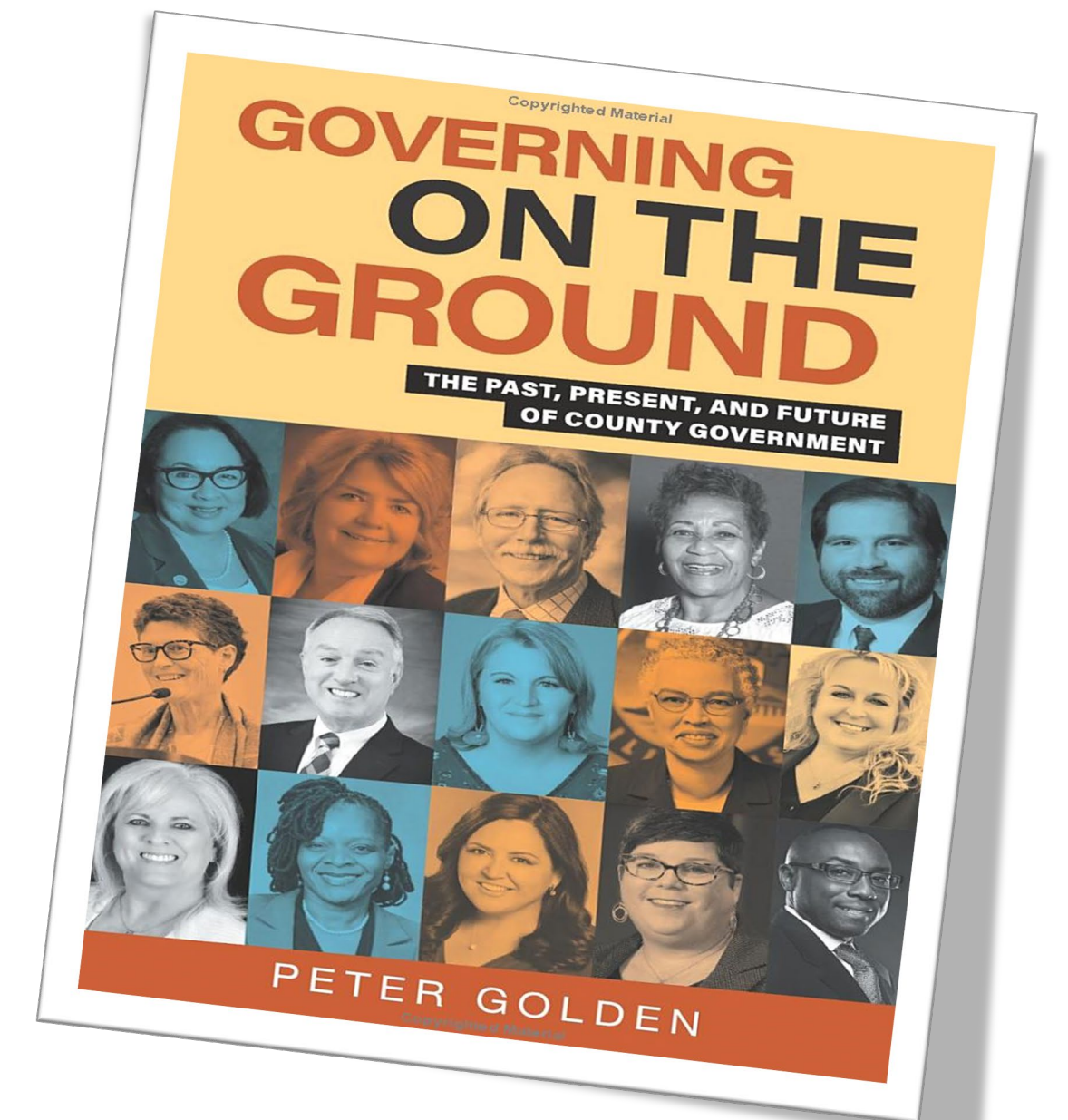
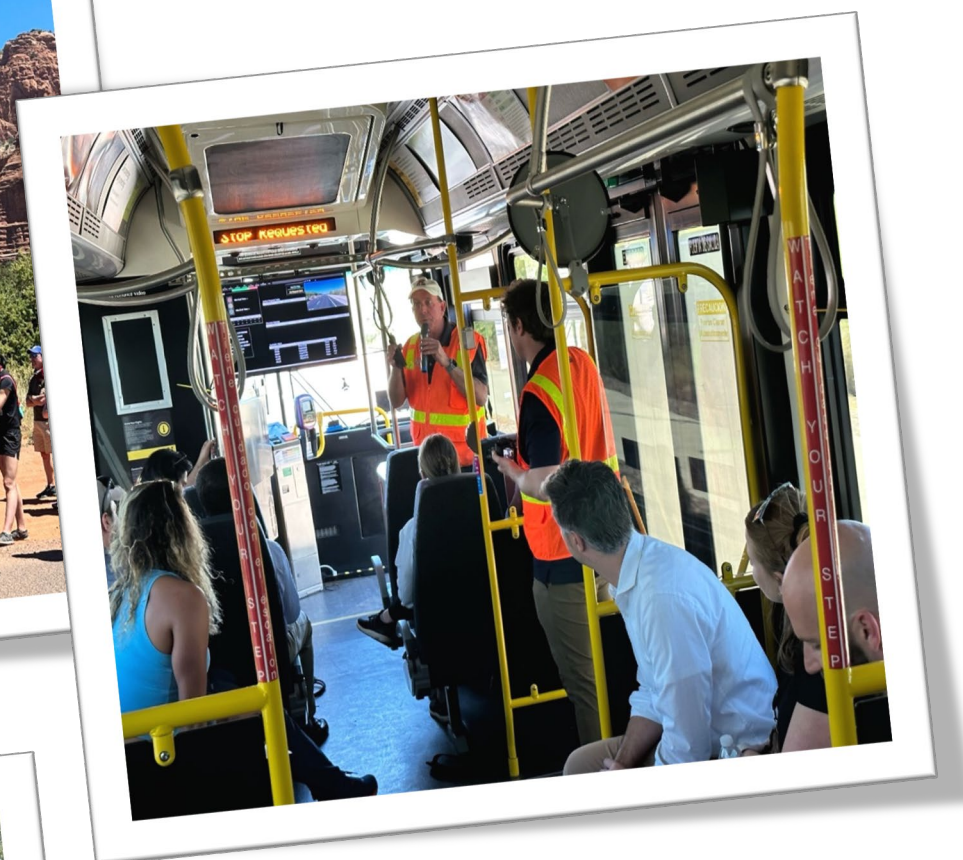
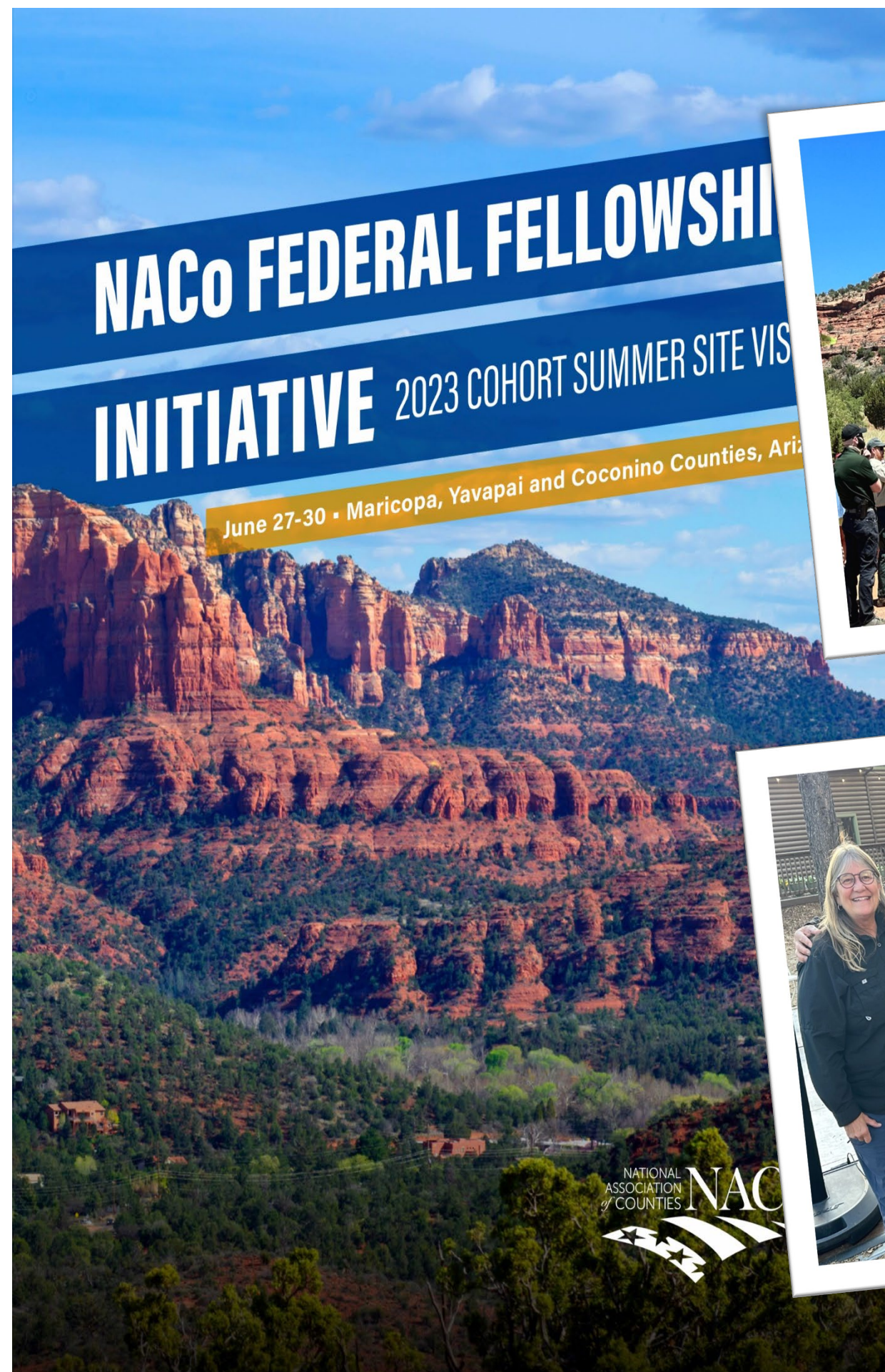
NACO is a member of the “Big 7” coalition of seven national associations in Washington, D.C., whose members represent the chief elected officials of state and local governments. The leadership of our organizations work together regularly to address national issues of mutual interest affecting state and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



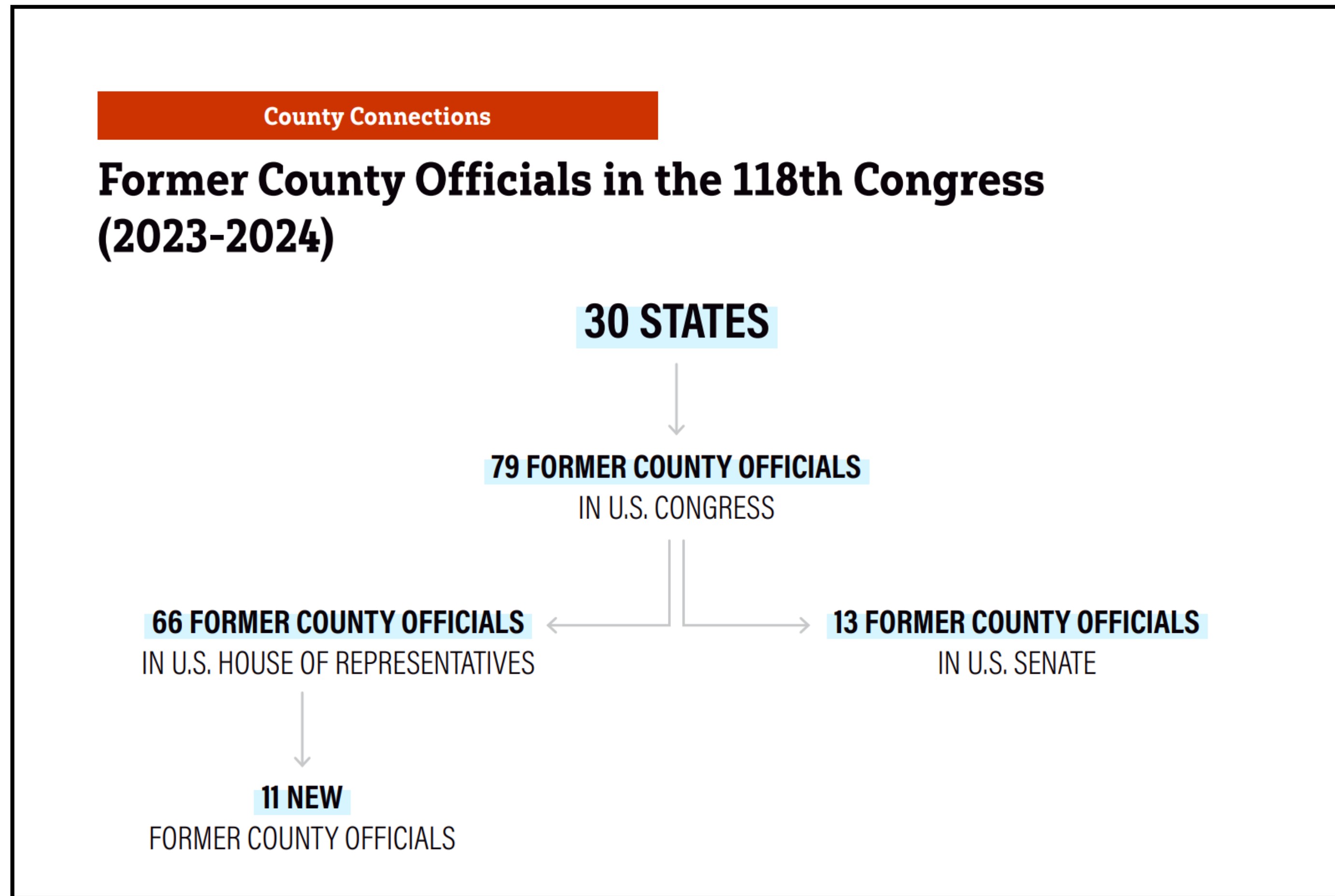
NACO and our county officials are *not* lobbyists or a special interest group. We are part of our nation’s intergovernmental system of public elected officials, chartered with serving the broader, public interests.

COUNTY GOVERNMENT ROLE IN OUR NATION'S INTERGOVERNMENTAL SYSTEM

NACO BLUEPRINT



COUNTY GOVERNMENT ROLE IN OUR NATION'S INTERGOVERNMENTAL SYSTEM



County Connections

County Officials in the U.S. Senate

NAME	STATE	COUNTY	COUNTY CONNECTION
Dianne Feinstein (D)	Calif.	San Francisco	Supervisor
Christopher A. Coons (D)	Del.	New Castle	Council President/County Executive
Joni Ernst (R)	Iowa	Montgomery	Auditor
James E. Risch (R)	Idaho	Ada	County Prosecuting Attorney
Todd Young (R)	Ind.	Orange	Deputy County Prosecutor
Mitch McConnell (R)	Ky.	Jefferson	County Judge-Executive
Debbie Stabenow (D)	Mich.	Ingham	Commission Chair
Amy Klobuchar (D)	Minn.	Hennepin	County Attorney
Roger F. Wicker (R)	Miss.	Lee	County Public Defender
Catherine Cortez Masto (D)	Nev.	Clark	Assistant County Manager
Lindsey Graham (R)	S.C.	Oconee	County Assistant Attorney
Tim Scott (R)	S.C.	Charleston	Council Chairman
Tammy Baldwin (D)	Wis.	Dane	Supervisor

County Connections

County Officials in the U.S. House of Representatives

NAME	DISTRICT	COUNTY	COUNTY CONNECTION	NAME	DISTRICT	COUNTY	COUNTY CONNECTION
Jerry Carl (R)	[Ala.-1]	Mobile	Council President	Jesus "Chuy" Garcia (D)	[Ill.-4]	Cook	Commissioner
Mike Rogers (R)	[Ala.-3]	Calthoun	Commissioner	Mike Quigley (D)	[Ill.-5]	Cook	Commissioner
Dale Strong (R)	[Ala.-6]	Madison	Commission Chairman	Danny Davis (D)	[Ill.-7]	Cook	Commissioner
David Schweikert (R)	[Ariz.-1]	Maricopa	Treasurer	Mike Boat (R)	[Ill.-12]	Jackson	Commissioner
Mark DeSaulnier (D)	[Calif.-10]	Contra Costa	Supervisor	Lauren Underwood (D)	[Ill.-14]	DuPage	County Board Member
Eric Swalwell (D)	[Calif.-14]	Alameda	Deputy District Attorney	Mary Miller (R)	[Ill.-15]	Madison	Treasurer
Anna G. Eshoo (D)	[Calif.-16]	San Mateo	Supervisor	Jim Banks (R)	[Ind.-3]	Whitley	Councilmember
Zoe Lofgren (D)	[Calif.-18]	Santa Clara	Supervisor	Jim Baird (R)	[Ind.-4]	Putnam	Commissioner
Jimmy Panetta (D)	[Calif.-19]	Alameda	County Prosecutor	André Carson (D)	[Ind.-7]	Indianapolis-Marion	City-County Council Member
Salud Carbajal (D)	[Calif.-24]	Santa Barbara	Supervisor	Thomas Massie (R)	[Ky.-4]	Lewis	Judge-Executive
Lou Correa (D)	[Calif.-46]	Orange	Supervisor	Harold Rogers (R)	[Ky.-5]	Pulaski/Rockcastle	Commonwealth Attorney
Ken Buck (R)	[Colo.-4]	Weld	District Attorney	Troy Carter (D)	[La.-2]	Orleans	Councilmember
John Rutherford (R)	[Fla.-6]	Jacksonville-Duval	Sheriff	William R. Keating (D)	[Mass.-9]	Norfolk	County District Attorney
Kathy Castor (D)	[Fla.-14]	Hillsborough	Commissioner	C.A. Dutch Ruppersberger (D)	[Md.-2]	Baltimore	County Executive
Jared Moskowitz (D)	[Fla.-23]	Broward	Commissioner	Glenn Ivey (D)	[Md.-4]	Prince George's	State's Attorney
Carlos Gimenez (R)	[Fla.-28]	Miami-Dade	Mayor	Daniel Kildee (D)	[Mich.-8]	Genesee	Treasurer
Henry C. "Hank" Johnson Jr. (D)	[Ga.-4]	DeKalb	Commissioner	Pete Stauber (R)	[Minn.-8]	St. Louis	Commissioner
Randy Feenstra (R)	[Iowa-4]	Sioux	Treasurer				

Those in bold are newly elected members of the House of Representatives in the 118th Congress

County Connections

County Officials in the U.S. House of Representatives Continued...

NAME	DISTRICT	COUNTY	COUNTY CONNECTION	NAME	DISTRICT	COUNTY	COUNTY CONNECTION
Michael Guest (R)	[Miss.-3]	Madison	County Prosecutor	Earl Blumenauer (D)	[Ore.-3]	Multnomah	Commissioner
Mike Ezell (R)	[Miss.-4]	Jackson	Sheriff	Tim Burchett (R)	[Tenn.-2]	Knox	Mayor
Jeff Jackson (D)	[N.C.-14]	Gaston	Assistant County District Attorney	Andy Ogles (R)	[Tenn.-6]	Maury	Mayor
Donald M. Payne Jr. (D)	[N.J.-10]	Essex	Freeholder	Steve Cohen (D)	[Tenn.-9]	Shelby	Commissioner
Nick LaLota (R)	[N.Y.-1]	Suffolk	Chief of Staff to Presiding Officer of Legislature	Nathaniel Moran (R)	[Texas-1]	Smith	County Judge
Gregory W. Meeks (D)	[N.Y.-5]	Queens	Assistant County District Attorney	Keith Self (R)	[Texas-3]	Collin	County Judge
Ritchie Torres (D)	[N.Y.-15]	New York City	Councilmember	Al Green (D)	[Texas-9]	Harris	Justice of the Peace
Pat Ryan (D)	[N.Y.-18]	Ulster	County Executive	Veronica Escobar (D)	[Texas-16]	El Paso	County Judge
Marc Molinaro (R)	[N.Y.-19]	Dutchess	County Executive	Troy Nehls (R)	[Texas-22]	Fort Bend	Sheriff
Paul Tonko (D)	[N.Y.-20]	Montgomery	Supervisor Chairman	Jasmine Crockett (D)	[Texas-30]	Bowie	Public Defender
Joe Morelle (D)	[N.Y.-26]	Montroe	County Legislator	John R. Carter (R)	[Texas-31]	Williamson	District Court Judge
Brian Higgins (D)	[N.Y.-26]	Erie	Buffalo Common Council	Robert Wittman (R)	[Va.-1]	Westmoreland	Supervisor
Joyce Beatty (D)	[Ohio-3]	Montgomery	Director of Health and Human Services	Bob Good (R)	[Va.-5]	Campbell	Supervisor
Robert E. Latta (R)	[Ohio-5]	Wood	Commissioner	Gerald E. Connolly (D)	[Va.-11]	Fairfax	Supervisor
David P. Joyce (R)	[Ohio-14]	Geauga	County Prosecutor	Rick Larsen (D)	[Wash.-2]	Snohomish	Council Member
				Mark Pocan (D)	[Wis.-2]	Dane	Supervisor

Note: Congressional districts listed above reflect those established following the redistricting cycle based on the 2020 U.S. Census

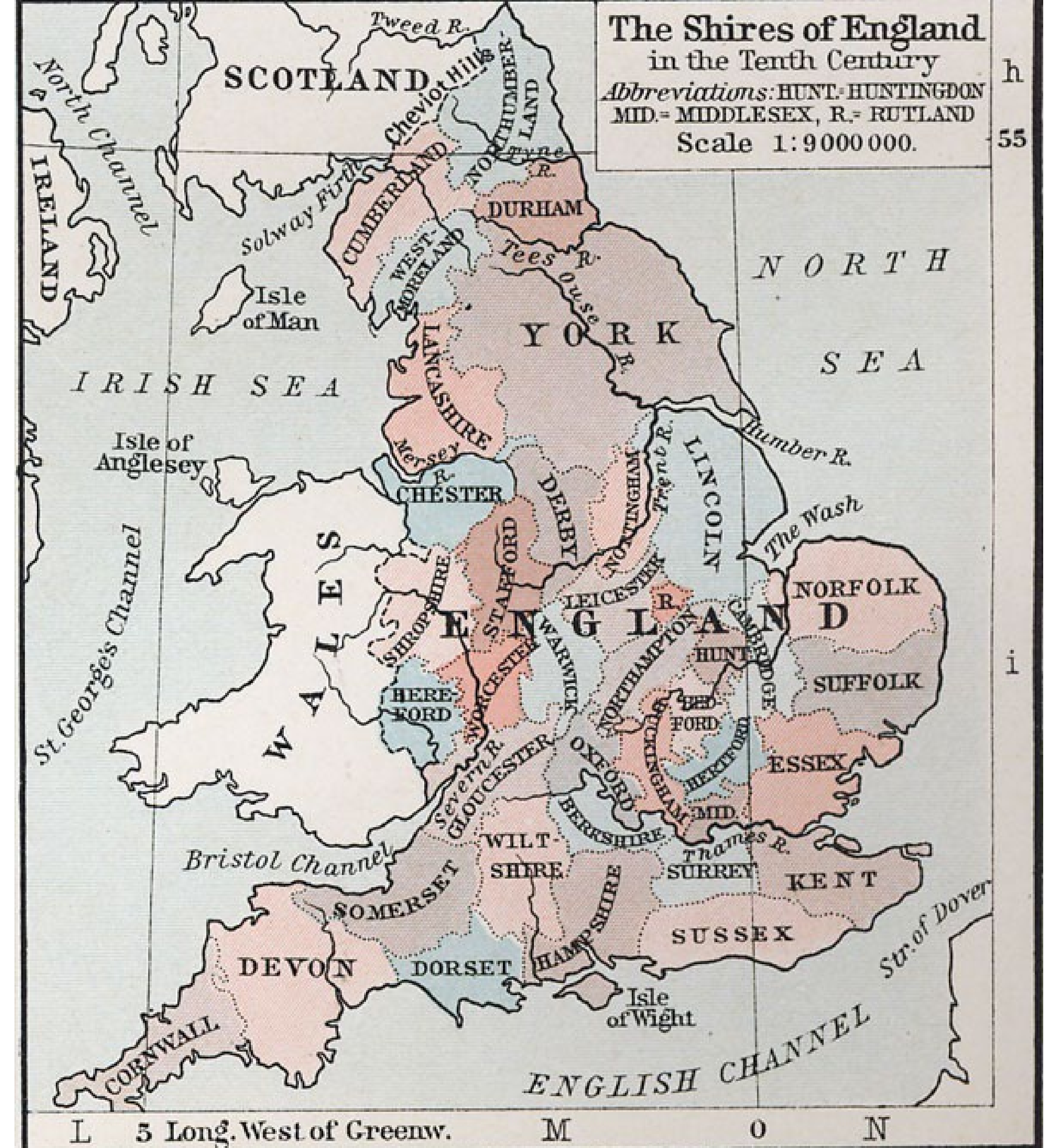


COUNTY LANDSCAPE

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**”



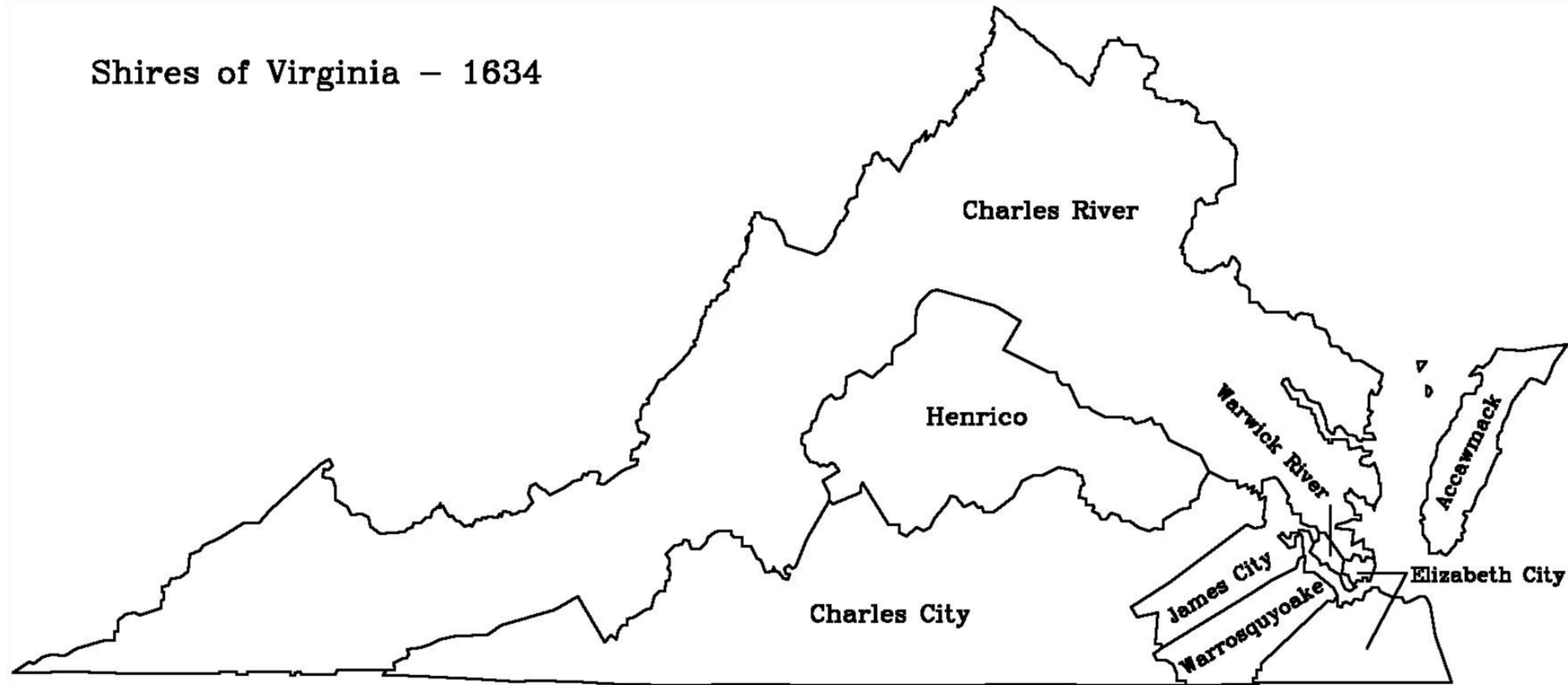
Shires were ruled by the monarchy through appointed earls/ealdormen and run by a council of local landowners.



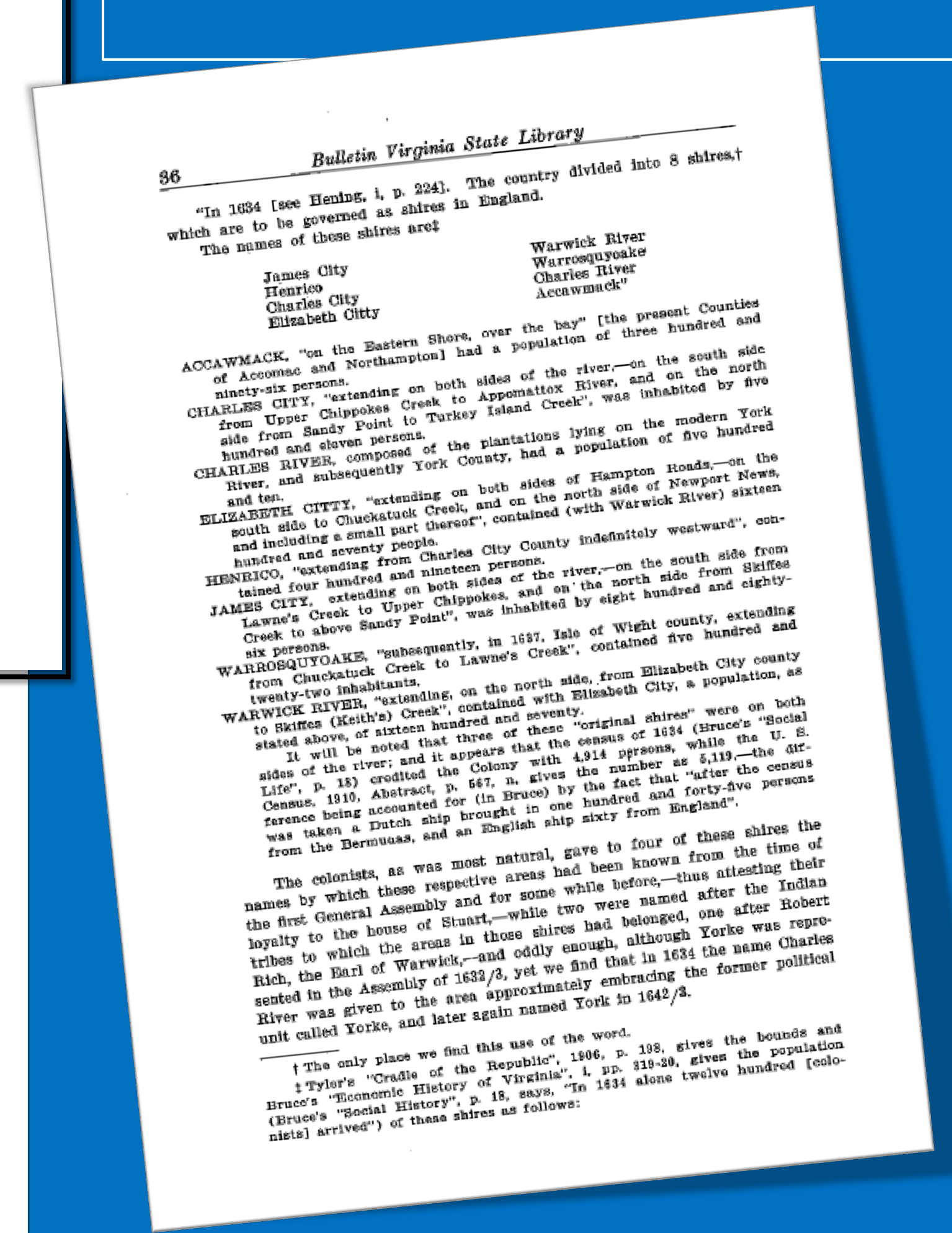
Main functions often included courts, public works, relief of the poor, tax collection and local regiments for the crown.

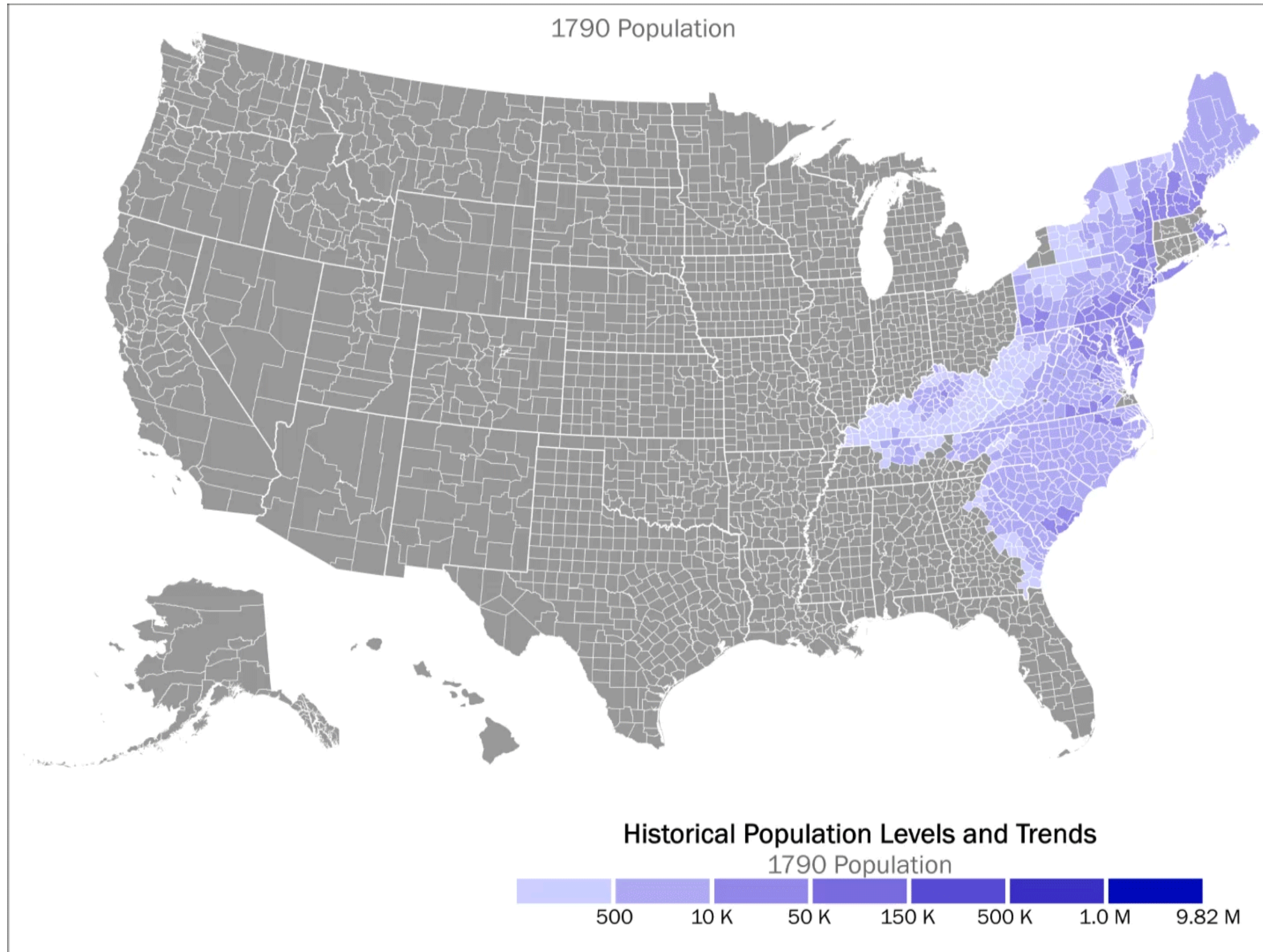
WHEN WERE THE FIRST COUNTIES FORMED?

Shires of Virginia – 1634



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

NATIONAL DATABASE

GLOSSARY



County Governance Project
www.naco.org

f

twitter

in

envelope

STATE PROFILES

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!

COUNTY LANDSCAPE

NACO BLUEPRINT



FEDERALISM AND INTERGOVERNMENTAL RELATIONS



COUNTY ADVOCACY AND POLICY DEVELOPMENT



COUNTY CIVIC EDUCATION AND PUBLIC TRUST & ENGAGEMENT



COUNTY ECONOMIES, COMPETITIVENESS AND OPPORTUNITY



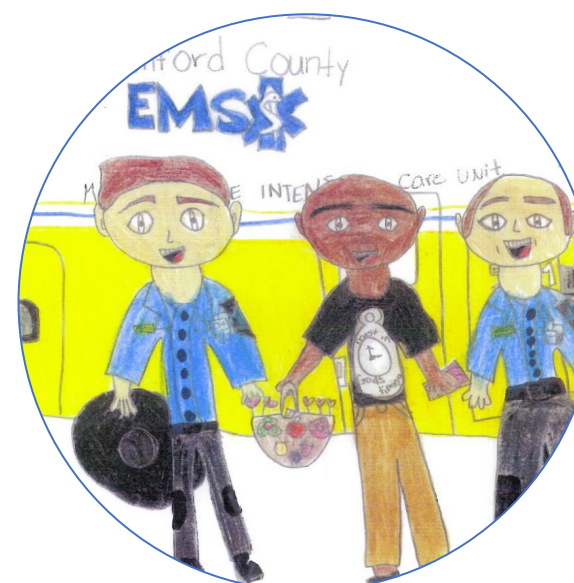
COUNTY GOVERNANCE, ADMINISTRATION AND OPERATIONS



COUNTY RESIDENTS HEALTH, HUMAN SERVICES AND EQUITY



COUNTY COMMUNITY AND PUBLIC INFRASTRUCTURE



COUNTY PUBLIC SAFETY AND EMERGENCY MANAGEMENT



COUNTY DATA, TECHNOLOGY AND SECURITY

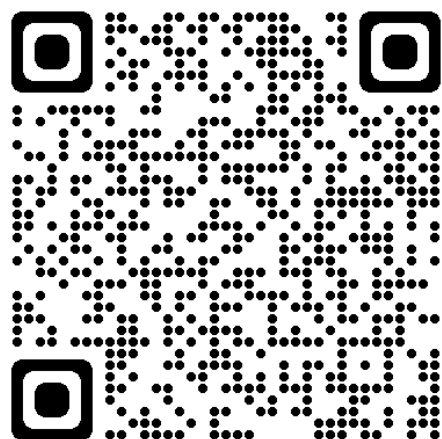
You asked. We listened.

New and improved County Explorer...

- simple.
- accessible.
- impactful.



NACO BLUEPRINT



NATIONAL ASSOCIATION OF COUNTIES **NACo**
COUNTY EXPLORER

...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 @NACoTweets

NYE COUNTY, NV 2023 PAYMENTS IN LIEU OF TAXES (PILT)

PILT RECEIVED FY 2023 \$3,843,946	PERCENT OF PILT ENTITLEMENT LAND WITHIN COUNTY 73.5%	PILT ENTITLEMENT ACRES 8,547,910	PILT AMOUNT PER ENTITLEMENT ACRE \$0.45
--	---	---	--

FEDERAL LAND, LOCAL COMMUNITIES

62% of counties have federal land within their boundaries. Even though they are not able to collect property taxes on federal land, county governments must still provide essential services for their residents and those who visit these public lands each year. Such services include road and bridge maintenance, law enforcement, search and rescue, emergency medical, fire protection, solid waste disposal and environmental compliance.

Our ask: **Counties urge Congress to provide full funding for PILT in FY 2024 and to support a sustainable long-term approach to financing essential local services in America's public lands counties.**

Agency	Acres	Percentage
Bureau of Land Management	6.47 M	(75.7%)
Forest Service	1.96 M	(22.9%)
Bureau of Reclamation	0	(0%)
National Park System	107 K	(1.3%)
U.S. Army	0	(0%)
U.S. Army Corp of Engineers	0	(0%)
Fish and Wildlife Service	9,461	(0.1%)
Other Agencies*	0	(0%)

NACo Analysis of: U.S. Department of the Interior Data. PILT Received, FY 2023 represents the total PILT appropriations for fiscal year 2023. Total Number of PILT entitlement acres reflects the number of acres eligible for PILT payments. * Other Agencies includes acres managed by the Utah Reclamation Mitigation and Conservation Commission (URC).

PILT FUNDING CRITICAL FOR SERVICES INCLUDING:

ROAD AND BRIDGE MAINTENANCE

LAW ENFORCEMENT

SEARCH AND RESCUE

EMERGENCY MEDICAL

FIRE PROTECTION

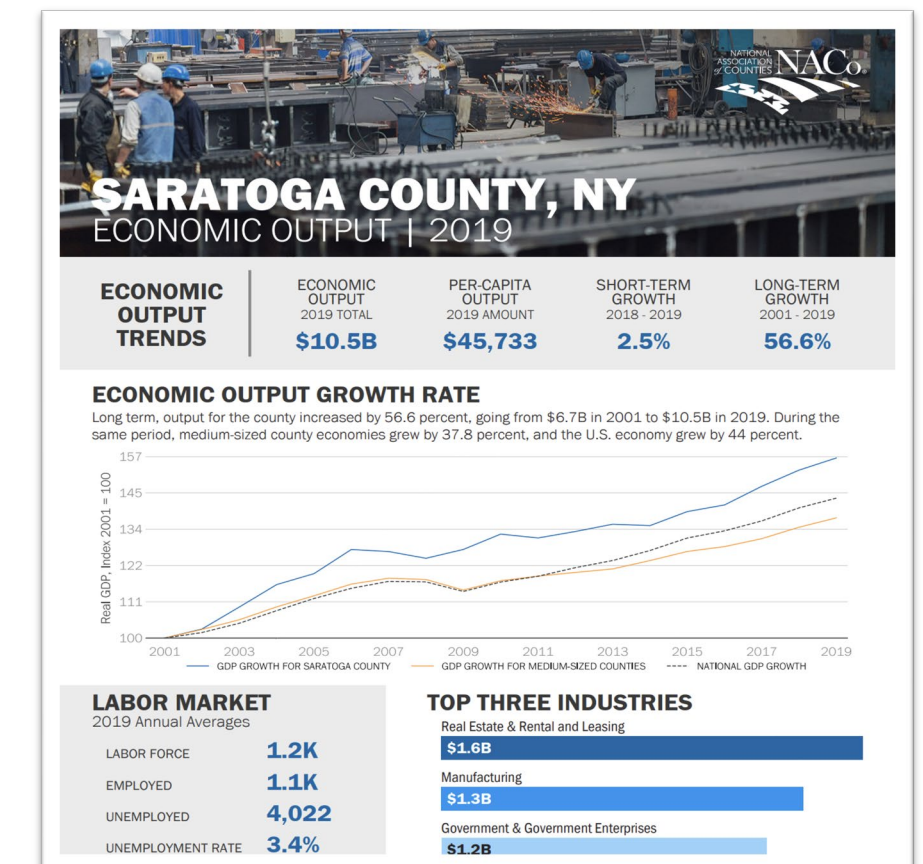
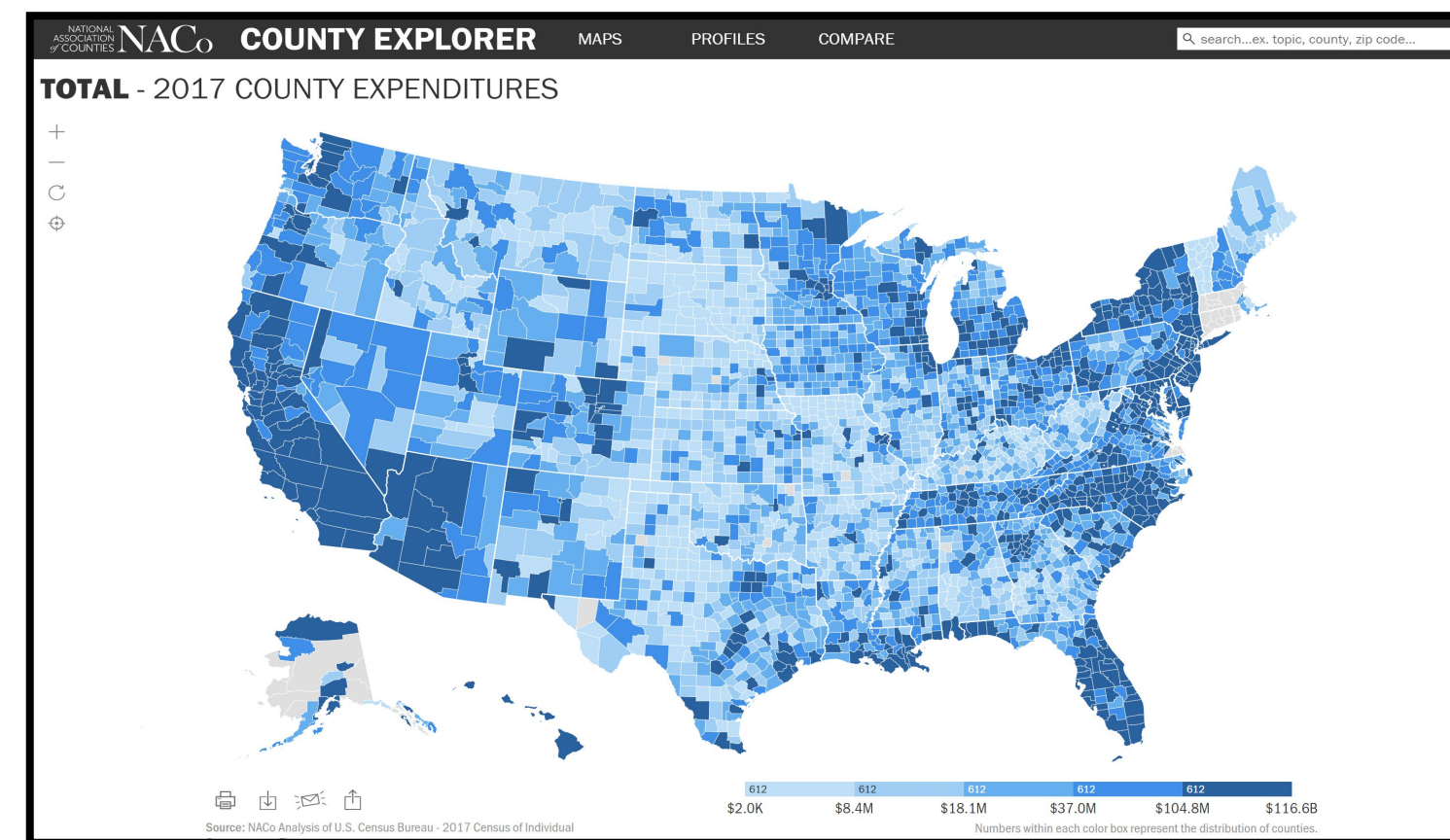
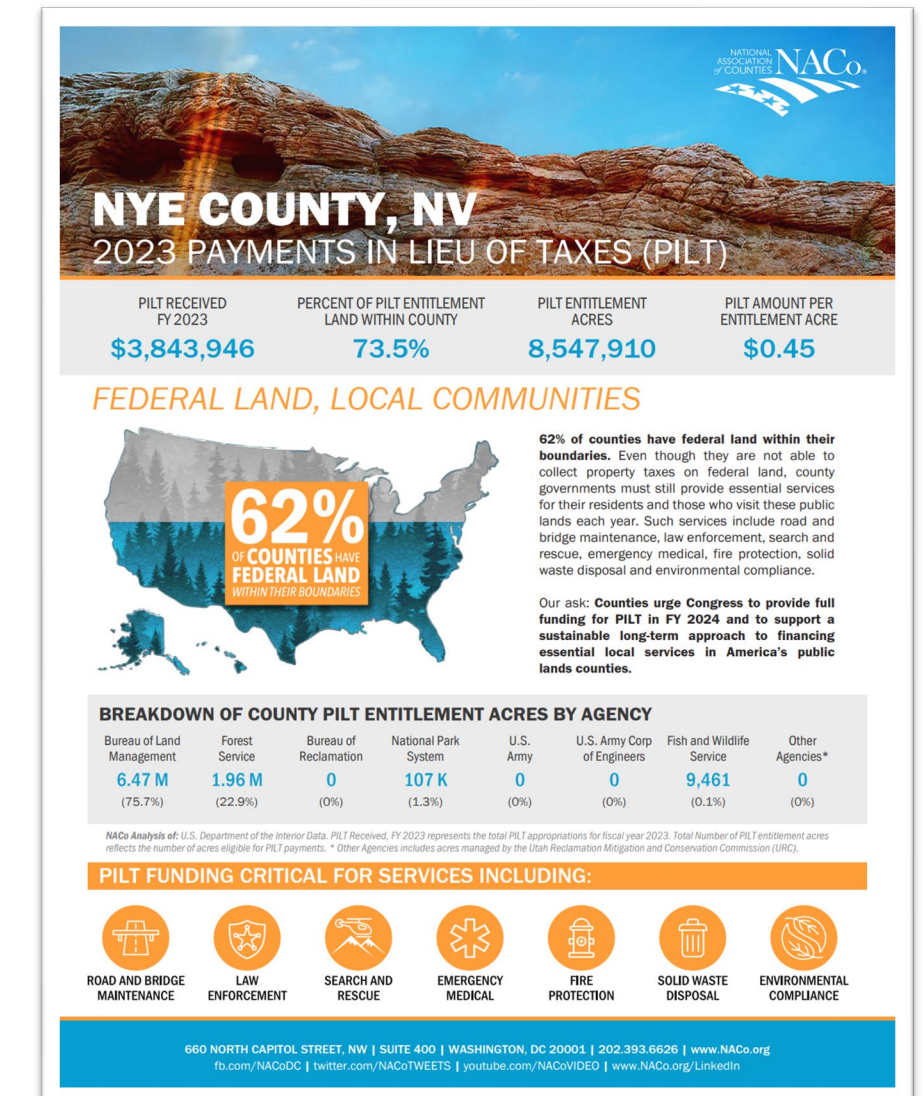
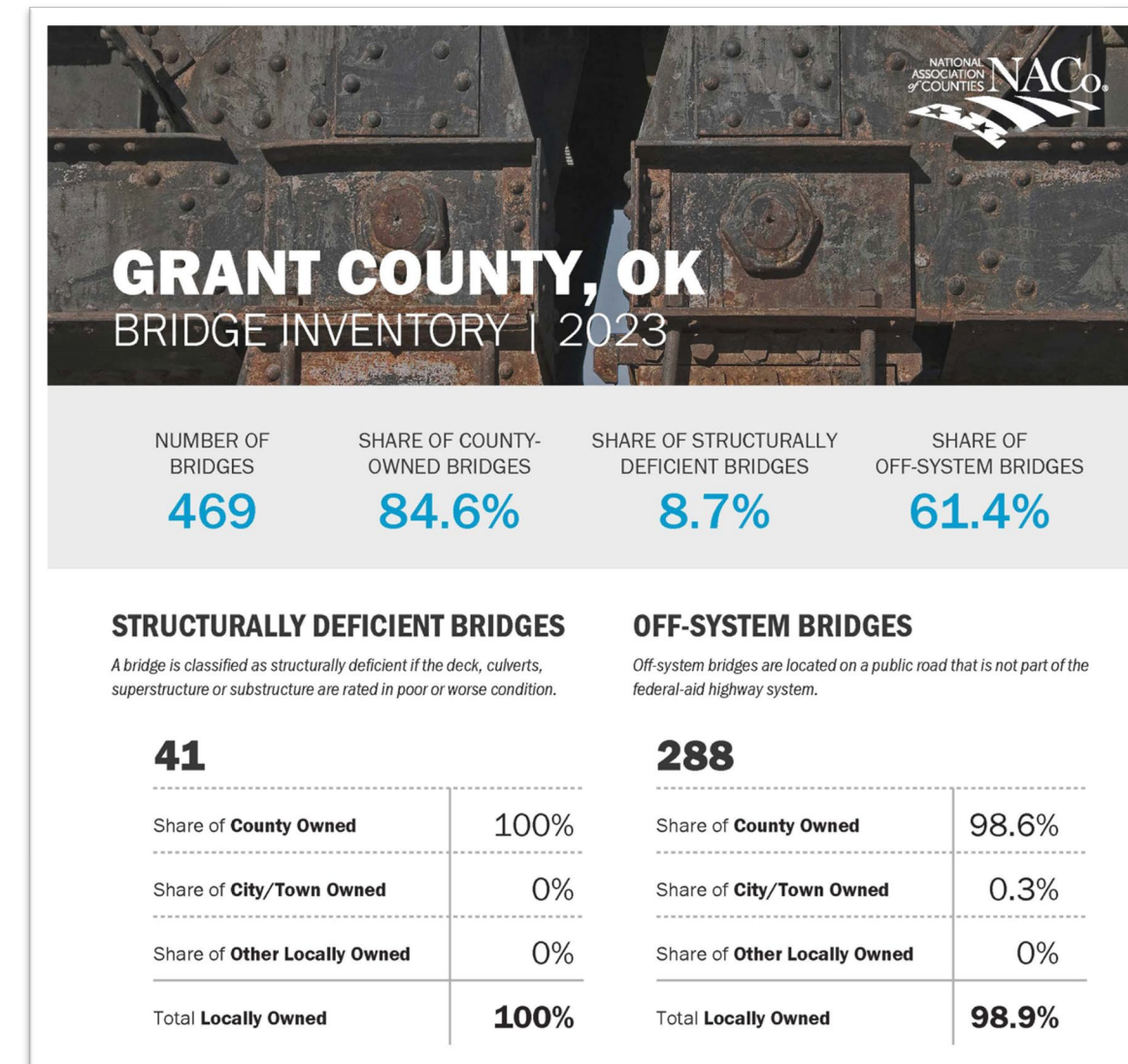
SOLID WASTE DISPOSAL

ENVIRONMENTAL COMPLIANCE

660 NORTH CAPITOL STREET, NW | SUITE 400 | WASHINGTON, DC 20001 | 202.393.6626 | www.NACo.org
fb.com/NACoDC | twitter.com/NACoTWEETS | youtube.com/NACoVIDEO | www.NACo.org/LinkedIn

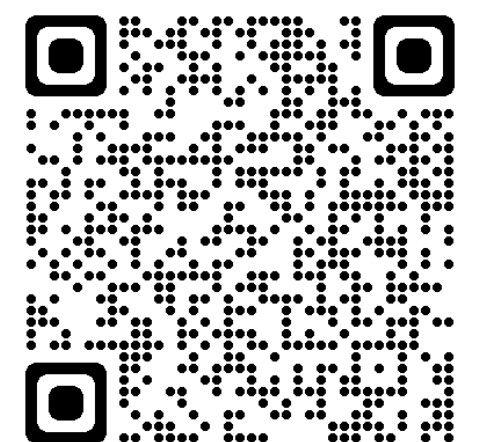
County Explorer Features:

- 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.

Email research@naco.org for more information and sign up for monthly updates at www.naco.org/CESignUp.

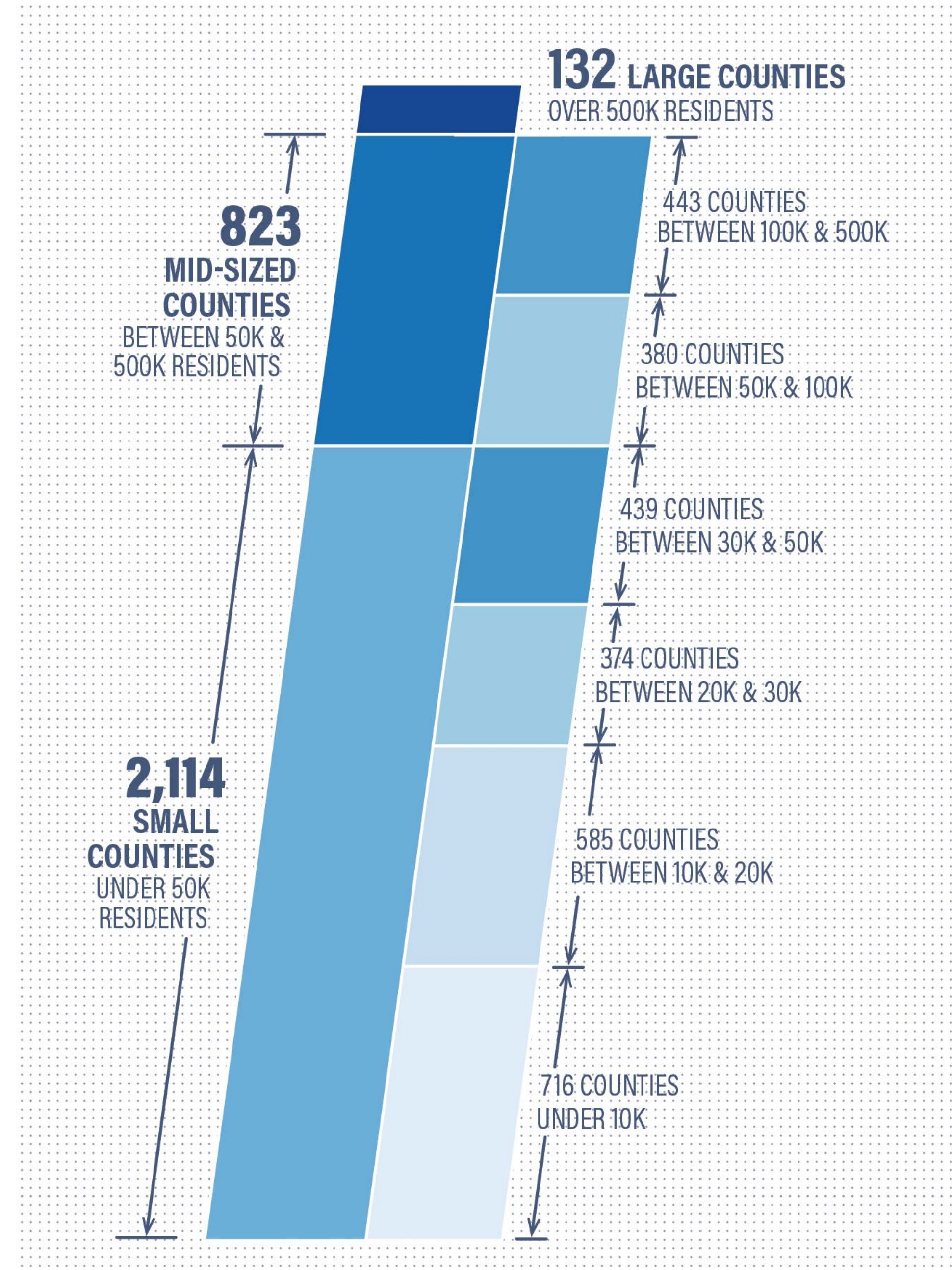


POPULATION BREAKDOWN OF AMERICA'S 3,069 COUNTIES

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.



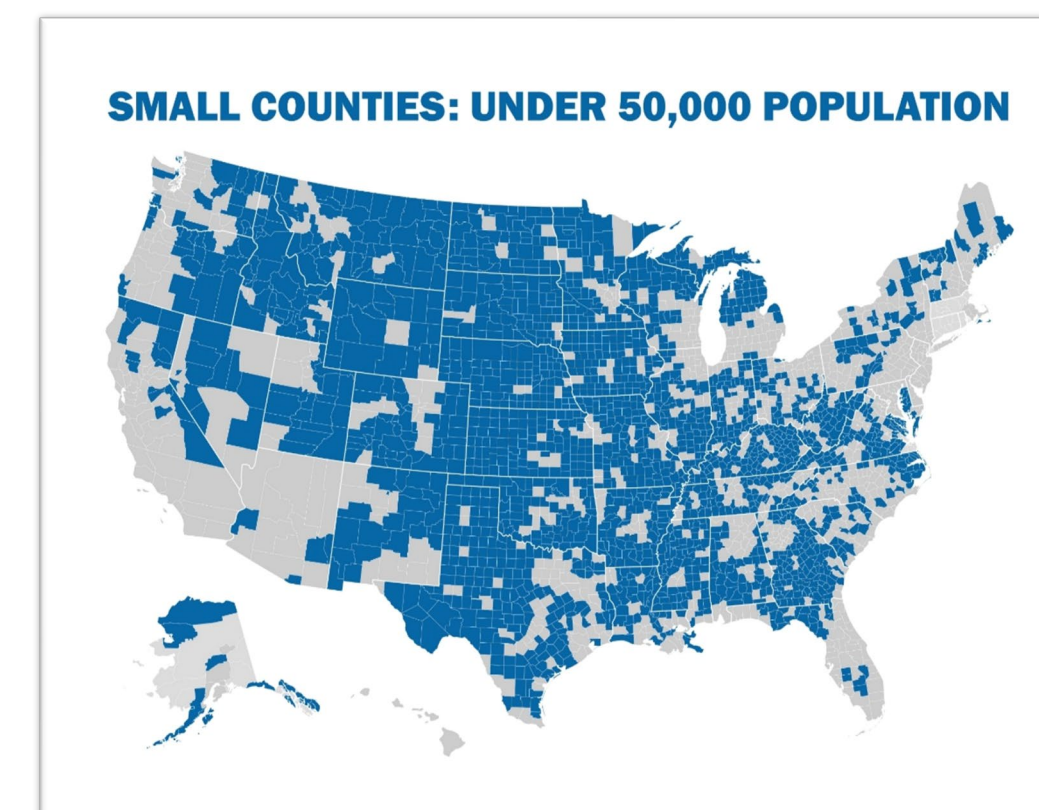
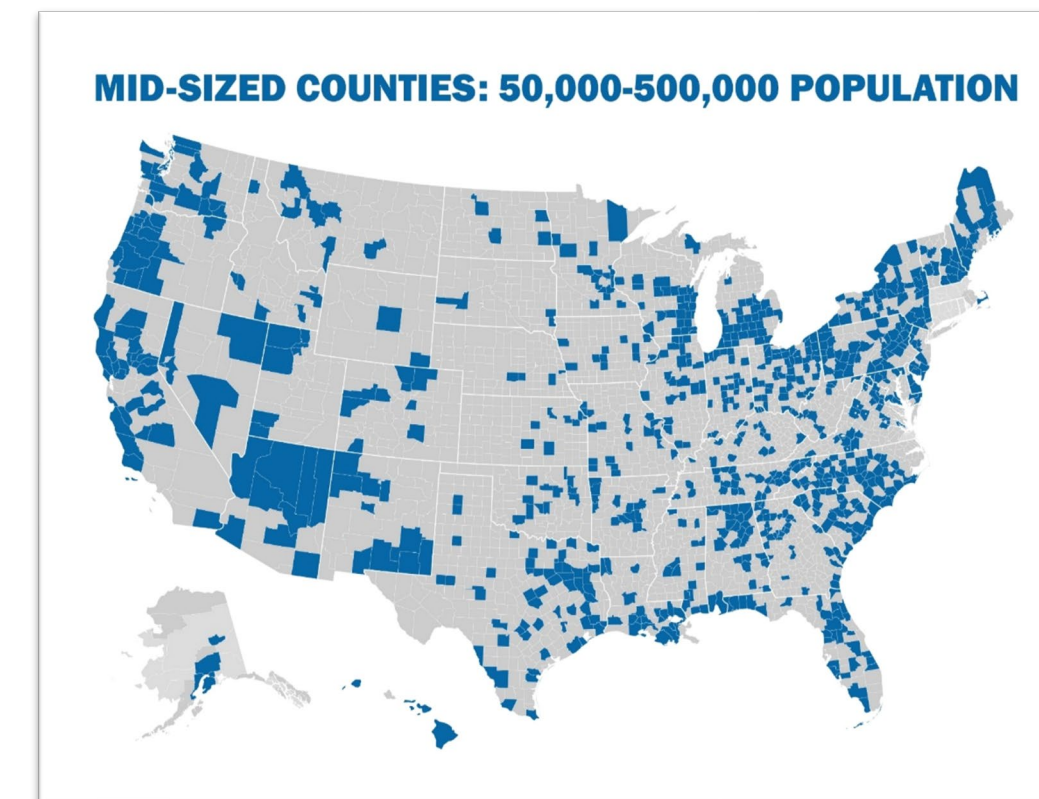
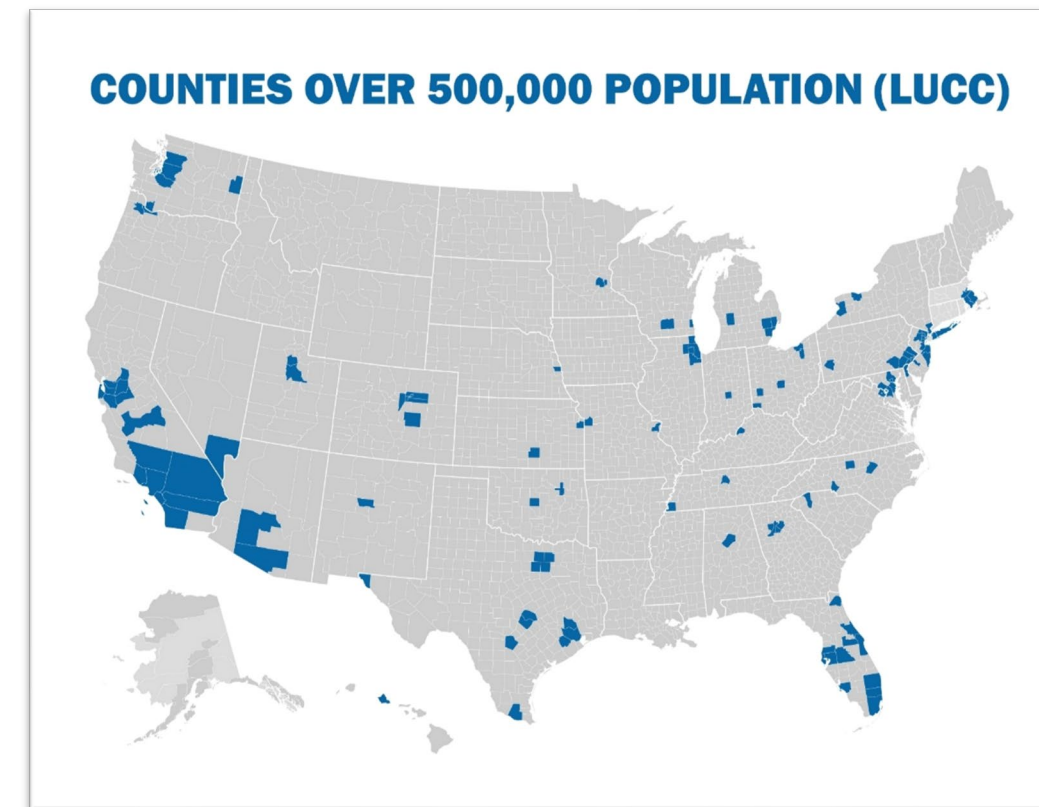
Per 2020 Census figures

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.



POPULATION BREAKDOWN OF U.S. COUNTIES, PER 2020 CENSUS

- **Above 1 million:** 45 counties (1%)
- **500K - 999K:** 87 counties (3%)
- **250K – 499K:** 131 counties (4%)
- **249K - 100K:** 312 counties (10%)
- **99K - 50K:** 380 counties (12%)
- **Below 50K:** 2,114 (69%)
 - **10K - 49K:** 1,398 counties (46%)
 - **Below 10K:** 716 counties (23%)

CONSOLIDATED CITY-COUNTY GOVERNMENTS

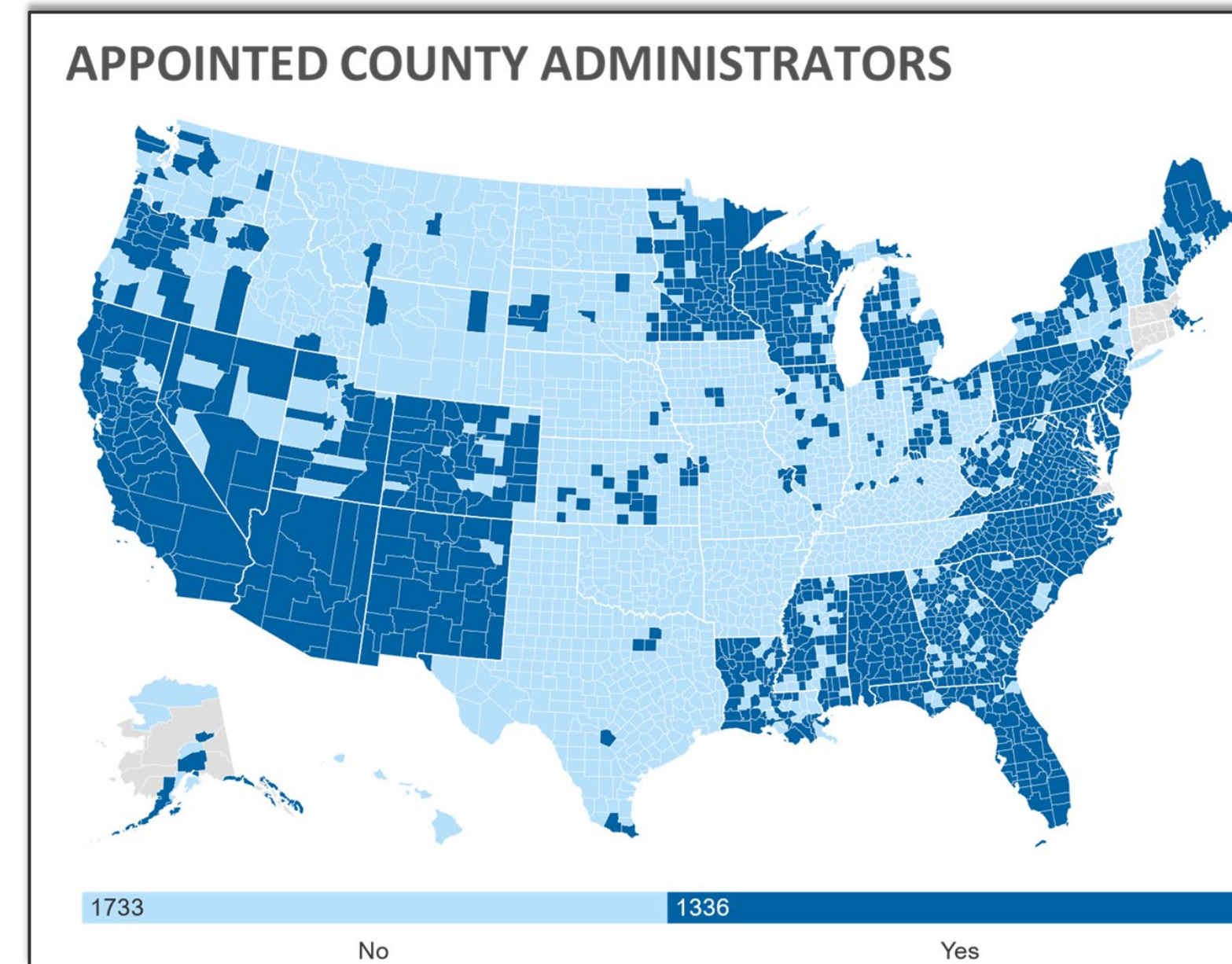
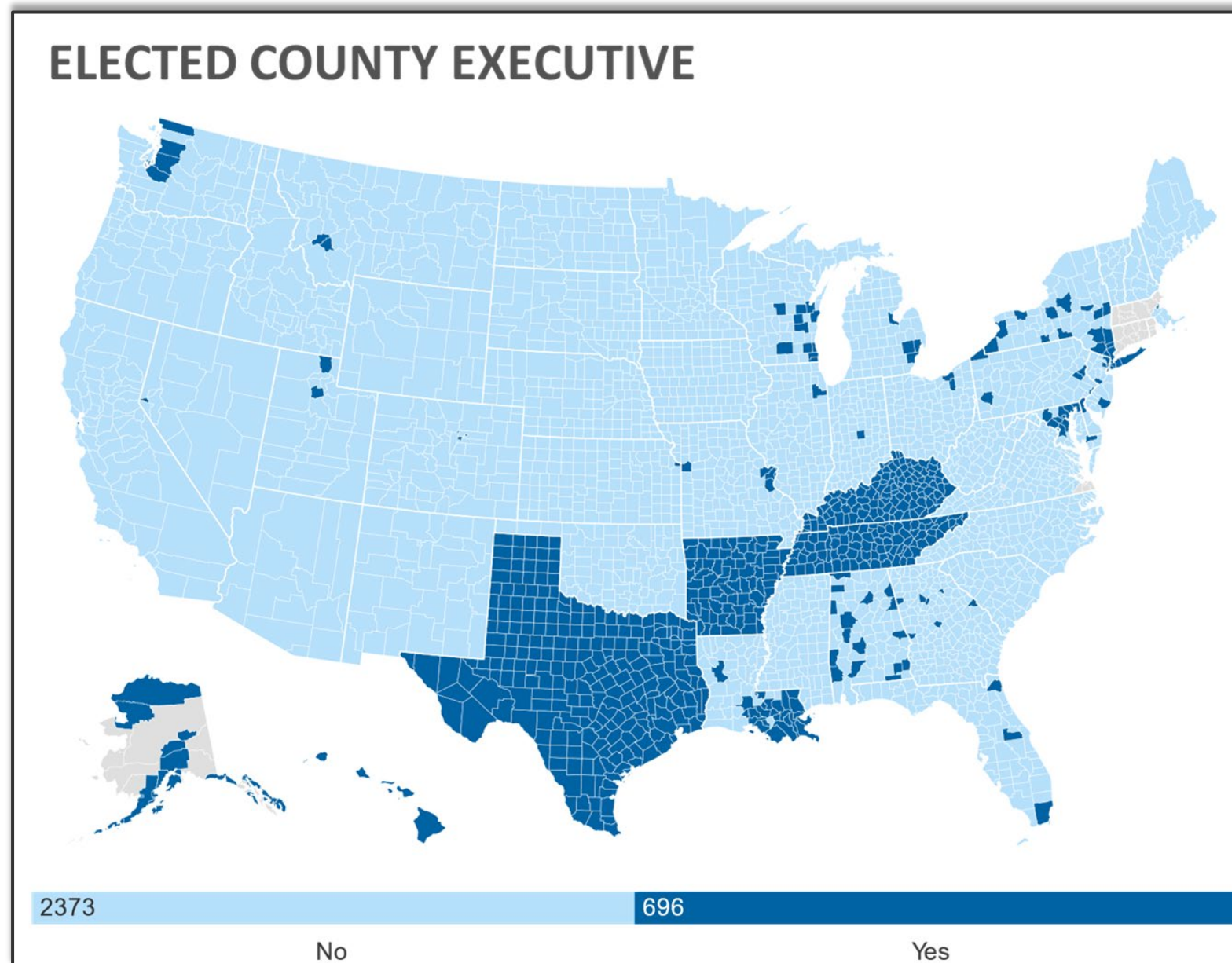
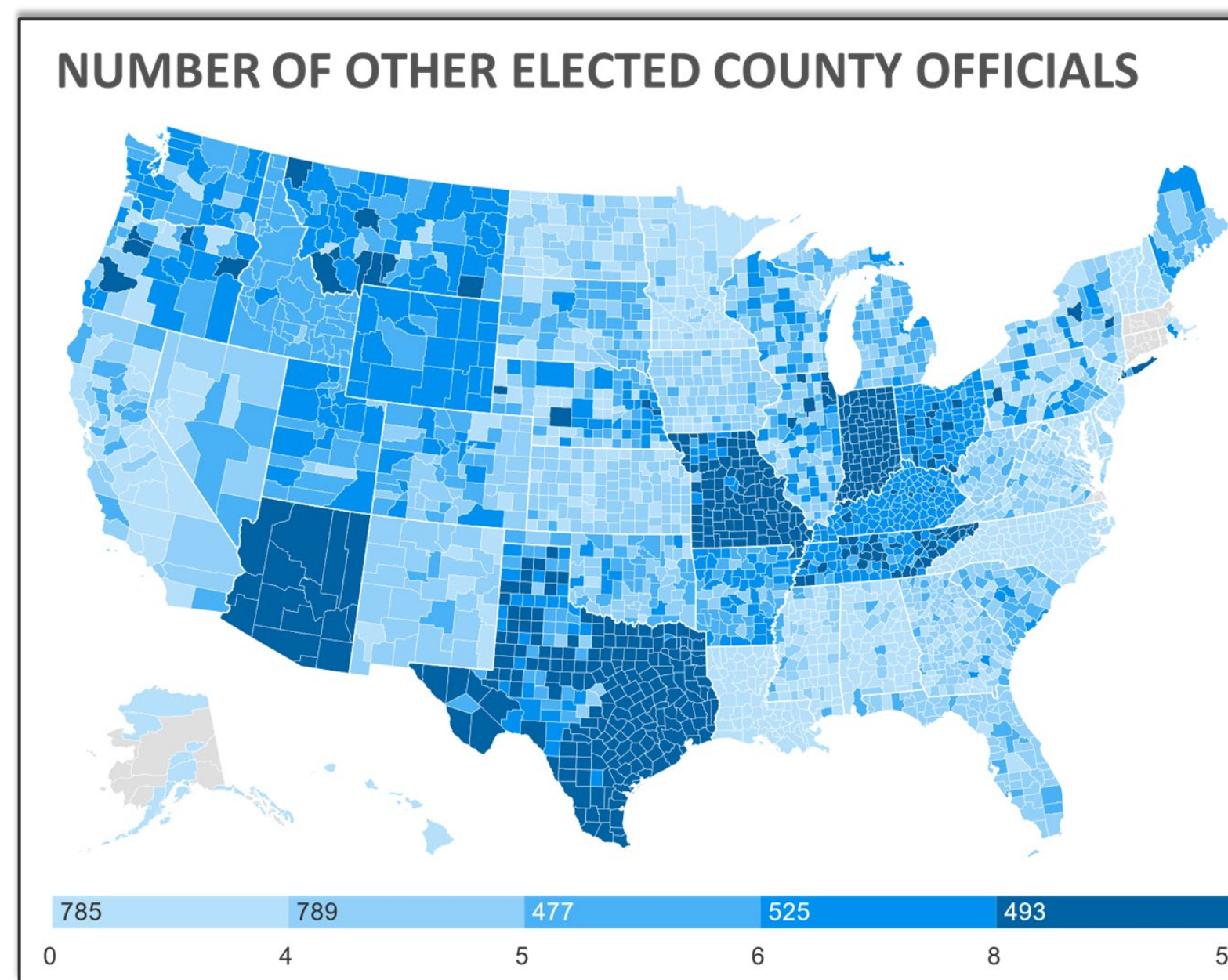
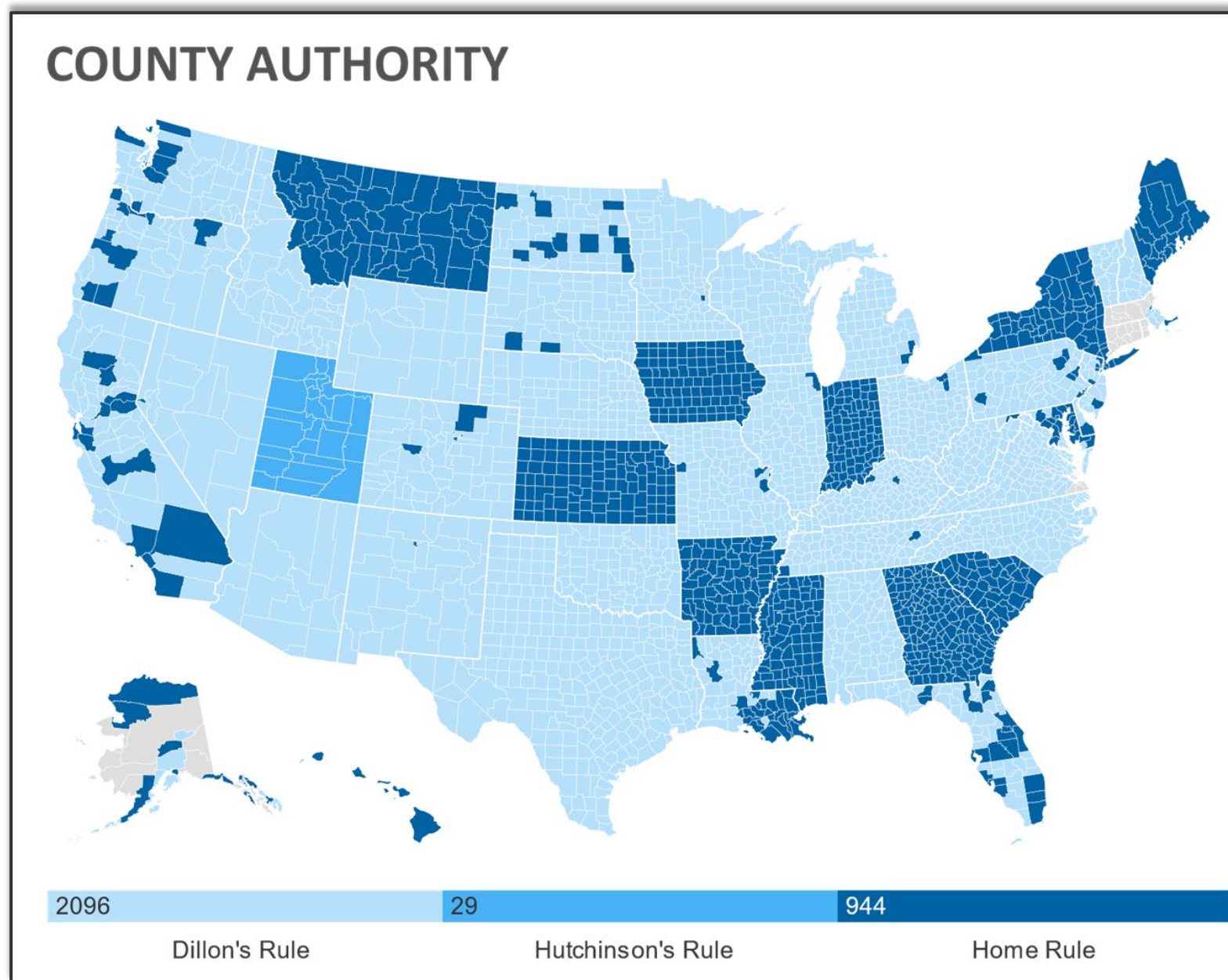
A consolidated city-county is one or more cities and their surrounding county merge to create one intertwined governing organization responsible for all government services.

Anchorage Borough	AK
Haines Borough	AK
City and Borough of Juneau	AK
Petersburg Borough	AK
City and Borough of Sitka	AK
Skagway Borough	AK
City and Borough of Wrangell	AK
City and Borough of Yakutat	AK
San Francisco City & County	CA
Broomfield City and County	CO
Denver City and County	CO
Duval County/City of Jacksonville	FL
Bibb County	GA
The Unified Government of Cusseta-Chattahoochee County	GA
Athens-Clarke County	GA
Echols County	GA
Columbus-Muscogee County	GA
Quitman County	GA
Augusta-Richmond County	GA
Webster County	GA
Honolulu City and County	HI
Indianapolis and Marion County	IN
Greeley County	KS
Unified Govt. of Wyandotte County and Kansas City	KS
Lexington-Fayette County	KY
Louisville Jefferson County Metro Government	KY
East Baton Rouge Parish	LA
Lafayette Consolidated Government	LA
Orleans Parish	LA
Terrebonne Parish Consolidated Government	LA
Nantucket County	MA
Suffolk County, City of Boston	MA
Anaconda-Deer Lodge County	MT
Butte-Silver Bow County	MT
Carson City	NV
Los Alamos County	NM
New York City	NY
Camden County	NC
Philadelphia County	PA
Metropolitan Government of Nashville and Davidson County	TN
Moore County	TN
Trousdale County	TN

EVOLUTION OF COUNTIES

INDEPENDENT CITIES *WITH* COUNTY FUNCTIONS

- Baltimore City
- St. Louis City, Mo.
- Washington, D.C.
- Independent cities of Virginia (limited functions)



EVOLUTION OF COUNTIES

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



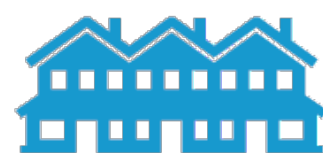
INFRASTRUCTURE



PUBLIC AMENITIES



PUBLIC SAFETY



ZONING AND DEVELOPMENT



SCHOOLS



COUNTY GOVERNMENT FINANCES

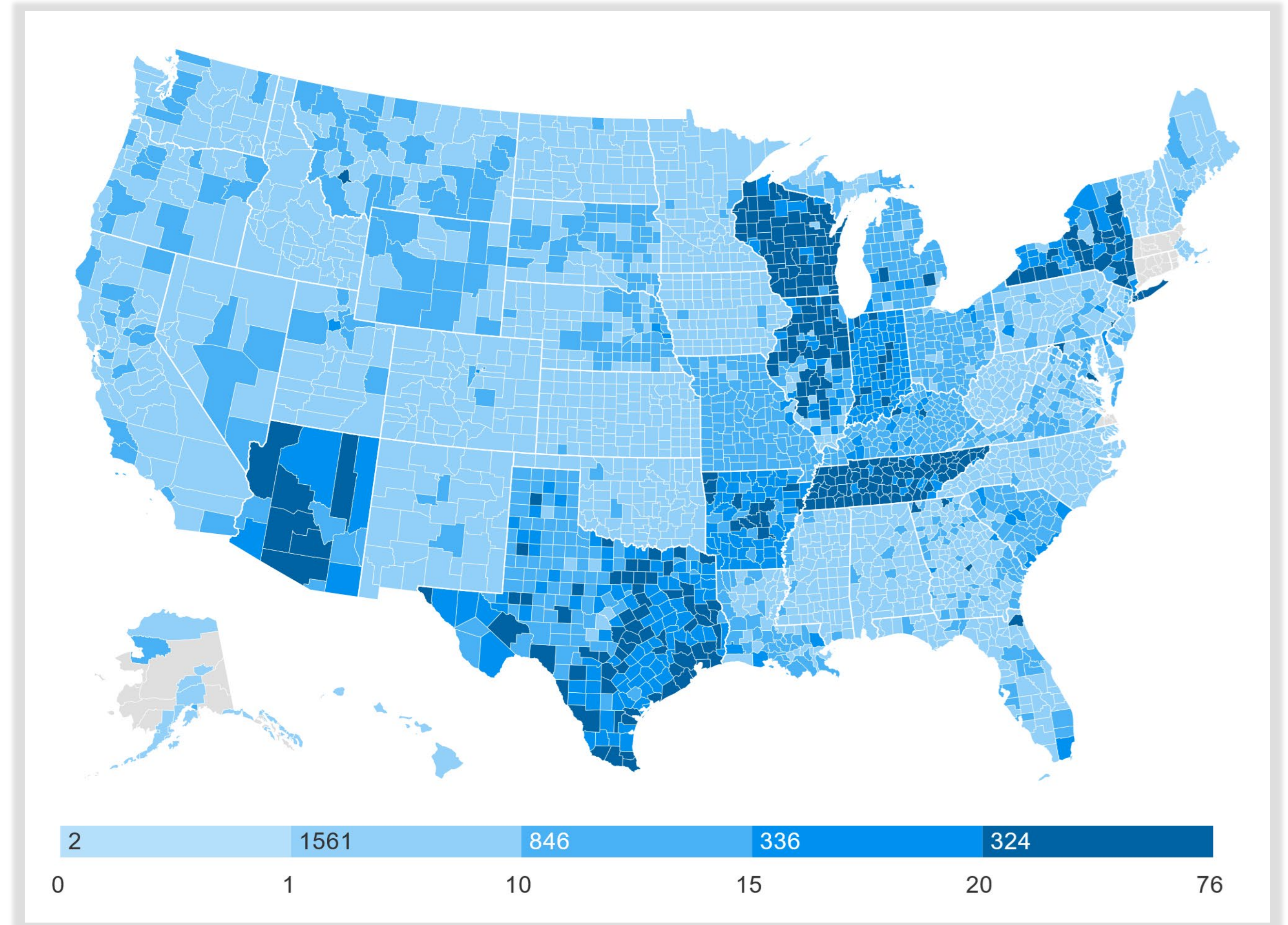
- Property **Tax** (real and personal)
- **Sales Tax**
- **Income Tax**
- **Other taxes:** Mineral Tax, Gas/Fuel Tax, Poll Tax, Hotel/Motel Tax, Transfer Tax, Vehicle Tax
- **Fees** for services
- **Bonds / financing options** (with debt limits)

BASICS OF COUNTY GOVERNMENT

COUNTY ELECTED OFFICIALS

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



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

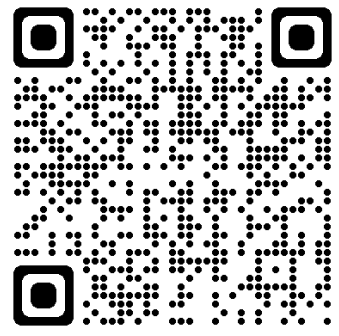
MOST COMMON FUNCTIONS OF COUNTY BOARD MEMBERS:

- 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



BASICS OF COUNTY GOVERNMENT

COUNTY BOARD

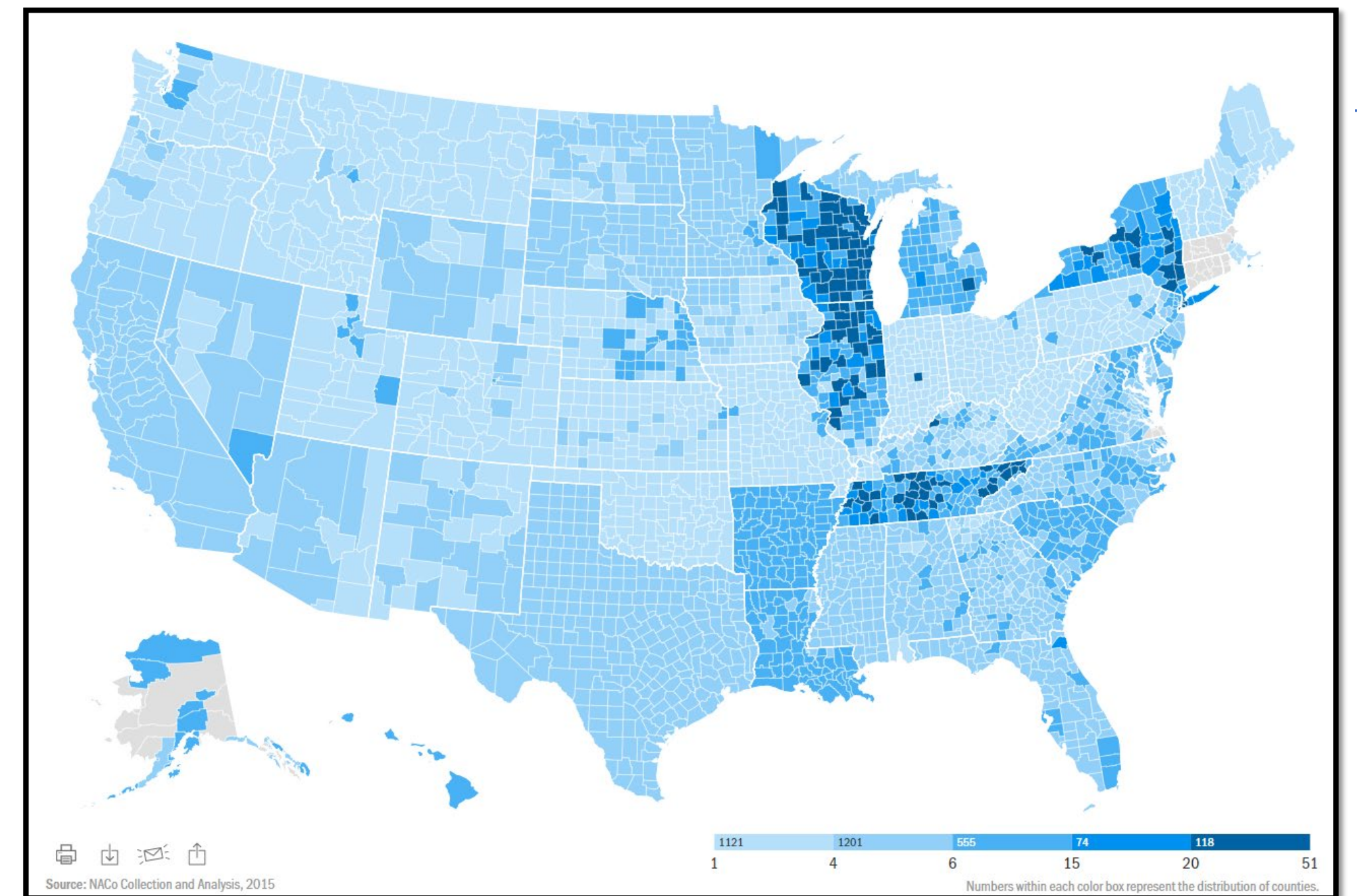
Depending on state law and the specific county charter, the **COUNTY BOARD** is elected to multi-year terms from single-member districts or at-large. County Boards are typically 3 to 7 members, yet may be as large as 45+ members as a legislative body.

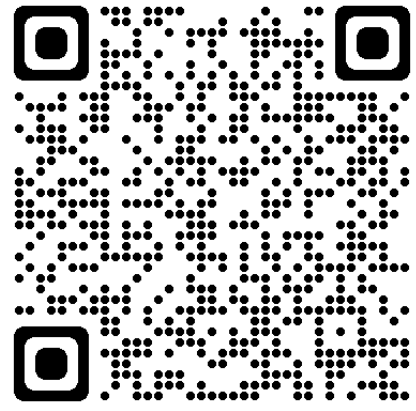
MOST COMMON

- 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





BASICS OF COUNTY GOVERNMENT

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

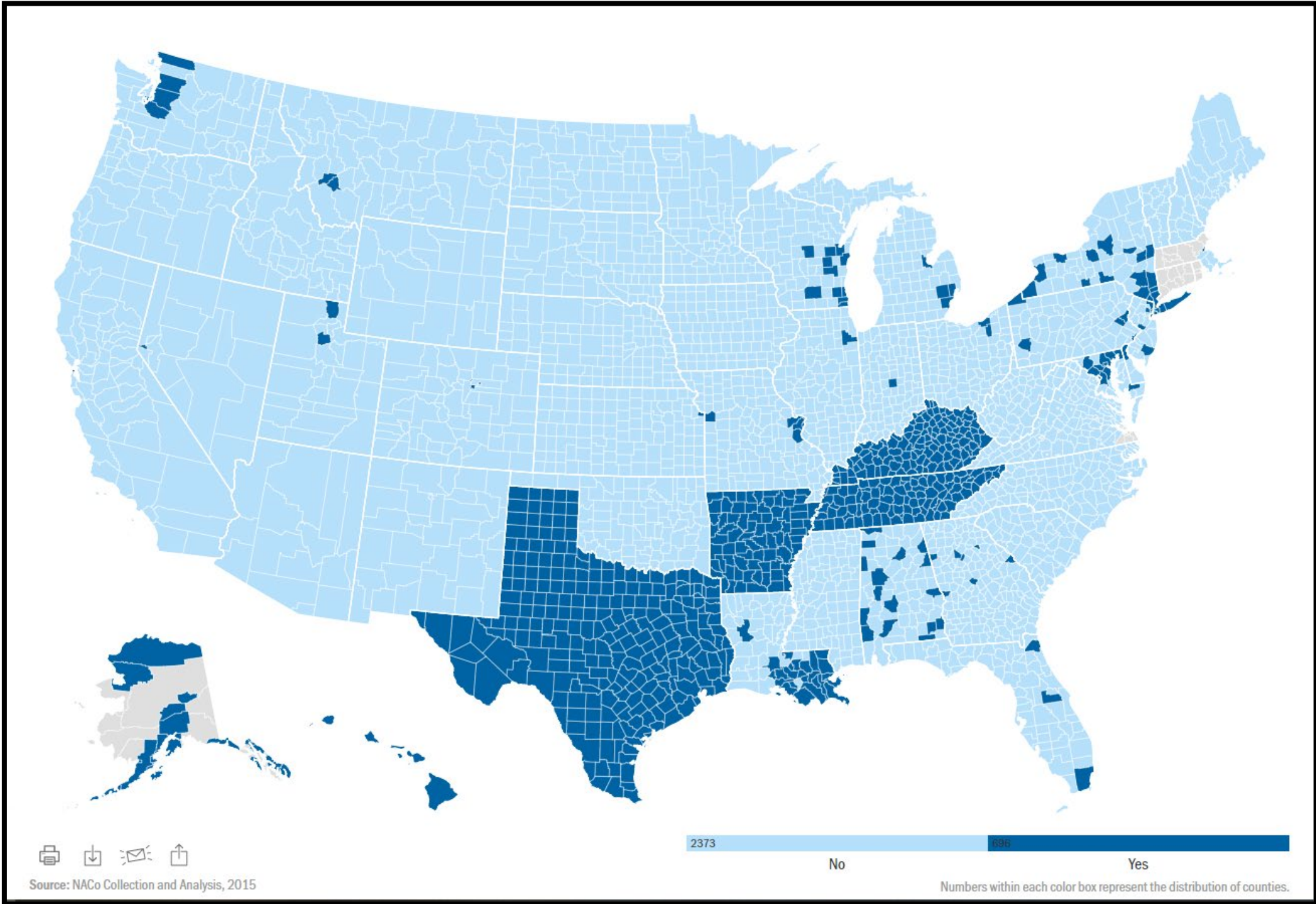
- County Mayor
- County Judge
- County Executive

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

BASICS OF COUNTY GOVERNMENT

COUNTY AUDITOR

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

BASICS OF COUNTY GOVERNMENT

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*

BASICS OF COUNTY GOVERNMENT

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

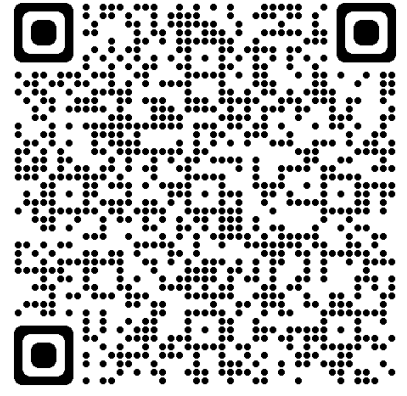
Depending on state law and the specific county charter, the **TREASURER** is an independently elected official of the county.

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)



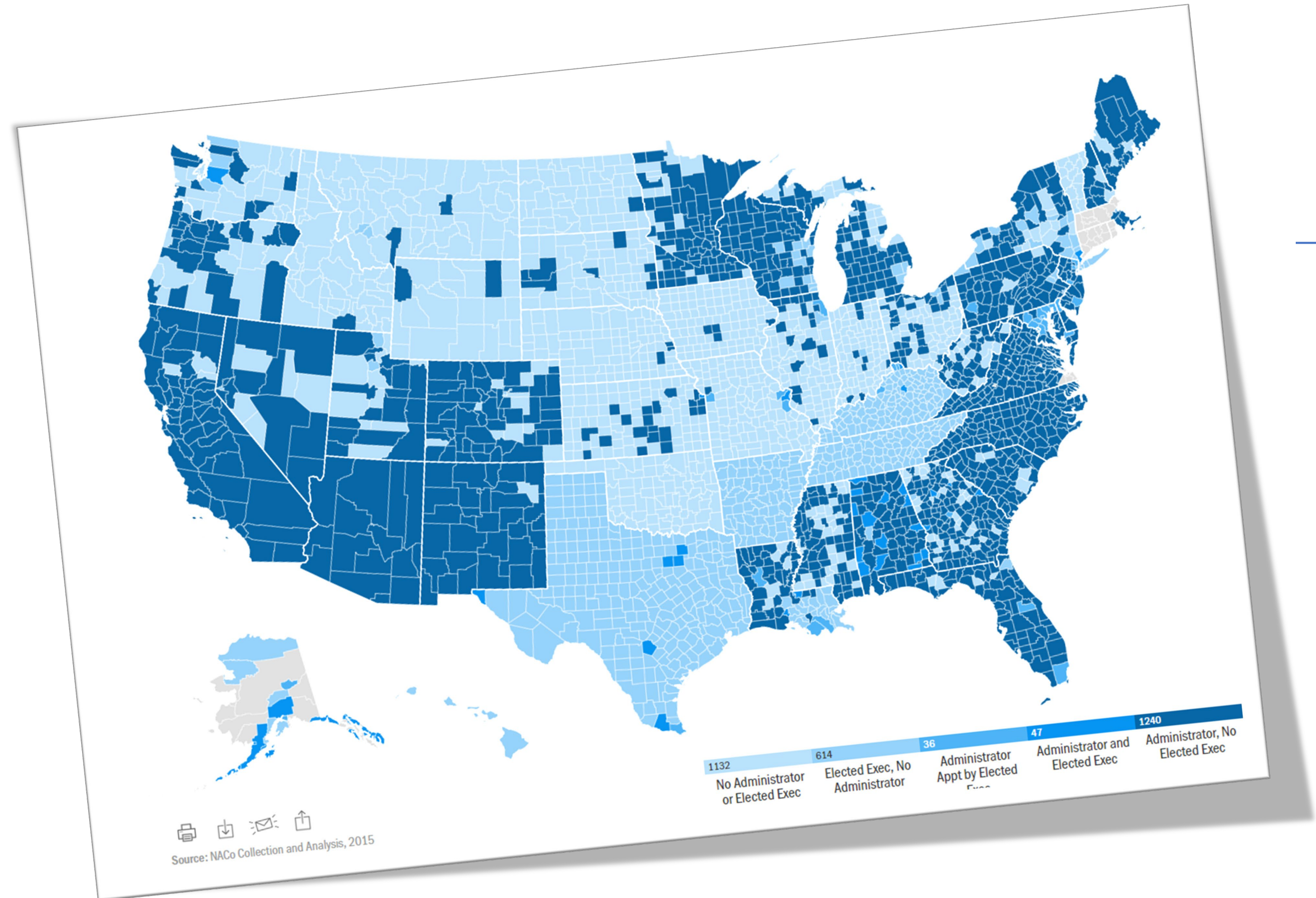
BASICS OF COUNTY GOVERNMENT

COUNTY ADMINISTRATOR

The **COUNTY ADMINISTRATOR** is typically the top appointed career official of the county.

MOST COMMON

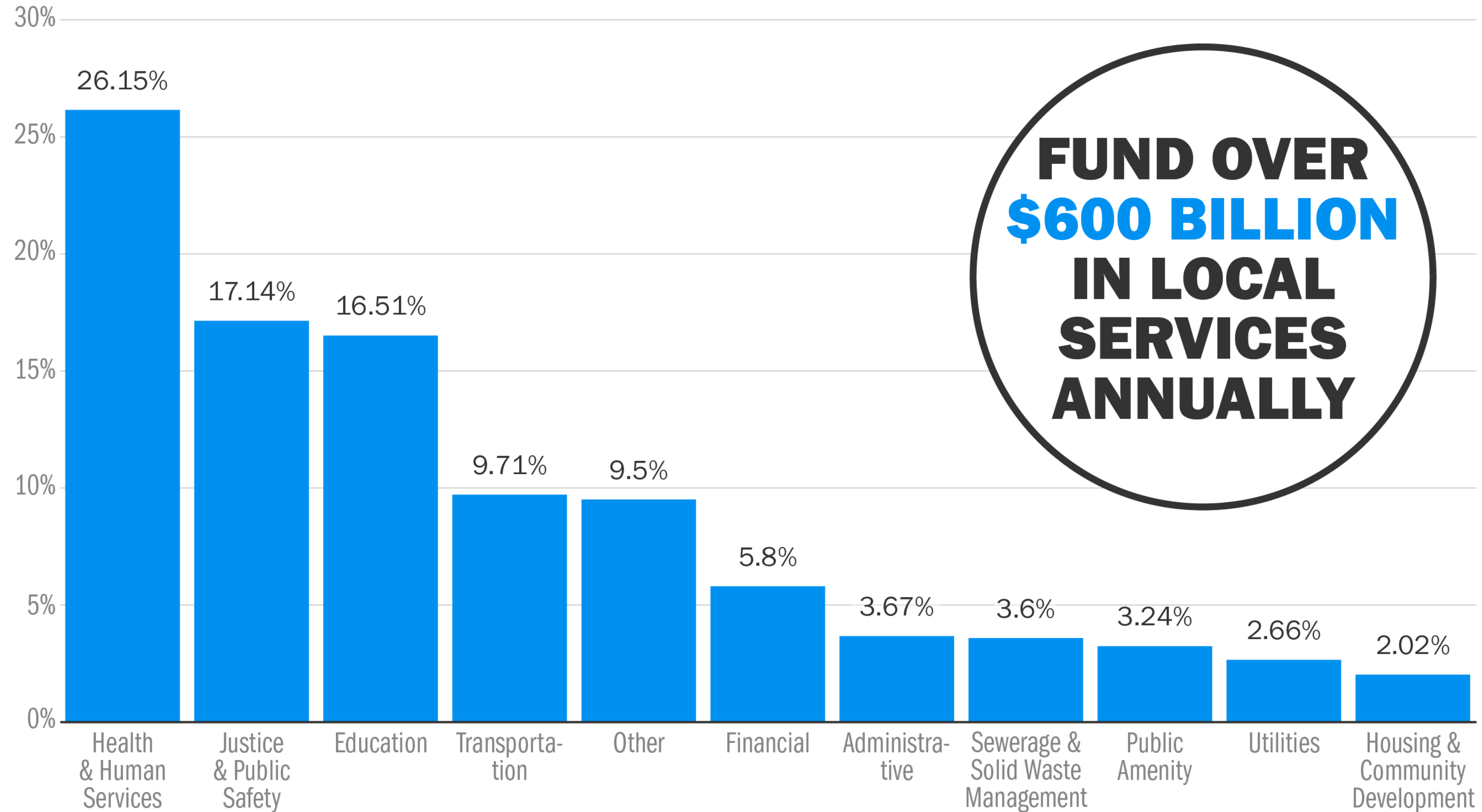
- Oversee the daily operations of the county govt., including formation of the county budget and management of programs and services
- Serve the county's legislative body by carrying out the policies and procedures established by its members
- Partner with the private sector, nonprofits, academia and 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

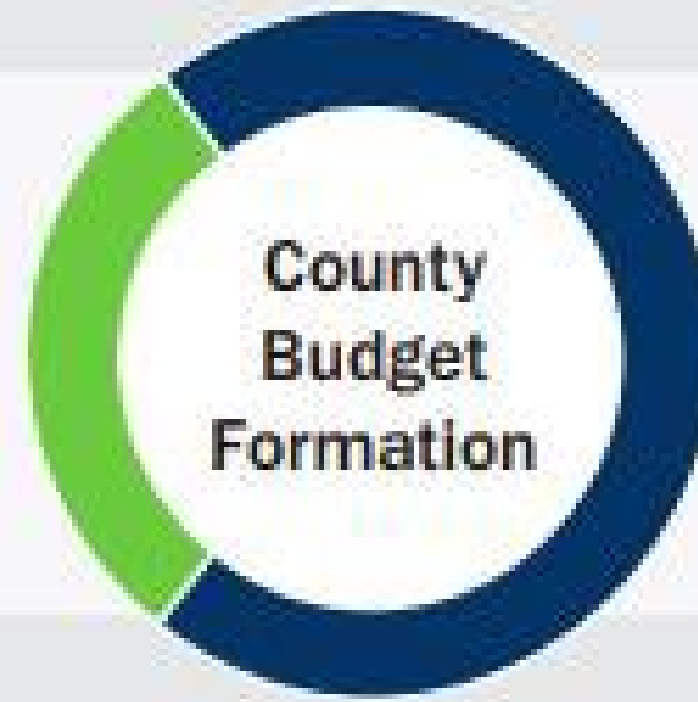


NACO BLUEPRINT

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

\$196B

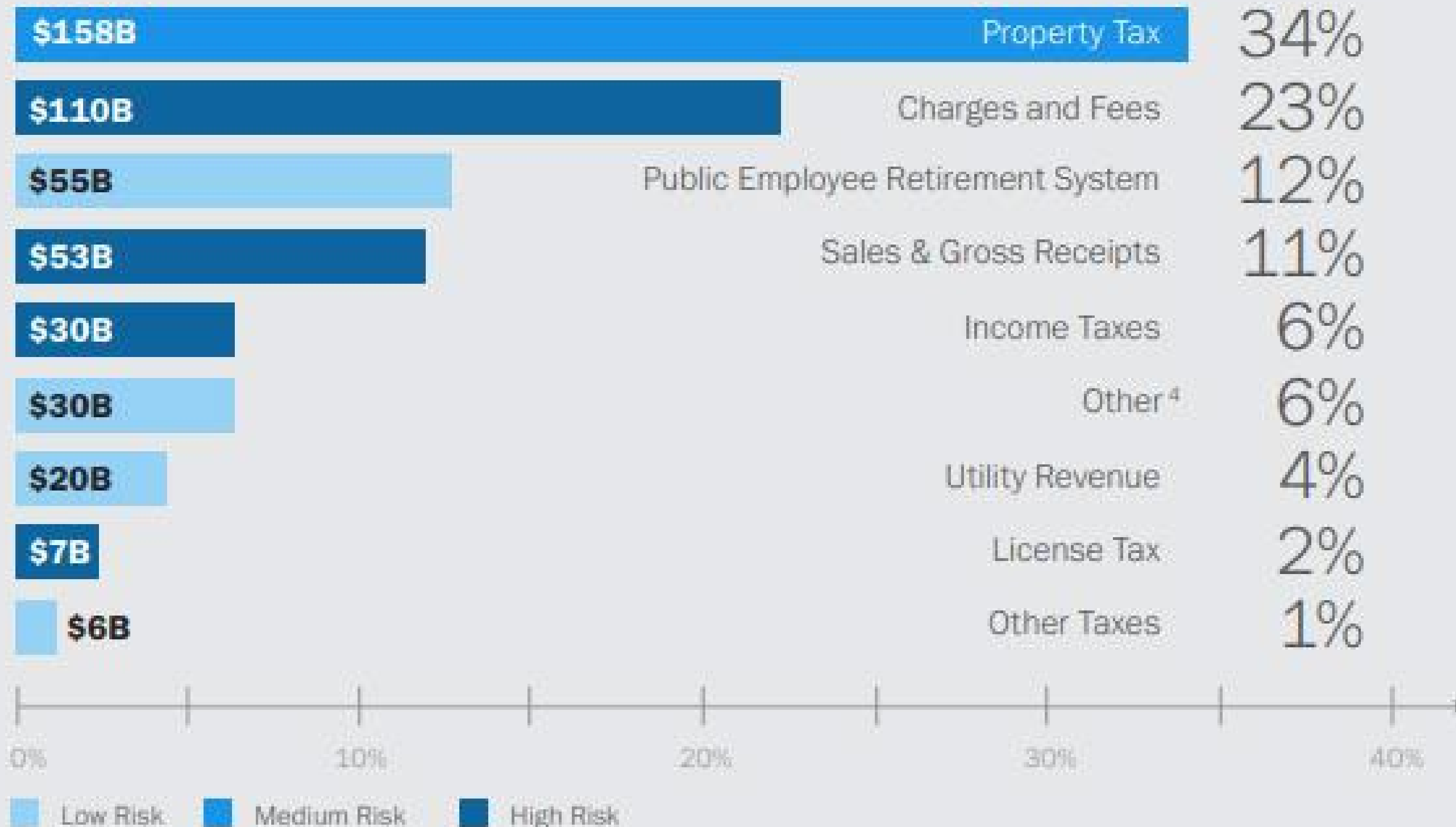
Counties receive **29%** of funding through state, federal and other government support



\$469B

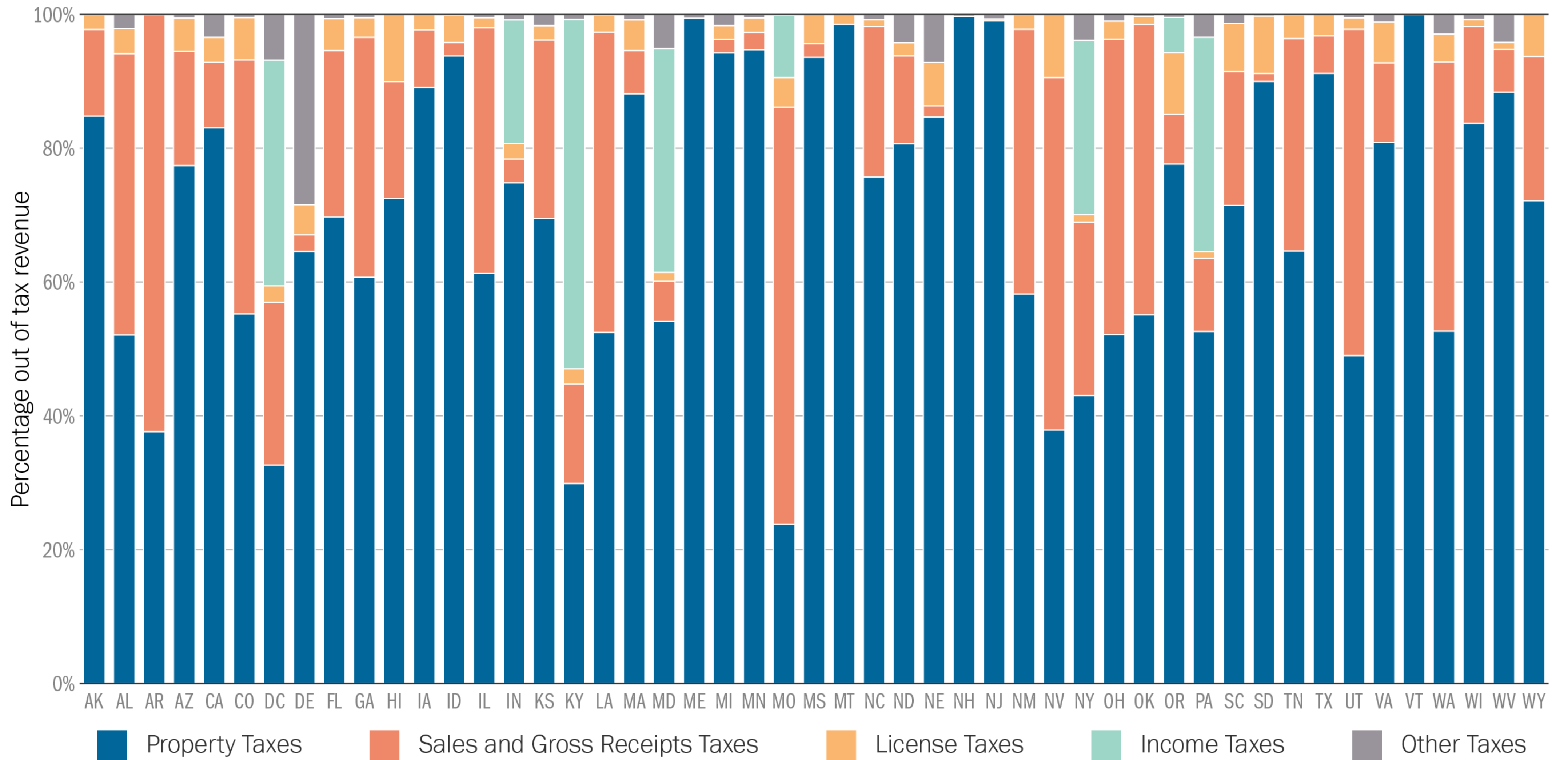
Counties generate **71%** of funding through local taxes, utilities and fees each year

Annual County-Generated Revenue (National Totals, Varies by Individual County)



OVERVIEW
OF
COUNTY
REVENUES

STATE BY STATE COUNTY TAX REVENUE STREAM BREAKDOWN



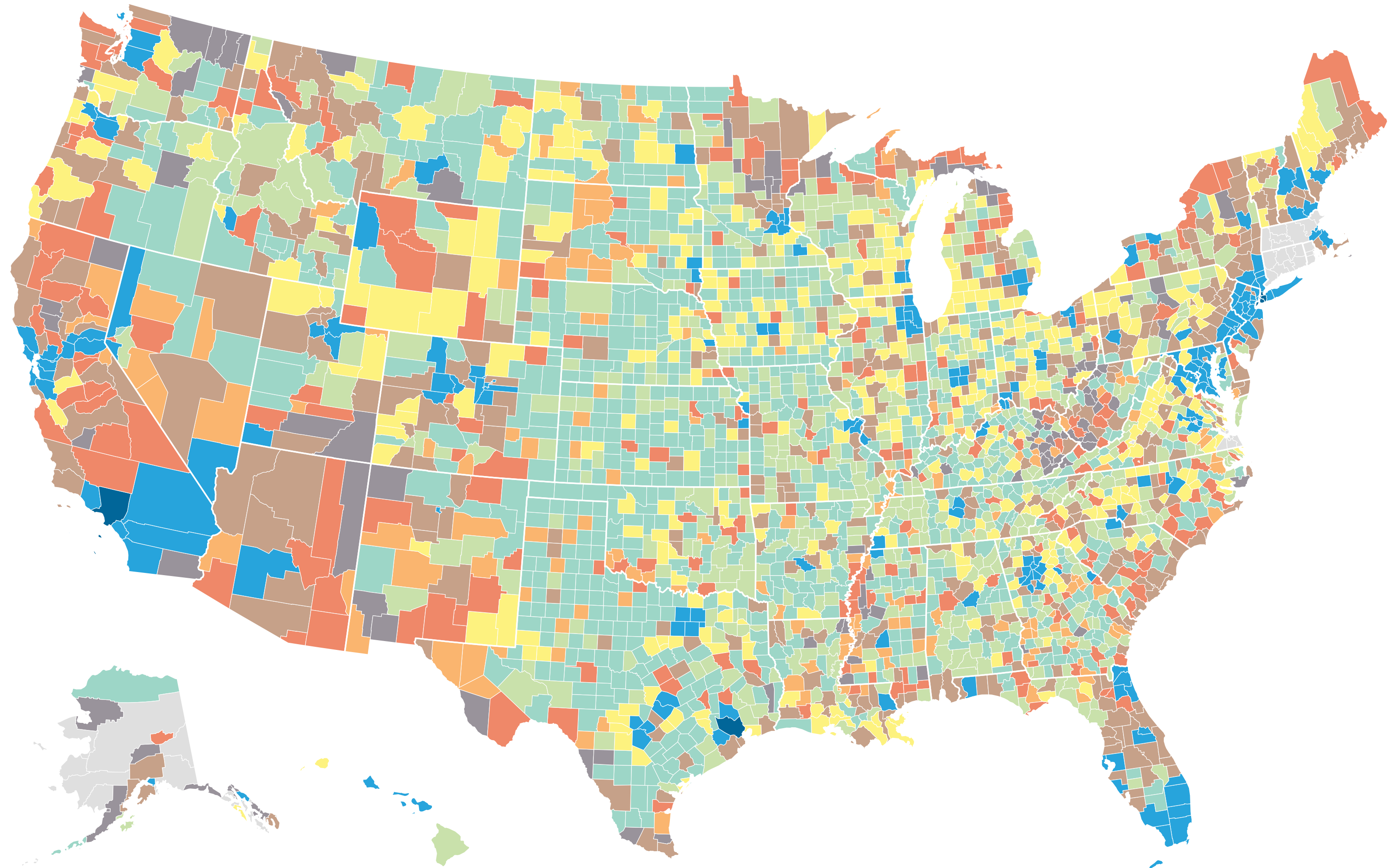
Source: NACo Analysis of US Census Bureau: Census of Local Governments – Finances, 2017

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.

Groupings of County Economies With Similar Features, as of February 2020



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

Counties Matter

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.



COMMUNITY HEALTH

SERVICES INCLUDE

- HOSPITALS & HEALTH CLINICS
- PUBLIC HEALTH
- BEHAVIORAL & MENTAL HEALTH
- SUBSTANCE ABUSE TREATMENT
- IMMUNIZATIONS & PREVENTION
- INDIGENT HEALTHCARE
- HEALTH CODE INSPECTIONS
- NURSING HOMES



COUNTIES INVEST ANNUALLY

- \$62.8 BILLION in human services
- \$100+ BILLION in community health and hospitals
- \$163+ BILLION in community health, hospitals and human services annually

COUNTIES SUPPORT

- 900+ HOSPITALS, WITH MORE THAN 62,000 BEDS
- 1,592 COMMUNITY HEALTH CENTERS
- \$28 BILLION IN COMMUNITY HEALTH SERVICES



HUMAN SERVICES, EDUCATION & VETERANS

COUNTIES

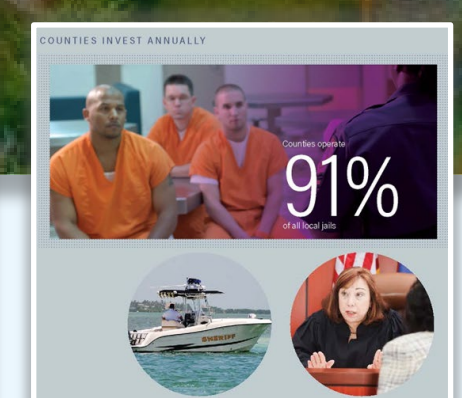
- Employ over 248,000 county human services professionals
- Invest \$62.8 BILLION in federal, state and local resources to provide safety net services for millions of residents
- Operate County Veteran Service Officers (CVSOs) in 29 STATES and the District of Columbia



JUSTICE & PUBLIC SAFETY

SERVICES INCLUDE

- COUNTY COURTS
- PUBLIC DEFENDERS
- SHERIFF'S DEPARTMENTS
- COUNTY POLICE DEPARTMENTS
- PAID & VOLUNTEER FIREFIGHTERS
- JAILS & CORRECTIONAL FACILITIES
- JUVENILE DETENTION & JUSTICE SERVICES
- CORONERS
- EMERGENCY MANAGEMENT PERSONNEL
- DISTRICT ATTORNEYS



COUNTIES INVEST ANNUALLY

- 91% OF ALL POLICE AND SHERIFF DEPARTMENTS
- Over \$42 BILLION on 2,961 police and sheriff departments
- Almost \$21 BILLION on county courts and legal services

8 MILLION people were admitted to county and other local jails in 2020.



TRANSPORTATION & INFRASTRUCTURE

SERVICES INCLUDE

- ROADS AND BRIDGES
- AIRPORTS
- PUBLIC TRANSPORTATION
- WATER & SEWAGE
- CONSTRUCTION OF PUBLIC FACILITIES
- UTILITIES LIKE GAS & ELECTRICITY
- TELECOMMUNICATIONS
- SOLID WASTE MANAGEMENT & RECYCLING



STATS

- COUNTIES OWN AND MAINTAIN 45% OF AMERICA'S ROADS
- COUNTIES OWN 38% OF BRIDGES
- COUNTIES ARE INVOLVED IN THE OPERATION OF 54% OF PUBLIC AIRPORTS
- COUNTIES ARE INVOLVED IN 40% OF PUBLIC TRANSPORTATION SYSTEMS

COUNTIES INVEST ANNUALLY

- \$61 billion in the construction of public facilities, such as hospitals, schools, jails and other local institutions.
- \$134 billion total in building, maintaining and operating physical infrastructure and public works.
- More than \$22 billion in sewage and solid waste 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*



COMMUNITY HEALTH

SERVICES INCLUDE



HOSPITALS & HEALTH CLINICS



PUBLIC HEALTH



BEHAVIORAL & MENTAL HEALTH



SUBSTANCE ABUSE TREATMENT



IMMUNIZATIONS & PREVENTION



INDIGENT HEALTHCARE



HEALTH CODE INSPECTIONS



NURSING HOMES



MEDICAID AND COUNTIES

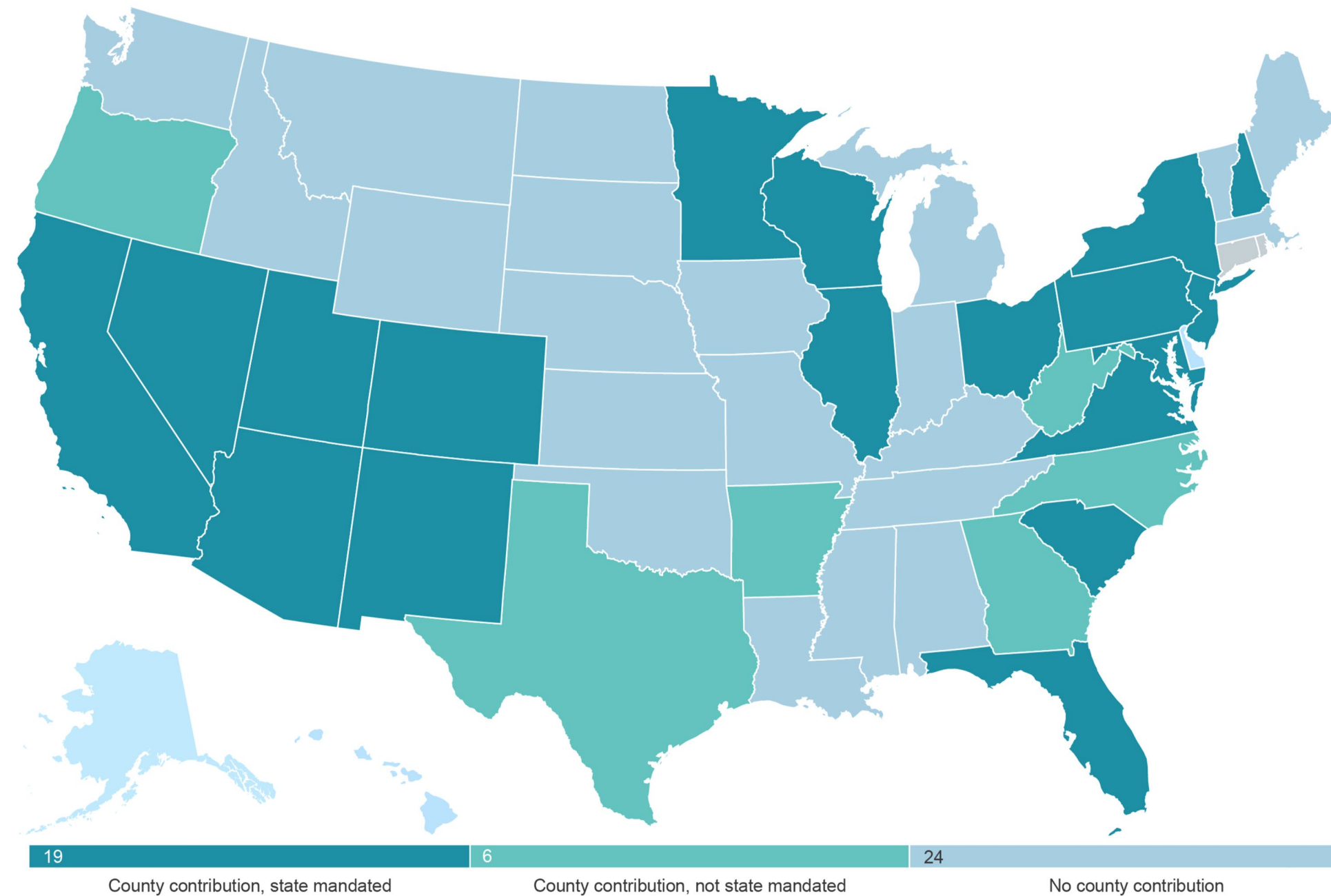
UNDERSTANDING THE PROGRAM AND WHY IT MATTERS TO COUNTIES

MEDICAID IS JOINTLY FUNDED BY FEDERAL, STATE AND LOCAL GOVERNMENTS, INCLUDING COUNTIES IN 25 STATES

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.

MEDICAID CONTRIBUTION MANDATES FOR COUNTIES



Identifies if counties within a state contribute to Medicaid and associated state mandates. Source: NACo Research, 2023.



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)

THE COUNTY HUMAN SERVICES AND EDUCATION LANDSCAPE

COUNTIES

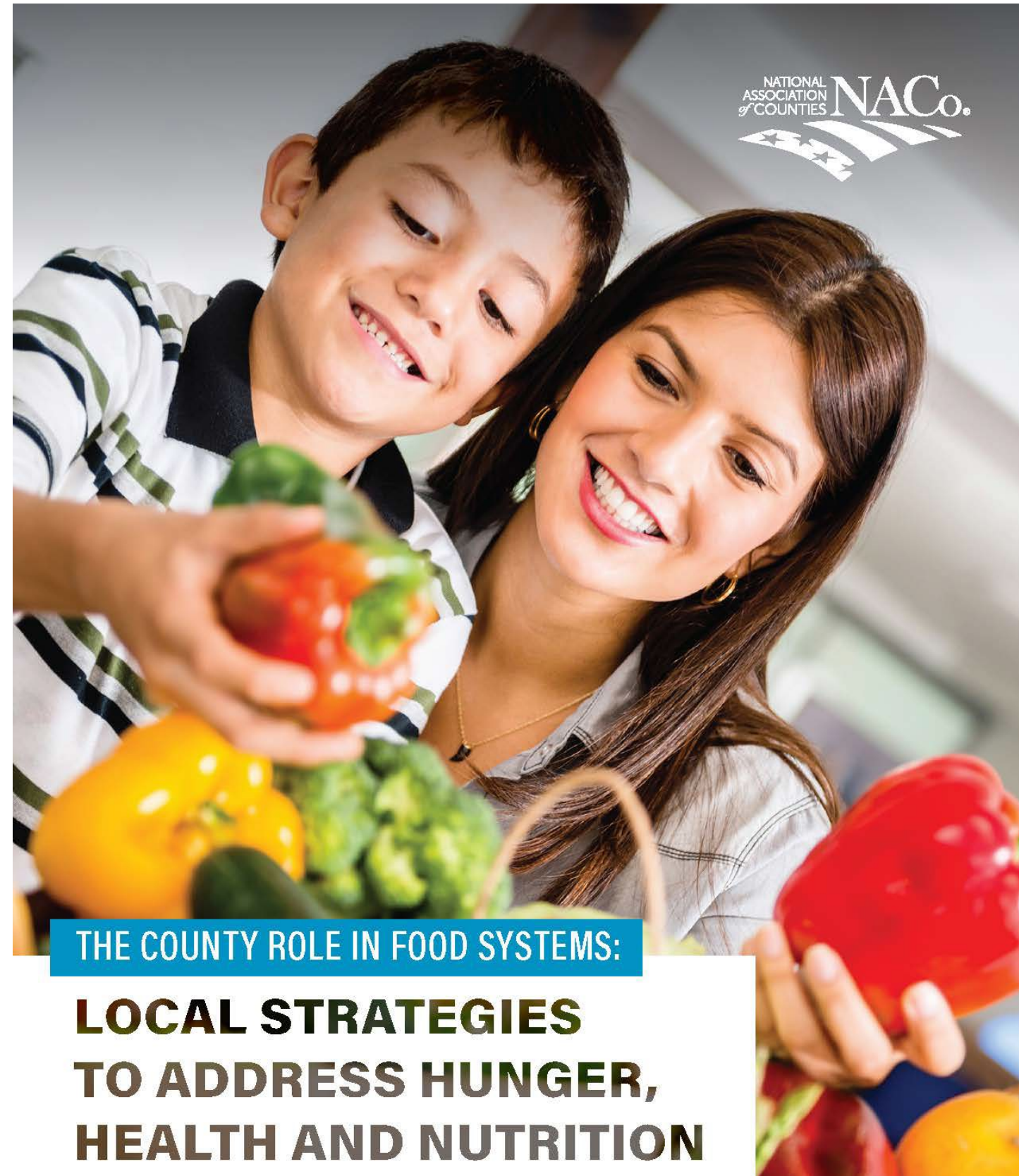
Employ over 248,000 county human services professionals

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



SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)



THE COUNTY ROLE IN FOOD SYSTEMS:

LOCAL STRATEGIES TO ADDRESS HUNGER, HEALTH AND NUTRITION

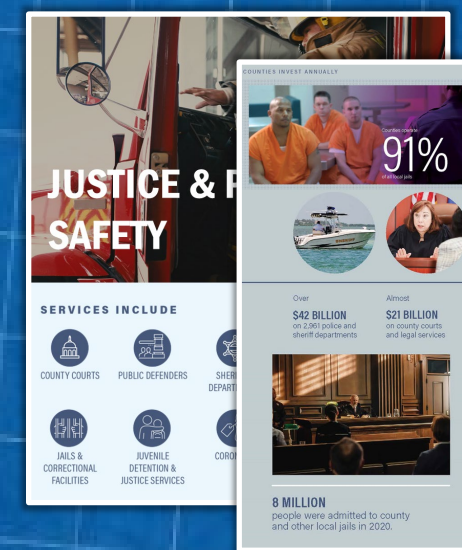
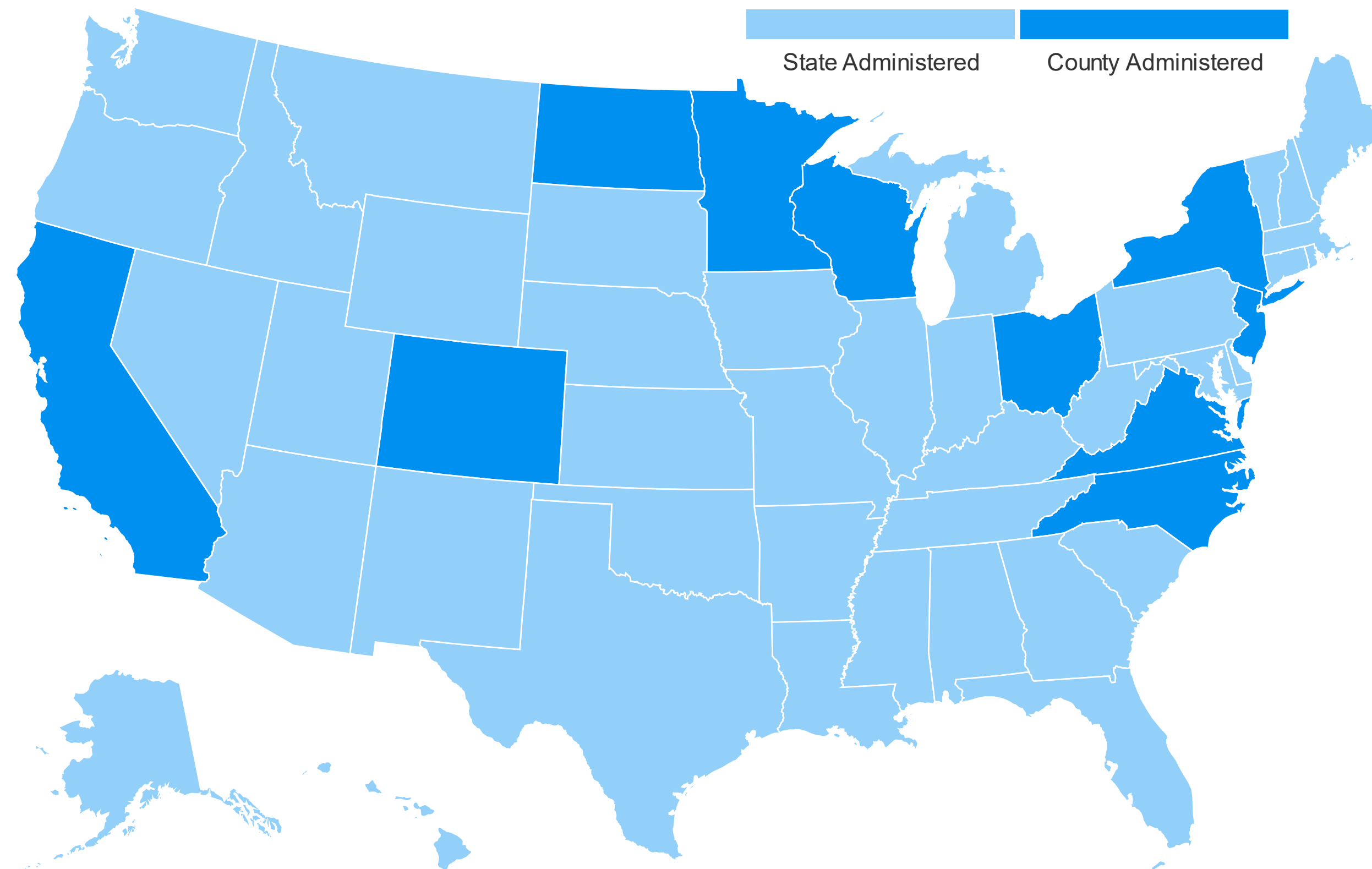
More than

41 MILLION

low-income Americans received assistance from the Supplemental Nutrition Assistance Program (SNAP) in FY 2021

COUNTIES ARE RESPONSIBLE FOR ADMINISTERING SNAP IN TEN STATES

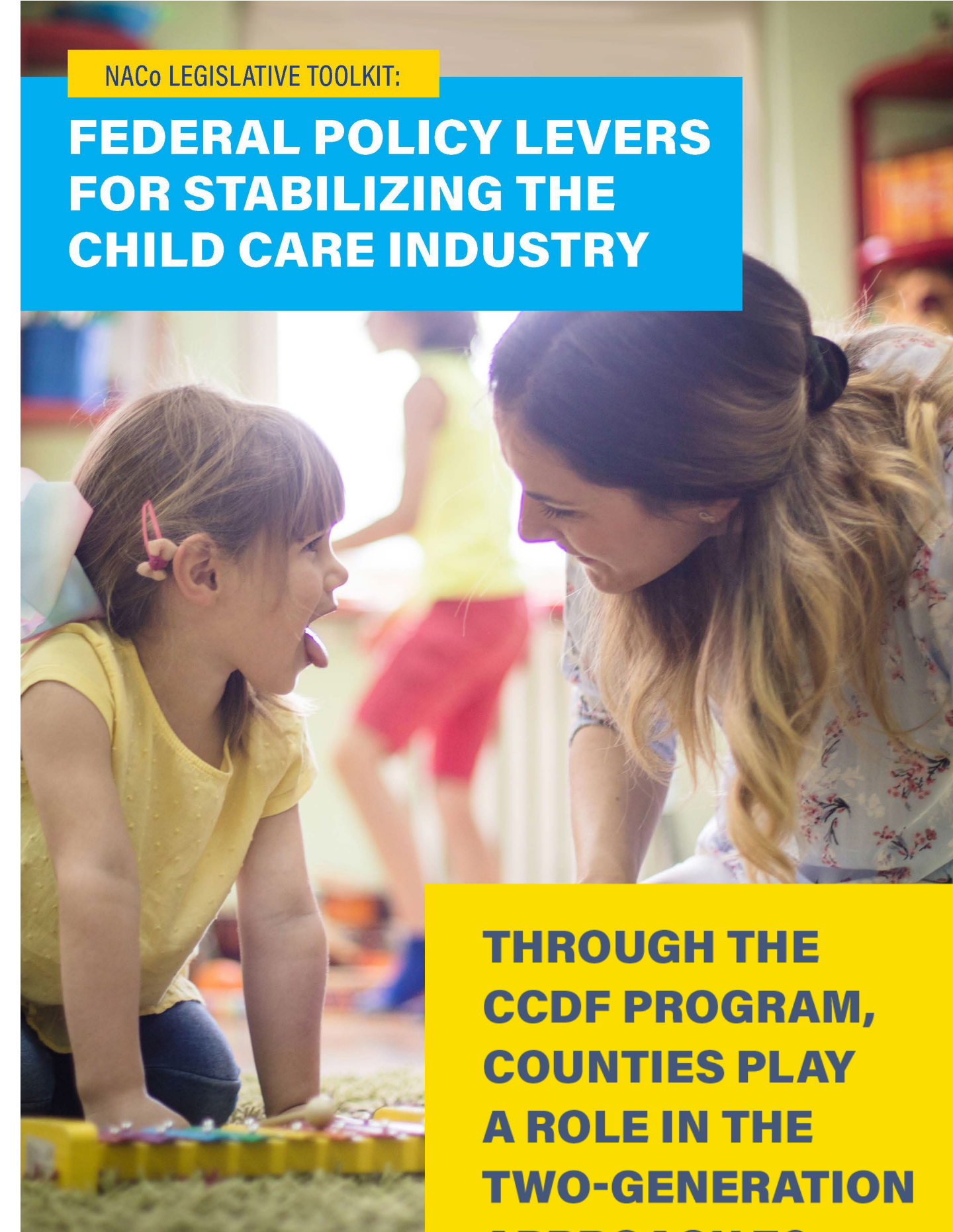
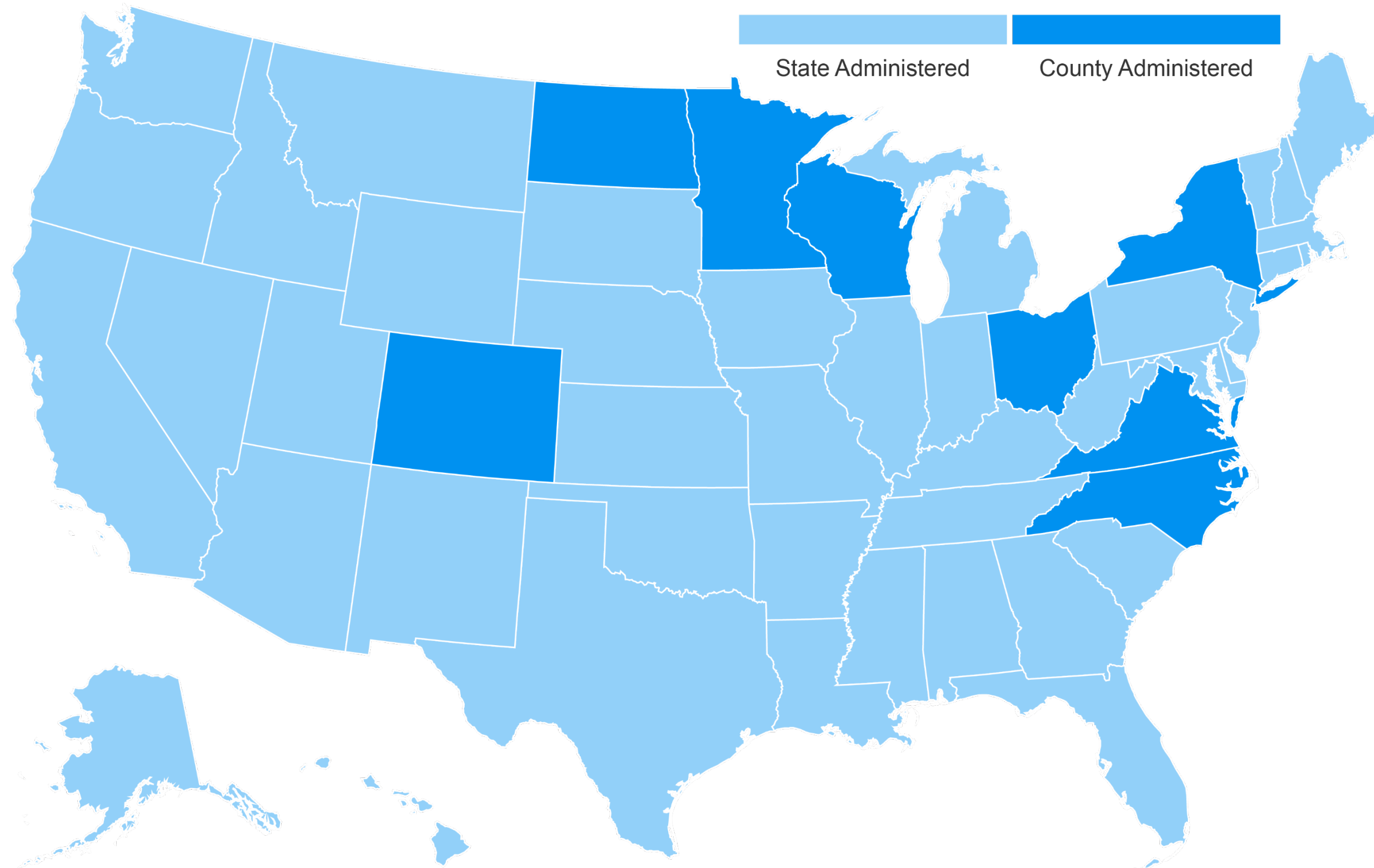
- California, Colorado, Minnesota, New Jersey, New York, North Carolina, North Dakota, Ohio, Virginia and Wisconsin
- Account for **32 percent** of total participants
- Represented \$18.6 billion in total monthly SNAP benefits issued in FY 2019, 32.6 percent of the national total.



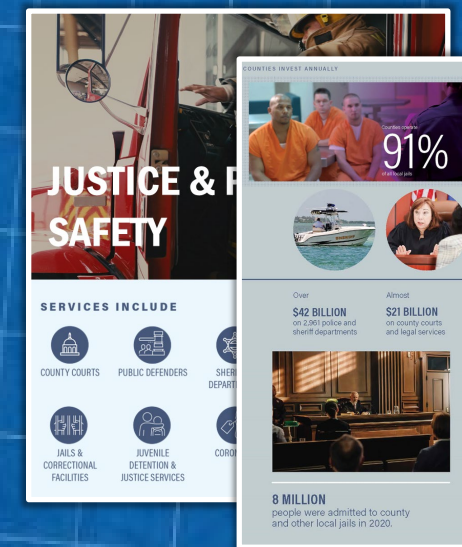
CHILD CARE AND DEVELOPMENT FUND (CCDF)

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



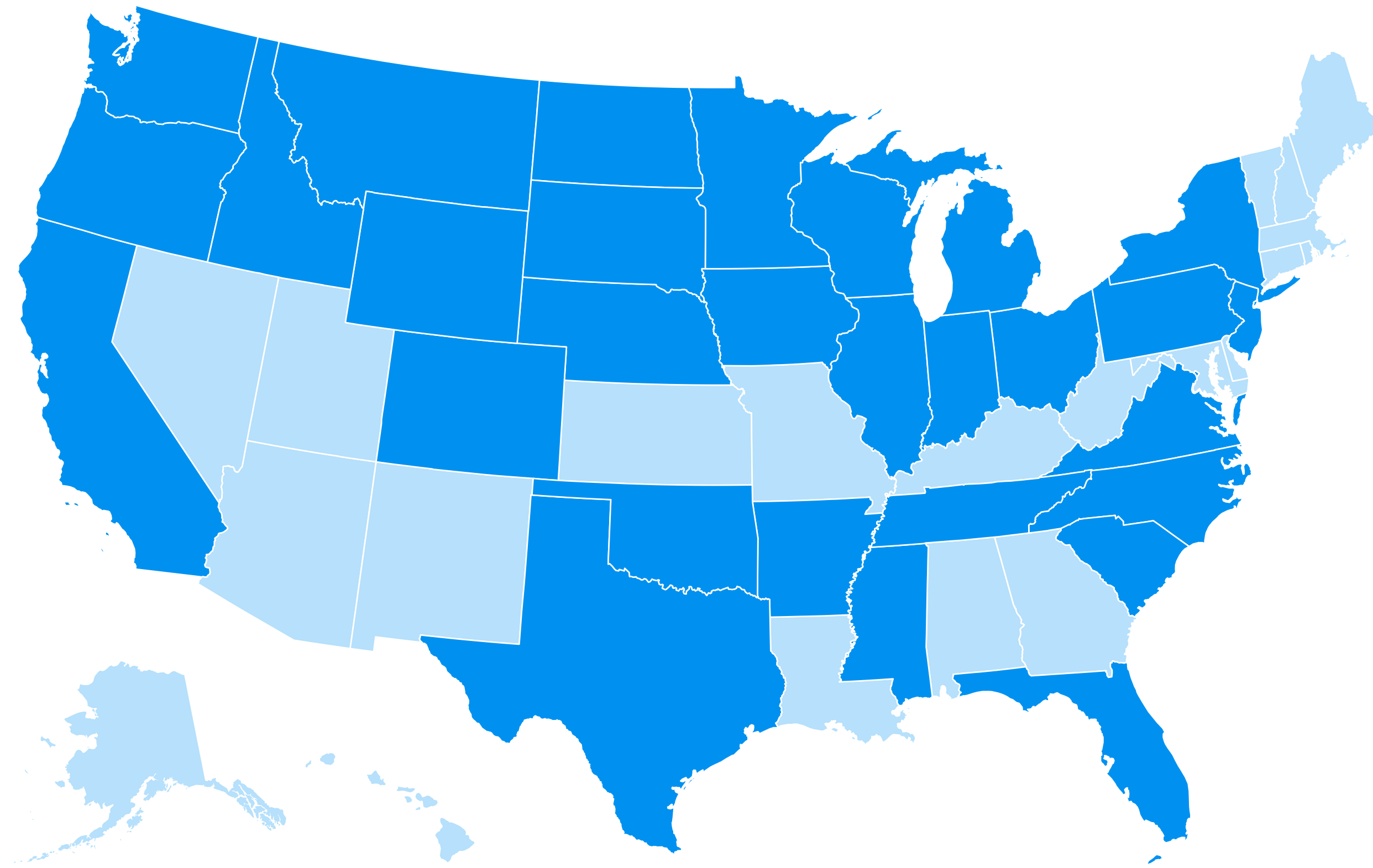
THROUGH THE CCDF PROGRAM, COUNTIES PLAY A ROLE IN THE TWO-GENERATION APPROACH TO SERVICE DELIVERY BY SUPPORTING PARENTS' WORK AND HEALTHY CHILD DEVELOPMENT



COUNTY VETERAN SERVICE OFFICES

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.



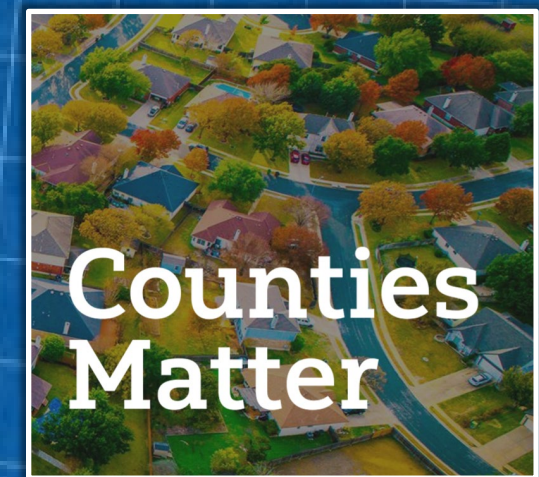
30

State with CVSOs

21

State without CVSOs

CVSOs help veterans claim more than \$52 billion annually in federal health, disability, pension and compensation benefits





JUSTICE & PUBLIC SAFETY

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

SERVICES INCLUDE



COUNTY COURTS



PUBLIC DEFENDERS



SHERIFF'S DEPARTMENTS



COUNTY POLICE DEPARTMENTS



PAID & VOLUNTEER FIREFIGHTERS



JAILS & CORRECTIONAL FACILITIES



JUVENILE DETENTION & JUSTICE SERVICES



CORONERS



EMERGENCY MANAGEMENT PERSONNEL



DISTRICT ATTORNEYS



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



SERVICES INCLUDE



ROADS AND BRIDGES



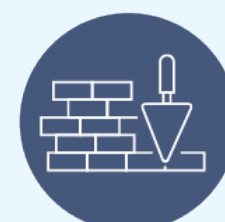
AIRPORTS



PUBLIC TRANSPORTATION



WATER & SEWAGE



CONSTRUCTION OF PUBLIC FACILITIES



UTILITIES LIKE GAS & ELECTRICITY



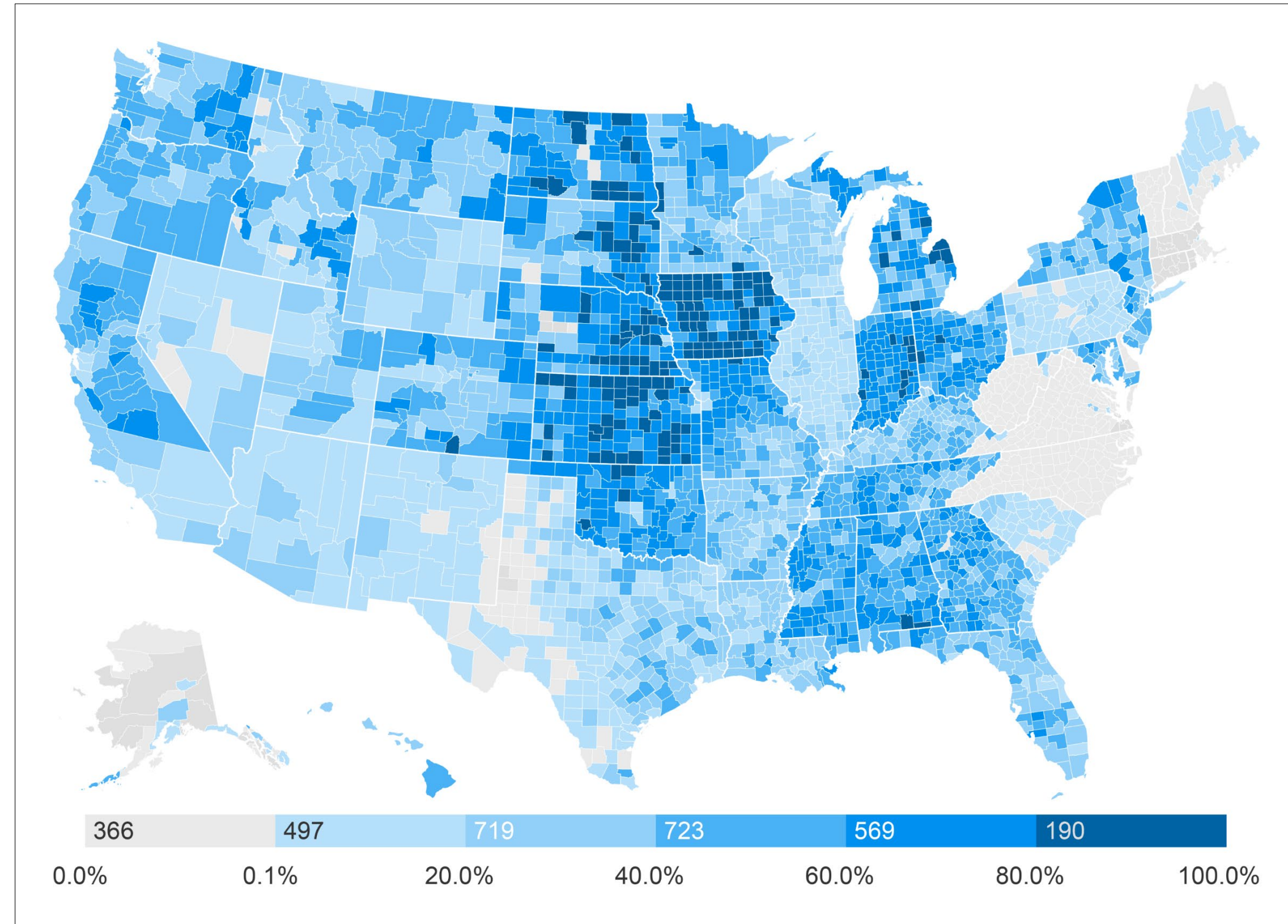
TELECOMMUNICATIONS



SOLID WASTE MANAGEMENT & RECYCLING



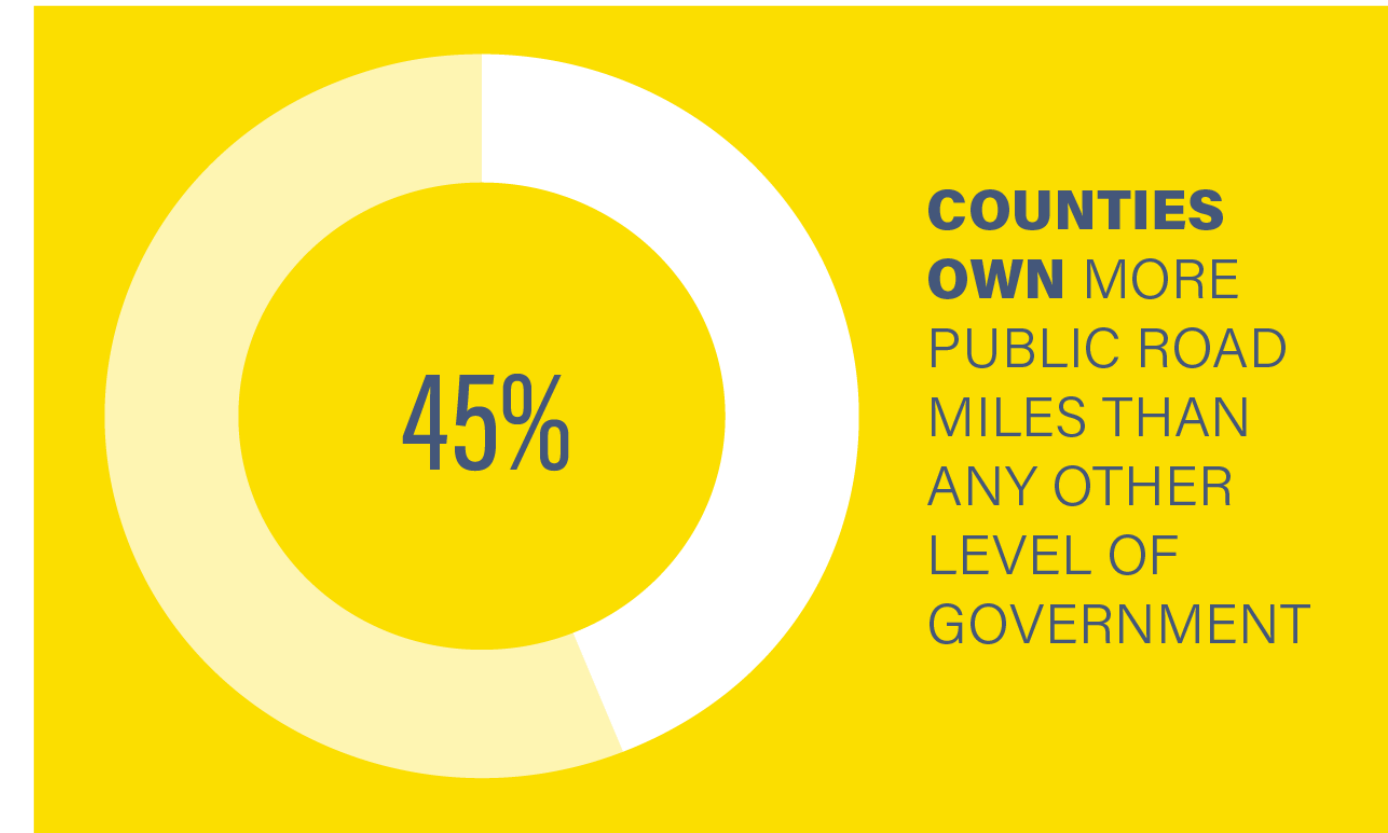
COUNTY OWNED - 2023 SHARE OF TOTAL BRIDGES



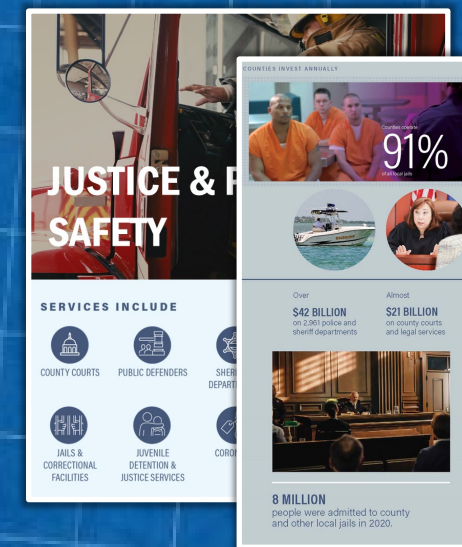
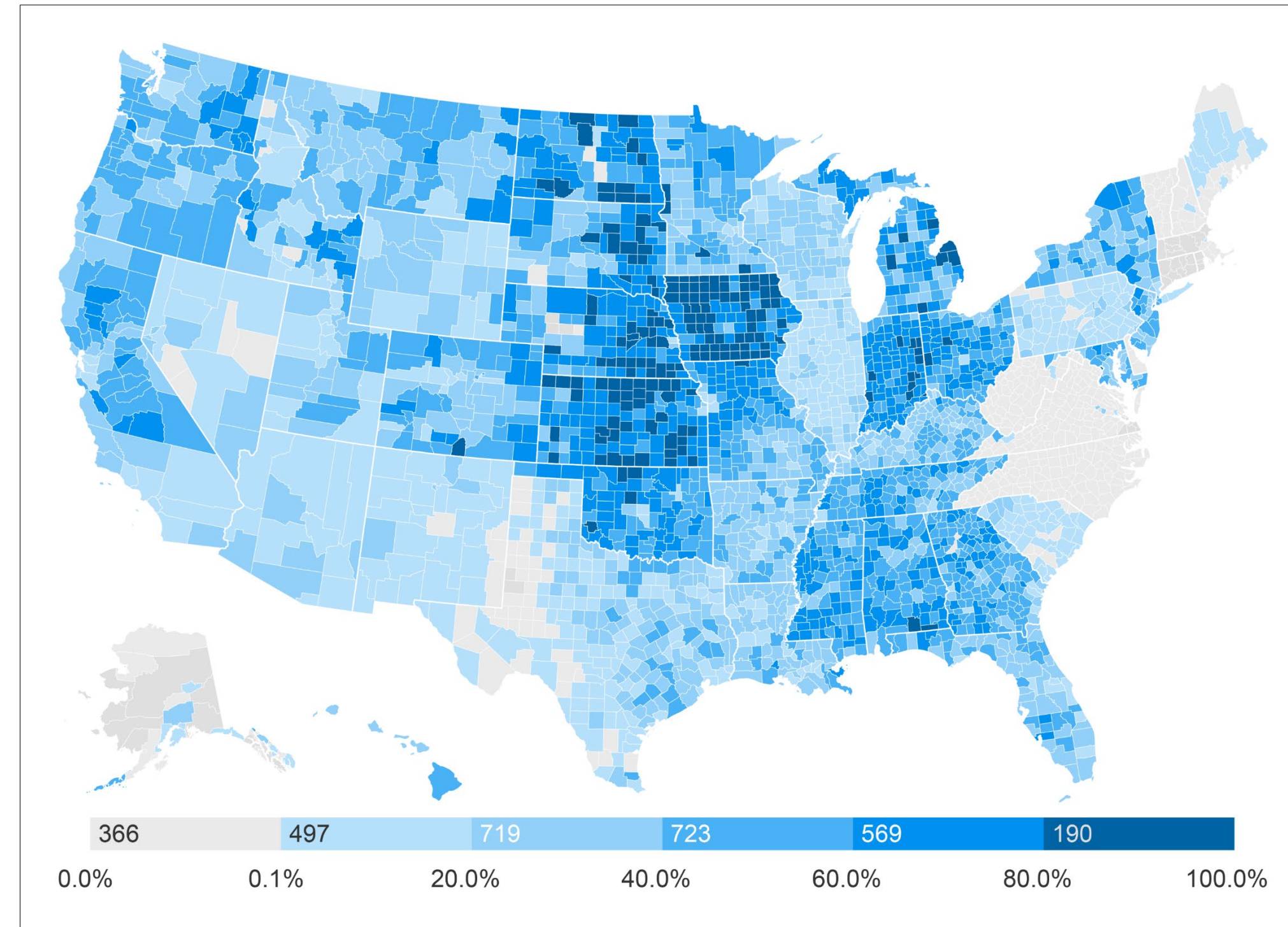
Counties own and maintain
38%
of the National Bridge Inventory

VISIT THE NACo COUNTY EXPLORER FOR MORE INFO:

<https://ce.naco.org/>



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



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

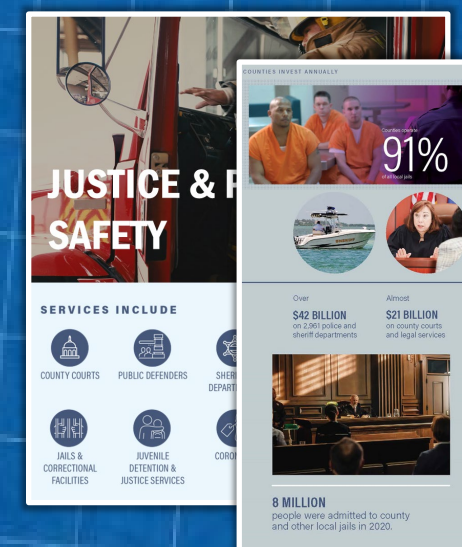
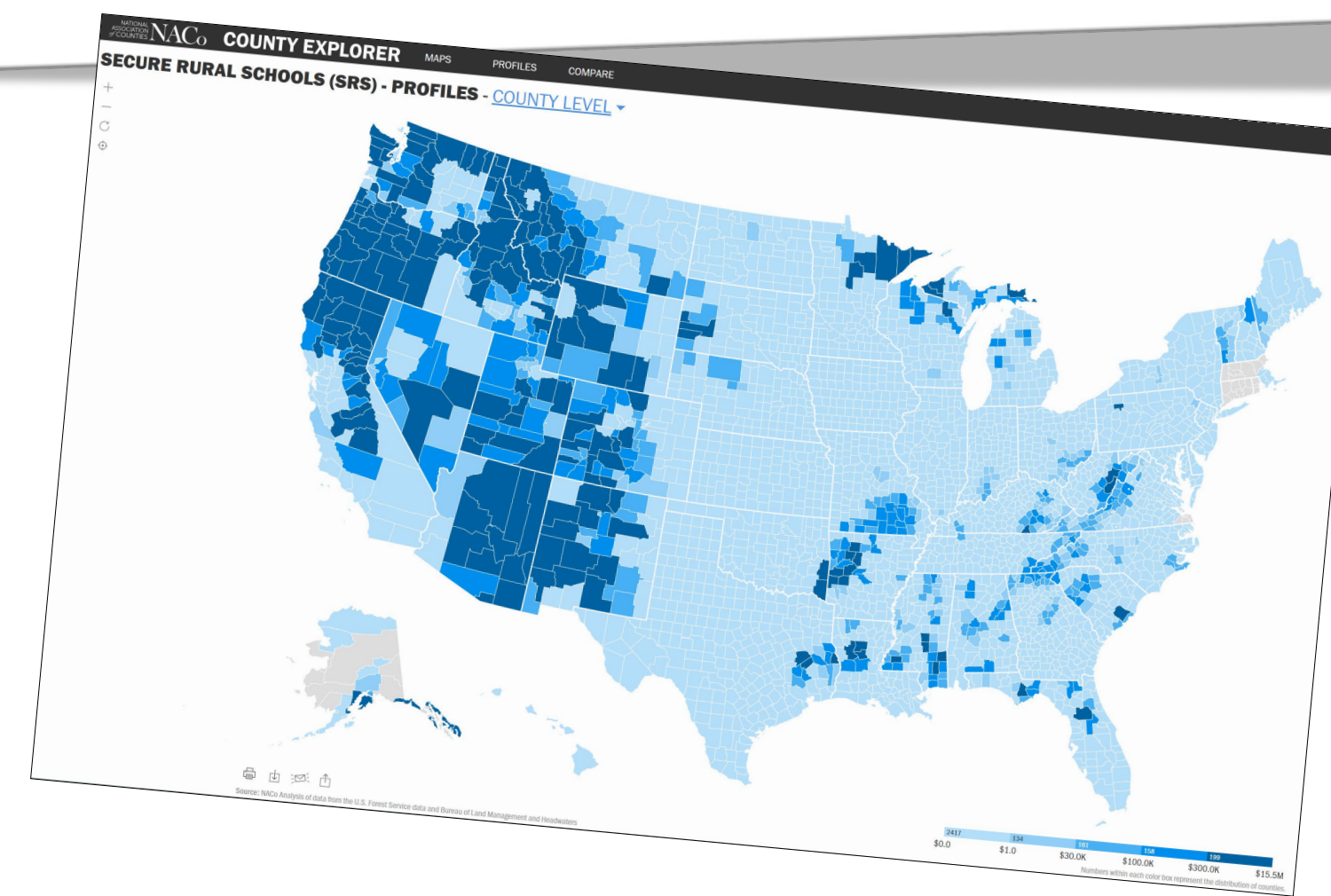
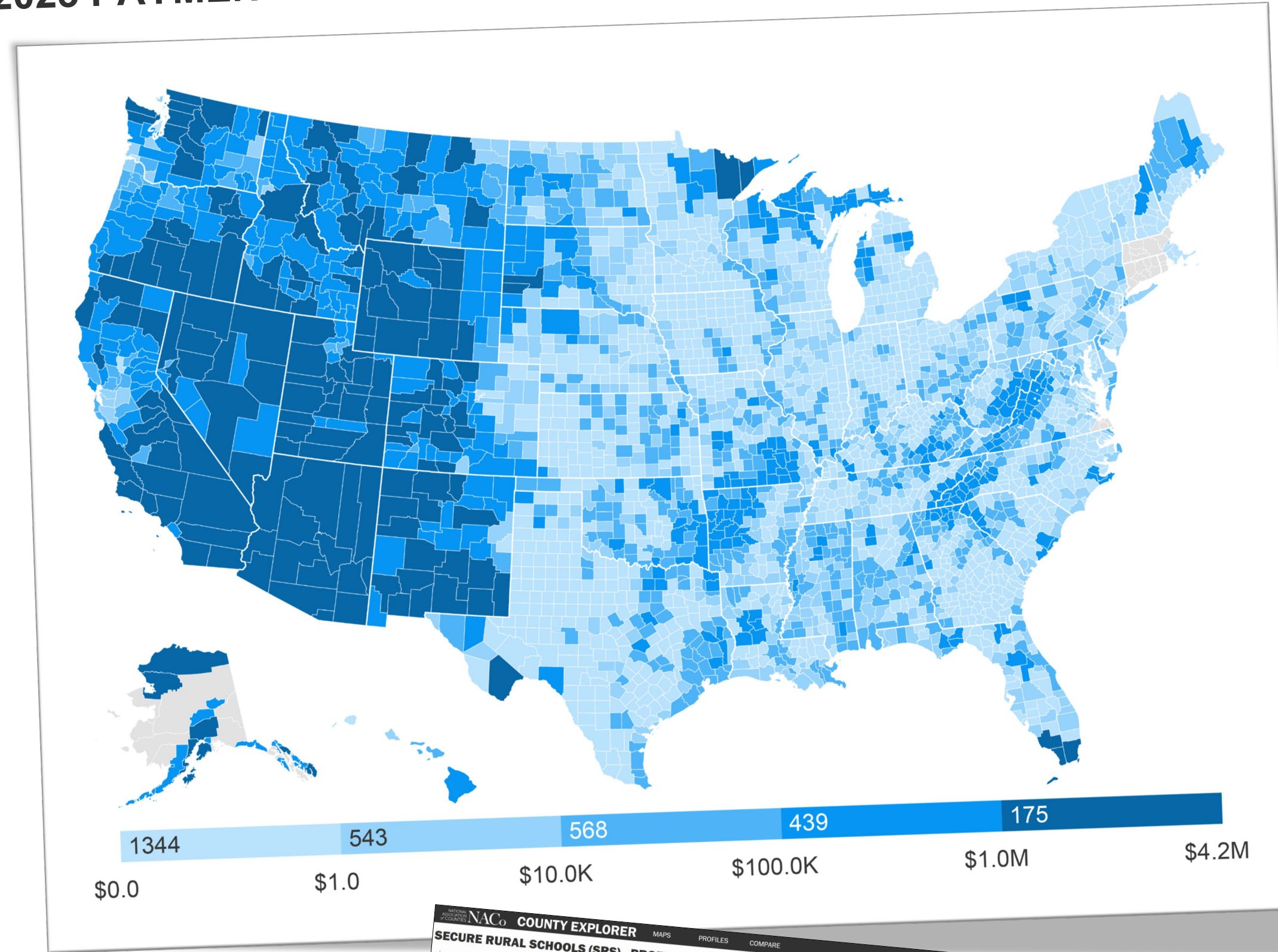


PUBLIC LANDS

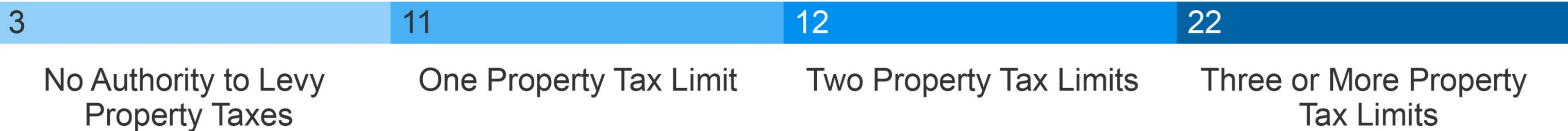
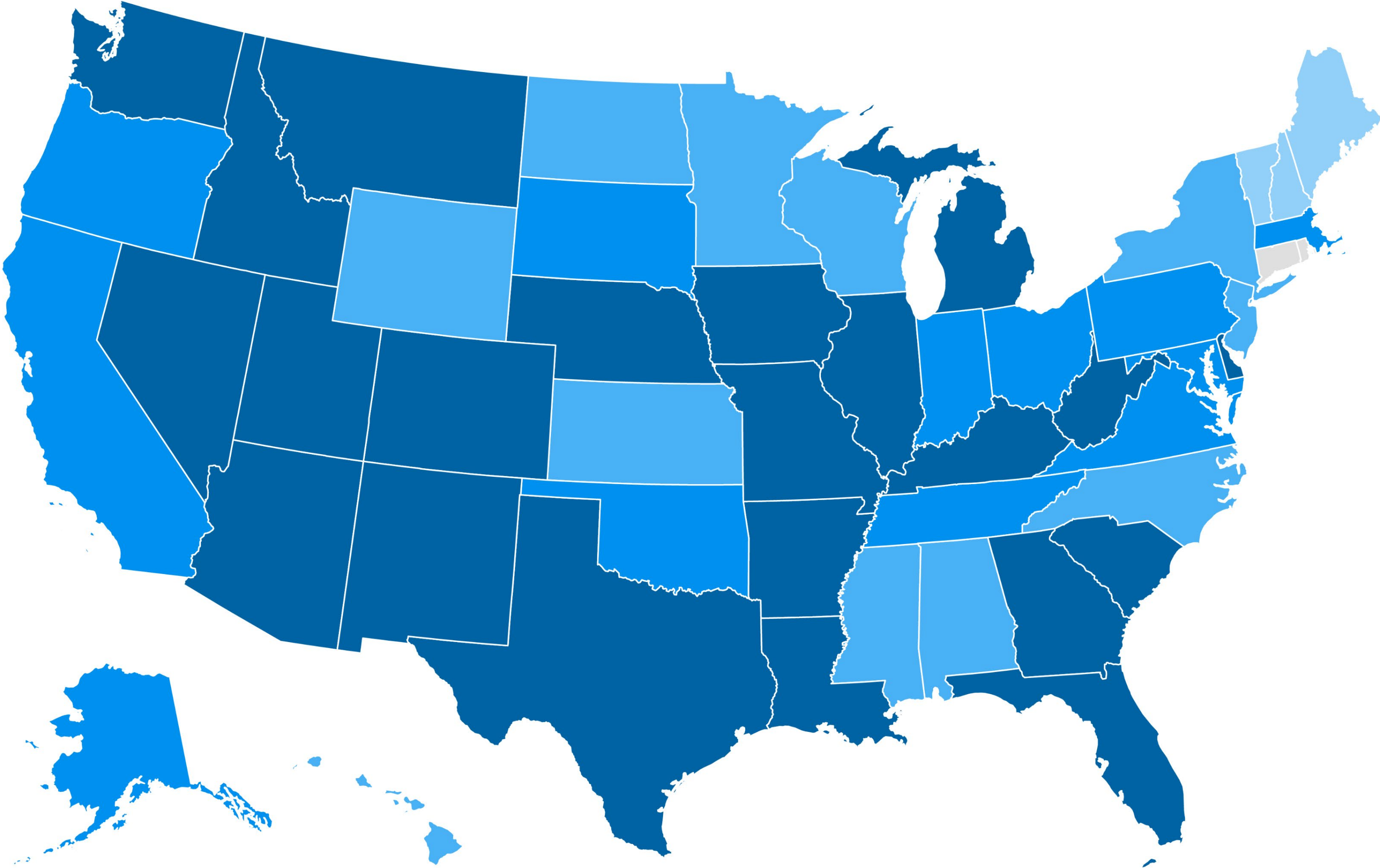


- Nearly 62 percent of counties have federal public land with our boundaries
- As federal land is not taxable by local governments, the federal **Payment-in-Lieu-of-Taxes (PILT)** program provides essential funds to over 1,720 public lands counties and other local governments to offset losses in property tax revenues

2023 PAYMENTS IN LIEU OF TAXES (PILT) AMOUNT



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.

Counties Matter

COMMUNITY HEALTH

SERVICES INCLUDE

- HOSPITALS & HEALTH CLINICS
- IMMUNIZATIONS & PREVENTION
- PUBLIC HEALTH
- INDIGENT HEALTHCARE
- BEHAVIORAL HEALTH
- HEALTH INSURANCE

COUNTIES INVEST ANNUALLY

- \$62.8 BILLION in human services
- \$100+ BILLION in community health and human services
- \$163+ BILLION in emergency health, hospital and funeral services annually

STATS

- 900+ HOSPITALS (more than 62,000 beds)
- 1,532 HEALTH INSURANCE
- \$28 BILLION

HUMAN SERVICES, EDUCATION & VETERANS

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 Offices (CVSOs) in 29 STATES and the District of Columbia

JUSTICE & SAFETY

SERVICES INCLUDE

- COUNTY COURTS
- PUBLIC DEFENDERS
- SHARING SERVICES
- JAILS & CORRECTIONAL FACILITIES
- SECURITY DETENTION & PRISON SERVICES

STATS

- 91%
- \$42 BILLION in law enforcement and public safety
- \$21 BILLION in county court and public defender services
- 8 MILLION people were admitted to county and other local jails in 2016

TRANSPORTATION INFRASTRUCTURE

SERVICES INCLUDE

- ROADS AND BRIDGES
- CONSTRUCTION OF PUBLIC FACILITIES
- AIRPORTS
- UTILITIES LINE GAS & ELECTRICITY

STATS

- TRUCKS: 100,000 AND MORE
- 45% OF AMERICAN FOOD
- CONSTRUCTION OF PUBLIC FACILITIES
- UTILITIES LINE GAS & ELECTRICITY
- COUNTIES INVEST ANNUALLY
- \$14.4 BILLION in transportation infrastructure
- \$22.4 BILLION in utility services



NETWORKS *of* NACo

COMMITTTES, AFFILIATES AND AFFINITY PARTNERS

STRONGER COUNTIES . STRONGER AMERICA .

WHO ARE NACo MEMBERS?

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

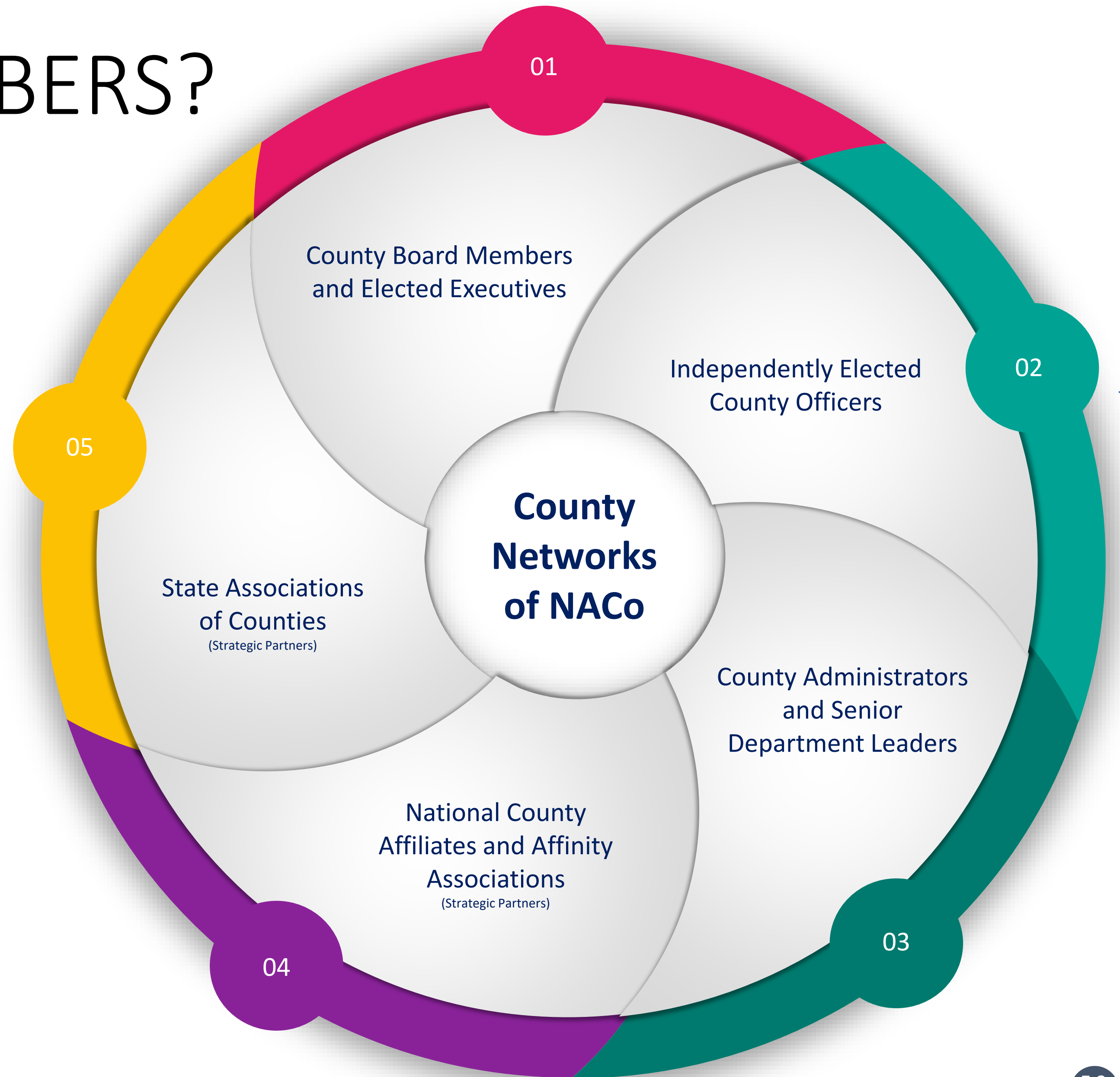
NACo brings *elected and appointed county officials*

together with a shared mission

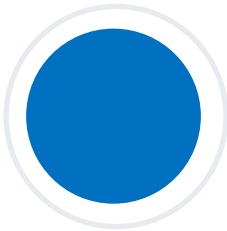
of strengthening America's

3,069 county governments.*

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

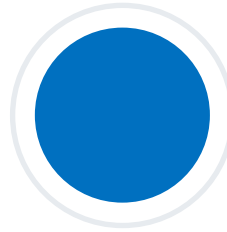


SNAPSHOT *of* NACo's GOVERNANCE



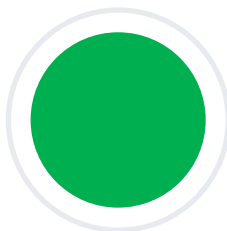
ELECTED COUNTY OFFICIALS:

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



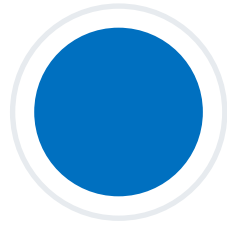
31 COMMITTEES AND ADVISORY BOARDS:

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)



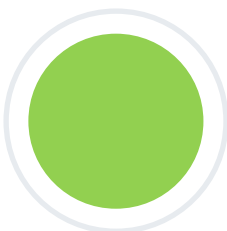
131-MEMBER BOARD OF DIRECTORS:

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



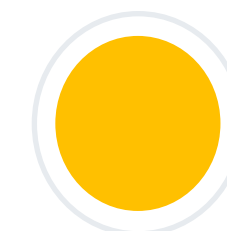
POLICY CAUCUSES:

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



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)

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

AFFILIATES

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** (NACBHDD)
- 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 Association 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)

STATE ASSOCIATION PARTNERS

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>**

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

NACo BLUEPRINT

**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 GOVERNANCE: COMMITTEES

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



More than 1,700 county officials serve on NACo 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.

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**

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

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.

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)



STRONGER COUNTIES. STRONGER AMERICA.

National Association of Counties
660 North Capitol Street, N.W. | Suite 400
Washington, D.C. 20001
202.393.6226 • www.NACo.org

fb.com/NACoDC

[@NACoTweets](https://twitter.com/NACoTweets)

youtube.com/NACoVideo

linkedin.com/company/NACoDC