

STRONGER COUNTIES. STRONGER AMERICA.

# 

**ANNUAL REPORT** 

# Market Signature of the second second

Achieve healthy, vibrant and safe counties across America



## **Through NACo, county officials:**

**ADVOCATE** with a collective voice on national policy

**EXCHANGE** ideas and build new leadership skills

**PURSUE** transformational, cost-effective solutions

**ENRICH** the public's understanding of county government, and

**EXERCISE** exemplary leadership in public service.



# **Table of Contents**

President's and Executive Director's Message	
Presidential Initiative	7
Advocacy	10
Idea Exchange	13
Innovation	18
Public Awareness	20
The Future	24
Financial Stewardship	27
NACo Leadership	28
Funding Partners	35

#### President's and Executive Director's Message

# A MESSAGE FROM NACO PRESIDENT SALLIE CLARK AND EXECUTIVE DIRECTOR MATTHEW CHASE

American architect Frank Lloyd Wright said, "Business is like riding a bicycle. Either you keep moving or you fall down." The same is true for county government. And like our membership, the National Association of Counties (NACo) is definitely on the move as well.

Not only are we poised to move into a new headquarters — co-locating with the National League of Cities in a first-of-its-kind local government innovation center in Washington, D.C. — but we are also on the move creating unmatched solutions for America's 3,069 counties, parishes and boroughs. Through federal policy advocacy, leadership in public service, civic engagement and high-quality cost-saving solutions, we are focused on keeping America's counties healthy, vibrant and safe.



# LIKE OUR MEMBERSHIP, NACo IS DEFINITELY ON THE MOVE.

#### FEDERAL POLICY ADVOCACY

This year, we achieved several federal policy victories together. For the first time in a decade, we secured a long-term transportation bill. The Fixing America's Surface Transportation (FAST) Act invests in county-owned roads and bridges, reverses the nearly \$3 billion in cuts we endured in the

previous bill and provides greater flexibility at the local level. We spearheaded renewal of the Payments in Lieu of Taxes (PILT) and Secure Rural Schools (SRS) programs. We represented county interests in federal regulations like the EPA's "Waters of the U.S." and ozone rules, the U.S. Department of Labor's overtime rule, FEMA's potential disaster deductible proposal and other unfunded mandates. Simultaneously, we worked to thwart proposals to reduce or eliminate the tax-exempt status of municipal bonds, the key financing tool that enables local governments and states to invest in schools, hospitals, roads and jails.

We are elevating the county voice through targeted traditional media and social media outreach and dozens of events in Washington, D.C. — congressional hearings, Capitol Hill briefings, events with the White House and partnerships with think tanks and foundations.

# LEADERSHIP IN PUBLIC SERVICE

County leadership is on the front lines of addressing the most pressing challenges we face as Americans at the local level. From economic development to behavioral health and criminal justice reform to the opioid and heroin scourge in our communities, counties are making a positive difference in Americans' lives.

Our annual "County Economies" report demonstrated that while economic recovery accelerated across counties in 2015, we still have a long way to go before we return to, or exceed, pre-recession levels. We launched a program aimed at helping coal-reliant communities diversify their job base — promoting principles all counties can benefit from. Another project is designed to foster conditions for economic growth and job creation in the solar energy sector.

The first full year of our Stepping Up initiative reached new heights with nearly 300 counties committing to pursue efforts to reduce the number of individuals with mental illnesses in jails. We also hosted the first-ever Stepping Up summit with our partners at the Council of State Governments Justice Center and the American Psychiatric Association Foundation. Fifty county teams joined national experts and policy leaders from the White House and Capitol Hill to advance effective local, state and federal efforts to make our communities safer while improving outcomes for those suffering from mental illness and substance abuse disorders.

We also created the National City-County Task Force on the Opioid Epidemic with the National League of Cities and hosted meetings — including three virtual town halls — focusing on proven solutions and successful city-county collaboration.

WE ARE FOCUSED ON KEEPING AMERICA'S COUNTIES HEALTHY, VIBRANT AND SAFE.

#### **COST-SAVING SOLUTIONS**

Counties strive to be excellent stewards of taxpayer resources, and NACo is delivering solutions to serve constituents and save money at the same time. Counties and other public entities have saved millions through the U.S. Communities Government Purchasing Alliance, which expanded this year to 41 suppliers to deliver the latest technology and many other cutting-edge services.

Through our partnership with Nationwide Retirement Solutions, the NACo Deferred Compensation Program has helped more than 1.5 million county



employees save nearly \$15 billion in retirement assets.

The Live Healthy U.S. Counties program has saved residents \$644 million in prescription, health and dental discounts. More than 1,340 counties are helping residents save money through this program.

# ENRICHING PUBLIC UNDERSTANDING OF COUNTY GOVERNMENT

In the past year, we launched a mobile-friendly, award-winning NACo.org, rebranded our flagship publication *County News* and created more vibrant multimedia content, including web interactives and video. We also launched a new weekly email — CN Now — which features timely *County News* content, legislative updates and other information relevant to NACo members and allies. This Week in Photos showcases NACo and county leadership in action from the halls of Congress and the White House to our local communities.

Our County Explorer online interactive data tool features more than 900 data points and county-specific information. With a million visits, County Explorer and NACo.org traffic increased by more than a third. It's also

WHEN WE ARE UNITED AS NACO MEMBERS, OUR VOICE AT THE FEDERAL LEVEL IS STRONGER AND OUR PEER NETWORK POSITIONS US TO BETTER SERVE OUR RESIDENTS.

noteworthy that visitors are spending more time in our digital space and accessing our web-based content far more than in the past.

We built upon our civic engagement efforts by refreshing the popular Counties Matter campaign with a new look, updated data and a video that attracts more than 1,000 views a month. Our County Solutions school curriculum and Counties Work online game continue to educate students

across the country. With half a million students using the curriculum and more than 1.23 million game plays in the past five years, we are helping to teach a new generation of young people to understand the important role counties play in every aspect of our lives.

Working with our members, state associations of counties, affiliates and partners in the public and private sectors over the past 12 months, we have achieved tremendous progress. We're poised to make even greater gains in the months and years ahead.

The NACo family includes counties, parishes and boroughs of every size and shape. When we are united as NACo members, our voice at the federal level is stronger and our peer network positions us to better serve our residents. We are one NACo, making a positive difference for our communities and helping our residents and our nation succeed. Thank you for all you do to build stronger counties, resulting in a stronger America.





#### **Presidential Initiative SAFF AND SECURE COUNTIES**

#### NACo PRESIDENT SALLIE CLARK'S PRESIDENTIAL INITIATIVE STRENGTHENED **COUNTIES' CAPACITIES IN THREE DISTINCT AREAS:**

PROTECTING PUBLIC SAFETY PRESERVING PUBLIC HEALTH AND **WELL-BEING, AND** PROMOTING LOCAL ECONOMIES.

"In communities nationwide, there are countless examples of how counties deliver programs that keep our residents safe, mitigate damage and prepare for future disasters," said President Clark. "We are working with public and private partners to strengthen safety and improve the quality of life for millions of people across the country."

At the 2015 NACo Annual Conference, U.S. Secretary of Transportation Anthony Foxx signed a resolution reflecting the need to improve safety on county-owned roads and affirming the U.S. DOT's commitment to work with NACo to improve road safety in America's communities.

In partnership with the Federal Highway Administration, NACo hosted workshops to encourage action to keep county roads safe and secure. We published a series of articles in County News and held webinars highlighting SAFE AND SECURE

steps counties can take to promote transportation safety.

President Clark hosted NACo's Safe and Secure Counties Symposium in El Paso County, Colo. with more than 200 county of-

ficials focusing on strengthen-

ing safety and security in communities across the country. Educational sessions with national experts provided concrete tools for counties to enhance emergency management, natural disaster response and preparedness, cybersecurity, criminal justice reform, mental health and public safety, economic development and crisis communications among other topics.

National County Government Month built on NACo's Counties Matter campaign and highlighted the Safe and Secure Counties theme through media events, coloring contests in schools, social media outreach, county government open houses, town hall meetings and other activities to showcase

> how counties keep our communities safe and secure.

The initiative helped NACo members change county-driven practices and policies on everything from emergency preparedness to jails and courts, infrastructure to public health and wildfire

prevention and mitigation.

"Thanks to all counties that participated in the Safe and Secure Counties initiative over the past year," said President Clark. "Counties play a vital role in keeping our neighborhoods safe, and when we are safe, our residents and our communities can thrive."

# our VOICE IS STONGET WHEN WE ARE UNITED AS NACO MEMBERS

OF THE NATION'S COUNTIES
ARE NACO MEMBERS

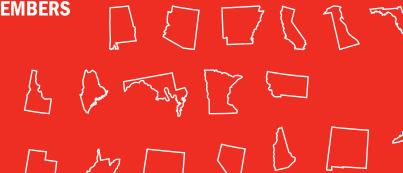


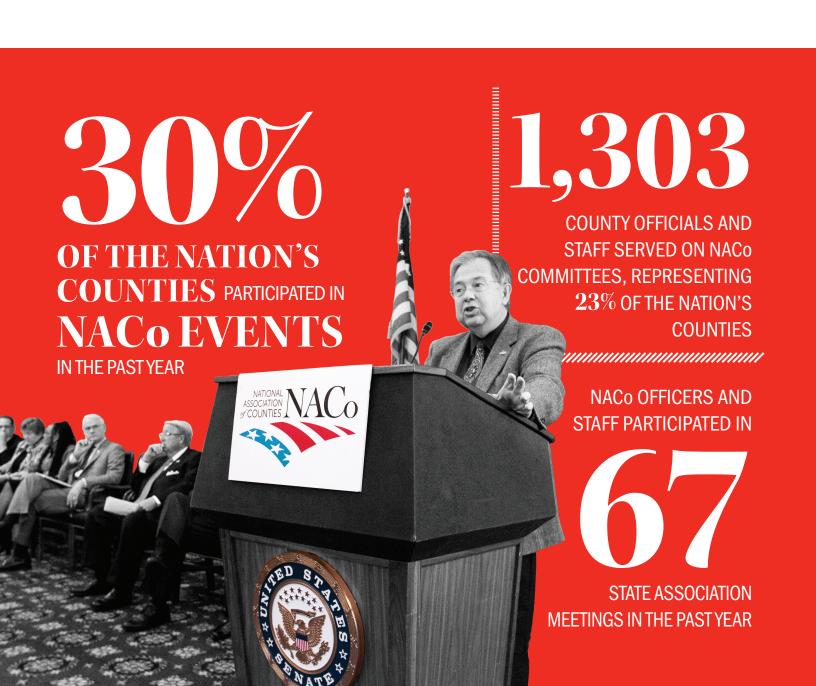
98% MEMBERSHIP RETENTION RATE

21 STATES ARE

ALABAMA | ARIZONA | ARKANSAS | CALIFORNIA | DELAWARE | FLORIDA HAWAII | IDAHO | MAINE | MARYLAND | MINNESOTA | MONTANA NEVADA | NEW HAMPSHIRE | NEW MEXICO | NORTH CAROLINA NORTH DAKOTA | OREGON | UTAH | WEST VIRGINIA | WYOMING

NACo **MEMBERS** 





# Federal Policy Advocacy

#### **MAJOR POLICY ACCOMPLISHMENTS**

FIXING AMERICA'S SURFACE TRANSPORTATION (FAST) ACT The first long-term transportation bill

The first long-term transportation bill in a decade, the FAST Act provides greater certainty to counties and invests more than \$100 billion over five years to repair the cuts counties sustained under the previous transportation bill. It also puts an additional \$3 billion in the hands of local decision-makers

- PAYMENTS IN LIEU OF TAXES (PILT)
  AND SECURE RURAL SCHOOLS
  (SRS) PROGRAMS
  - Secured an investment of \$452 million to fully fund PILT for more than 62 percent of the nation's counties that have non-taxable federal land
  - Secured \$278 million for the SRS program for roads, schools and other services in timber-dependent counties

EXCISE TAX ON EMPLOYER-SPONSORED HEALTH COVERAGE

Achieved a two-year delay for the excise tax or "Cadillac tax" on employer-sponsored health coverage, which gives us more time to advocate for a full repeal of this provision, which would cost counties millions of dollars and inhibit our ability to attract and retain quality employees

REGULATIONS

Represented county interests in federal regulations like the EPA's "Waters of the of U.S." and ozone standards, Dept. of Labor overtime rules, FEMA disaster deductible proposal and other uncompensated mandates related to the environment, justice, human services and county employees

TAX-EXEMPT MUNICIPAL BONDS

Staved off threats to reduce or eliminate the tax-exempt status of municipal bonds, which have helped counties and other public entities over the past decade finance more than \$3.7 trillion to build schools, hospitals, roads and jails













#### Exchanging Ideas and Exercising Exemplary Leadership

#### Stepping Up: A National Initiative to Reduce the Number of People with Mental Illnesses in Jails

NACo, the Council of State Governments Justice Center and the American Psychiatric Association Foundation launched the initiative in 2015, and more than 285 counties in 41 states have passed resolutions or proclamations to join Stepping Up and take action at the local level.

- The National Stepping Up Summit took place in April 2016 with 50 county teams meeting in Washington, D.C. to develop and strengthen plans to reduce the prevalence of mental illness and substance use disorders in jails.
- NACo hosted six webinars and several in-person workshops.
- We developed StepUpTogether.org, a resource toolkit, publications and case studies.





#### City-County Task Force on the Opioid Epidemic

NACo and the National League of Cities created a joint national task force, comprised of city and county leaders, to enhance awareness, facilitate peer exchanges and identify sound policy and partnership solutions to address our nation's opioid and heroin crisis.

# Innovation Challenge for Coal-Reliant Communities

In partnership with the U.S. Economic Development Administration and the National Association of Development Organizations Research Foundation, NACo led a program to support county and regional leaders in retooling economies to become more resilient





to changing conditions.

More than 200 individuals from 42 counties participated in three intensive, hands-on workshops designed to boost the innovative potential of coal-reliant counties and regions seeking to grow and diversify their economies.



USDA SEC. TOM
VILSACK AND FOUR
GOVERNORS JOINED
NACo TO LAUNCH THE
RURAL IMPACT CHALLENGE TO COMBAT
CHRONIC RURAL
POVERTY.





NACo developed a new clearinghouse of resources related to transitioning economies, based at DiversifyEconomies.org and released a podcast and other materials.

# Rural Impact Challenge with USDA and White House Rural Council

NACo and the White House Rural Council launched an initiative to support counties in combating chronic rural poverty. Fifty counties have signed up to receive support in building partnerships and exchanging best practices and policy solutions.

# **Healthiest Cities & Counties Challenge**

NACo partnered with the Aetna Foundation, the American Public Health Association and CEOs for Cities on a \$1.5 million prize competition, the Healthiest Cities & Counties Challenge. The Challenge aims to improve health outcomes and promote health, wellness, equity and social interaction through practical, evidence-based strategies and cross-sector collaboration.

#### Robert Wood Johnson Foundation County Health Rankings & Roadmaps Program

NACo worked to strengthen local jurisdictions' ability to address the challenges of creating a culture of health and to help county officials take a leadership role toward positive community health impact. NACo helped to disseminate the annual County Health Rankings, conducted by the University of Wisconsin Population Health Institute, which provides a snapshot of the health of county residents across the country.

NACo launched the County Health Learning Challenge. Cabarrus County, N.C.; Knox County, Tenn.; and Salt Lake County, Utah were selected to participate in a year-long effort to strengthen cross-sector partnerships, identify potential action and implement data-driven strategies to build healthier communities.





#### **SolSmart**

In partnership with The Solar Foundation and the U.S. Department of Energy, NACo launched the SolSmart program in spring 2016 to help counties cut red tape, reduce process or administrative costs and attract new solar jobs in installing solar energy systems.

#### **NACo Juvenile Justice Academy**

NACo convened teams from seven counties (Boone County, Mo.; DuPage County, Ill.; Durham County, N.C.; Eau Claire County, Wis.; Lancaster County, Neb.; Linn County, Iowa; and Ramsey County, N.D.) to engage with juvenile justice experts and each other to learn about integrating systems and improving outcomes. Technical assistance is ongoing, including resource dissemination, regular follow-up conversations and connecting teams with additional experts. This work is supported by the John D. and Catherine T. MacArthur Foundation.

# **MacArthur Foundation Safety and Justice Challenge**

As strategic allies, NACo and the MacArthur Foundation are working with 20 jurisdictions, including 16 counties, to create fairer, more effective justice systems. We will also provide opportunities and resources for county officials to learn from criminal justice experts and engage in peer-to-peer learning to reduce the unnecessary use of county jails.

# Healthy Counties Forum and Innovation Summit

In Salt Lake County, Utah, more than 70 county officials plus representatives from the White House, foundations and corporate partners participated in sessions on behavioral health and well-being of older adults, providing services to veterans and national criminal justice reform efforts.

# Transportation Peer Exchanges

In partnership with the U.S.

Department of Transportation Federal Highway Administration, NACo launched a program to investigate and promote creative ways for counties and local and regional

partners to strategically align transportation planning and investments with economic development priorities.

As part of this program, NACo released several reports and hosted webinars and two peer exchanges:

- The Innovations in Transportation and Technology: County Leadership Peer Exchange, held in Johnson County, lowa, brought together 26 county officials with state and national leaders.
- The Keeping Counties Moving: Innovations in Transportation Peer Exchange, held in Alameda County, Calif., convened 24 county leaders and regional, state and national experts.







#### LEADERSHIP DEVELOPMENT

NACo hosted nearly 100 webinars with more than 6,100 attendees, including dozens of professional leadership development opportunities, primarily educational workshops and webinars on topics like integrity and civility, effective meetings and communications and building a leadership legacy.

#### **Harvard County Executive Forum**

In partnership with Harvard University's Ash Center for Democratic Governance and Innovation, NACo brought together 20 county elected executives for a peer exchange focused on county innovation and leadership development. The annual forum showcases cutting-edge community solutions being tested by county leaders.

#### **Tech Innovation and CIO Forum**

Twice each year, NACo hosts two powerful forums and peer exchanges with county elected officials and CIOs, along with corporate leaders. Centered on technology-based policy issues and program solutions, this year's events focused on cybersecurity, data tools and decision-making, and emerging transportation issues such as drones and autonomous ve-







# IN 2016, **22 county and parish leaders** Participated in the county leadership institute. Since its inception, 229 counties, parishes and boroughs in **44 states** have been REPRESENTED IN THE PROGRAM.

hicles. The events also highlighted workforce ideas, public engagement practices and the federal FirstNet interoperability project.

#### **County Leadership Institute**

Through our partnership with state associations, we hosted the 13th

annual County Leadership Institute, a rigorous, four-day program to enhance leaders' capacity to identify and implement innovative solutions to the complex challenges we face. This year, we added a representative from the Next Generation NACo Network.

#### **Innovative County Cost-Saving Solutions**

#### NATIONWIDE RETIREMENT SOLUTIONS

#### HELPS 1.5 MILLION COUNTY EMPLOYEES AND RETIREES

# SAVE NEARLY \$15 BILLION

Through our partnership with Nationwide Retirement Solutions, NACo's Defined Contribution and Retirement Services Program offers county employees a voluntary, tax-deferred savings opportunity that supplements employer-sponsored retirement plans. It also offers 401(a) match and stand-alone defined contribution plans.

The program is endorsed by 39 state associations, and more than 3,000 counties and county jurisdictions participate.

#### **U.S. COMMUNITIES COOPERATIVE PURCHASING ALLIANCE**

**SAVES YOU MILLIONS** ON COUNTY SUPPLIES **AND SERVICES** 

63 NEW COUNTY **PARTICIPANTS** AND A TOTAL OF

79,000 **PUBLIC SECTOR USERS** 

suppliers, including new supplier contracts this year

An expansive IT contract with Insight Public Sector, DLT and Carahsoft offers products from Apple, Google, Microsoft, Dell, Cisco, EMC, Hewlett Packard, Amazon Web Services



...and specialty vehicles with Farber, from bookmobiles to bloodmobiles.

We partnered with Premier, Inc. and Adapt Pharma to offer leading discounts on Narcan, the only FDA-approved, ready-to-use nasal spray version of naloxone hydrochloride, a life-saving medication that can stop or reverse the effects of opioid overdoses.



#### LIVE HEALTHY U.S. COUNTIES

\$646 MILLION IN PRESCRIPTION,
HEALTH AND DENTAL DISCOUNTS

1,343

COUNTIES PARTICIPATE
IN THE PRESCRIPTION
DISCOUNT PROGRAM

104 COUNTIES
PARTICIPATE IN THE
HEALTH DISCOUNT
PROGRAM

77 COUNTIES PARTICIPATE IN THE DENTAL PROGRAM



#### **eCONNECT DIRECT® BY MBS SECURITIES**

A NEW PROGRAM HELPING COUNTIES MANAGE FIXED-INCOME INVESTMENTS

219 COUNTIES IN 32 STATES

ENDORSED BY NACO AND 4 STATE ASSOCIATIONS OF COUNTIES

34

state associations

have endorsed the prescription program...

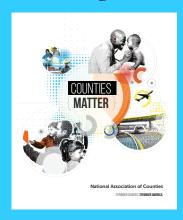
...and 20 state associations

have endorsed the enhanced prescription-health-dental discount program.

**COMING SOON!** NACo AND

OPTUM FORMED A STRATEGIC ALLIANCE TO OFFER HEALTH CARE SOLUTIONS TO PUBLIC SECTOR RETIREES.

### **Enriching Public Awareness of County Government**



# **COUNTIES MATTER**

Launched the new Counties Matter campaign with new data, an updated look and a video that attracts more than 1,000 views per month

#### **COUNTY ECONOMIES**

**2.5 times** more county economies recovered on unemployment rate in 2015 than the previous year.

Only 7 percent of county economies recovered on four key economic indicators by 2015. Nearly 16 percent of county economies had not recovered on any of the four indicators

The recovery is creating an uneven geography of opportunity across county economies.



#### **IN THE NEWS**

#### THE WALL STREET JOURNAL.

Six Years Later, 93% of U.S. Counties Haven't Recovered from the Recession, Study Finds 2 MAPS THAT SHOW WHY MANY AREN'T FEELING OBAMA'S 'STRONG' STATE OF THE UNION



# The Washington Post

#### The Six Big Issues in Republicans' Sixth Presidential Debate

"...a nonpartisan National Association of Counties analysis reports that **93 percent** of American counties have yet to fully recover from the recession, with about half recovering on one or fewer of four key indicators."

### **GOVERNING**

PICKING UP PACE ACROSS U.S. COUNTIES





Here's Why Millions of Americans Feel Like the Recession Never Ended



#### **COUNTY NEWS**

NACo unveiled a fresh, upscale design - rebranded and brightened by more use of graphics and new and reframed content such as "Money Matters" and "Leadership Edge."



Mailed biweekly to **33,800** elected and appointed county officials

**J**EDGE



#### County's role in Flint water crisis gets results

By Charles Taylo skin in the game" in the city of Flint's decision to switch its water source from Detroit's system to the Flint River, according to Commission Chair man Jamie Curtis. But county officials say they played a ma-

ior role in raising the alarm about the city's lead-tainted water, and finally got the state to respond. As of Feb.

for about half of that amount, county officials said. The sherwere almost \$400,000.

Curtis said the county tried for months in 2015 to find out, definitively, if the water was safe but couldn't get straight answers to its estions — not from the Michigan Department of Environmental Quality. nor the U.S. Environmer tal Protection Agency nor Flint's public works

#### Senate pulls the plug on taxing Internet access

ed from taxing Internet access ervices thanks to a provision H.R. 644, a trade and customs nforcement bill passed by the Senate Feb. 11.

manent extension of the Inter net Tax Freedom Act (ITFA), As result, state and local taxes on Internet access services are permanently prohibited and have until June 2020 to phase

The ITFA lang

report, meaning it was a pro-vision that was not part of the

underlying bill that either the U.S. House of Representatives or Senate originally voted on in The ITFA, enacted in 1998,

preempts state and local gov-ernment authority to tax Internet access services. Currently, seven states (Hawaii, New Mexico, North Dakota, Ohio, South Dakota, Texas and Wis consin) were grandfathered under ITFA and are still collecting more than \$500 million

When first enacted, ITFA was

See INTERNET page 2



County News also went weekly with a new digital counterpart sent to **39,000** email addresses, CN Now, which carries up-to-date news from Capitol Hill, the Administration and NACo practice areas. in addition to featuring articles from the most recent County News.



#### INTERVIEWED KEY DECISION-MAKERS

An interview with Michael Botticelli, director of the White House's Office of National Drug Control Policy, set the stage for County News' Hot Topics special report on the plague of opioid abuse. The full video interview with Director Botticelli was released in the web edition of County News and debuted at the 2016 Legislative Conference.



#### **EXPANDING OUR DIGITAL REACH**

#### IN THE PAST 12 MONTHS ON NACo. ORG AND COUNTY EXPLORER:

We made the "Find a County" feature mobile-friendly and integrated it into County Explorer. The revamped tool continues to be NACo's most viewed digital product, with nearly 972,000 additional sessions and more than 2 million page views.

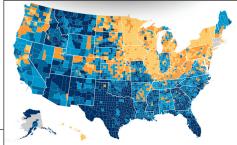


Launched **This Week in Photos**, telling the county story through images every week



There were

1 million sessions, an increase of nearly 36 percent, and 1.8 million page views, a
24 percent increase.



#### **COUNTY EXPLORER**

900 indicators and 11 county profiles

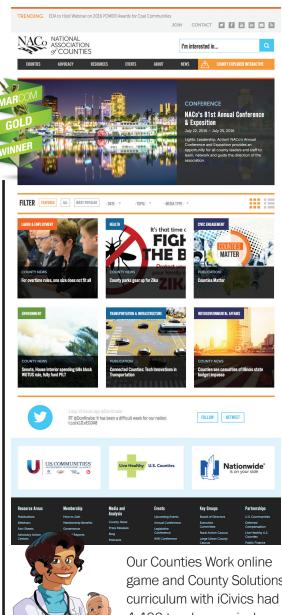


FACEBOOK AND TWITTER Increased followers by more than 20 percent and delivered 1.6 million impressions on Twitter, five times more than the previous year

# 9

#### **YOUTUBE**

More than **23,400** views on YouTube – 38 days, 22 hours of watch time, an increase of more than 80 percent



game and County Solutions curriculum with iCivics had 4,400 teacher curriculum downloads and reached approximately **550,000** students as well as more than 1.23 million game plays in the past five years.



#### **CO-LOCATION WITH NLC**

Creating a first-of-its kind local government innovation center in Washington, D.C., NACo and National League of Cities (NLC) will co-locate our head-quarters at 660 North Capitol Street in late 2016. The move allows Washington's two leading local government organizations to leverage each other's expertise and coordinate efforts to help thousands of local leaders build



stronger communities, advocate on national issues and raise the public's

understanding of county and city officials.

The new headquarters, designed collaboratively, will help advance NACo and NLC's mutual priorities and foster innovative partnerships. Just blocks from the Capitol, the co-location will occupy three floors of the building and house state-of-the-art conference and meeting spaces. The building will meet the USGBC's LEED Gold certification for green building.

"Collaboration between counties and cities is key to achieving results for our residents. This new space will be the center of local leadership and innovation on Capitol Hill. With our partners at the state and federal levels, we look forward to working more closely with NLC to confront some of the greatest challenges our communities face."

#### **2016-2017 PRESIDENTIAL INITIATIVE**

#### COUNTIES MATTER CHALLENGE: BRILLIANT IDEAS AT WORK

Under the leadership of incoming NACo President Bryan Desloge, NACo is launching a friendly competition in 2016 and 2017 to identify and share 100 examples of visionary county leadership that results in improving residents' quality of life. In conjunction with NACo's Achievement Awards and working with members, affiliates and state associa

affiliates and state associations of counties, we will build an honor roll that highlights county innovation at its best.

Through this presidential initiative, NACo is working with county leaders and partners to share best practices that bolster our nation's ability to thrive amid ever-changing physical, social and economic conditions. Though no two of America's 3,069 counties are alike, many face similar challenges and learn from one another's experiences.

To remain healthy, vibrant and safe, counties anticipate and adapt to challenges creatively, demonstrating local leadership that makes a difference in people's lives.

TRANSPORTATION AND
INFRASTRUCTURE 
COMMUNITY AND
ECONOMIC RESILIENCE
HUMAN SERVICES AND HEALTH

- → JUSTICE AND PUBLIC SAFETY

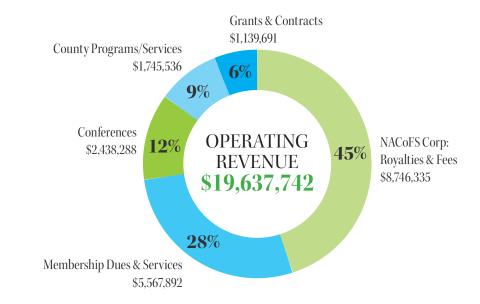
COUNTY MANAGEMENT,

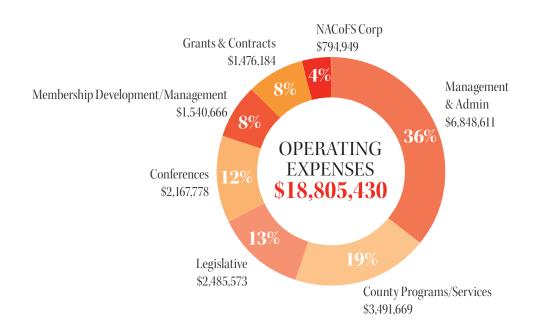
- → OPERATIONS AND TECHNOLOGY



#### **Financial Stewardship**

NACo ended the 2015 fiscal year with a net operating surplus of \$832,312 or 4 percent of total operating revenue. Revenue grew 7.9 percent to \$19,637,742, primarily led by continued growth in sales from the U.S. Communities purchasing alliance. Member programs and services expenses and operation management expenses held at 1.8 percent growth to \$18,805,430.





# NACo Leadership OFFICERS



PRESIDENT **The Hon. Sallie Clark**Commissioner
El Paso County, Colo.



FIRST VICE PRESIDENT

The Hon. Bryan Desloge
Commissioner
Leon County, Fla.



SECOND VICE PRESIDENT
The Hon. Roy Charles Brooks
Commissioner
Tarrant County, Texas



IMMEDIATE PAST PRESIDENT
The Hon. G. Riki Hokama
Council Member
Maui County, Hawai`i

#### **REGIONAL REPRESENTATIVES**



NORTHEAST REGION REPRESENTATIVE The Hon. Christian Leinbach Commission Chair Berks County, Pa.



SOUTH REGION REPRESENTATIVE **The Hon. Merceria L. Ludgood** Commissioner Mobile County, Ala.



CENTRAL REGION REPRESENTATIVE
The Hon. Cindy Bobbitt
Commissioner
Grant County, Okla.



WEST REGION REPRESENTATIVE **The Hon. Lesley Robinson** Commission Chair Phillips County, Mont.

#### **STANDING COMMITTEE CHAIRS**



NACo FINANCE STANDING COMMITTEE

The Hon. Bryan Desloge

Commissioner

Leon County, Fla.



INFORMATION TECHNOLOGY COMMITTEE

The Hon. Christopher T. Rodgers

Commissioner

Douglas County, Neb.



PROGRAMS AND SERVICES COMMITTEE
The Hon. Gregg Goslin
Commissioner
Cook County, III.



MEMBERSHIP COMMITTEE

The Hon. Timothy McCormick
Commission President
Ohio County, W.Va.

#### STEERING COMMITTEE CHAIRS

Dinwiddie County, Va.



AGRICULTURE AND RURAL AFFAIRS STEERING COMMITTEE

The Hon. Harrison A. Moody
Supervisor



COMMUNITY, ECONOMIC AND WORKFORCE DEVELOPMENT STEERING COMMITTEE

The Hon. Anthony Hyde

Commission Chair

Columbia County, Ore.



ENVIRONMENT, ENERGY AND LAND USE STEERING COMMITTEE

The Hon. Gary W. Moore
County Judge/Executive
Boone County Ky.



FINANCE, PENSIONS AND
INTERGOVERNMENTAL AFFAIRS STEERING
COMMITTEE
The Hon. Priscilla Taylor
Commissioner
Palm Beach County, Fla.



HEALTH STEERING COMMITTEE
The Hon. Mary Ann Borgeson
Commissioner
Douglas County, Neb.



HUMAN SERVICES AND EDUCATION STEERING COMMITTEE

The Hon. Toni Carter
Commissioner
Ramsey County, Minn.



JUSTICE AND PUBLIC SAFETY STEERING COMMITTEE

The Hon. Sally A. Heyman

Commissioner

Miami-Dade County, Fla.



PUBLIC LANDS STEERING COMMITTEE
The Hon. Ron Walter
Commission Chair
Chelan County, Wash.



TELECOMMUNICATIONS AND TECHNOLOGY STEERING COMMITTEE The Hon. Joe Briggs Commissioner Cascade County, Mont.



TRANSPORTATION STEERING COMMITTEE **The Hon. Peter Mclaughlin**Commissioner

Hennepin County, Minn.



LARGE URBAN COUNTY CAUCUS

The Hon. Jim McDonough

Commissioner

Ramsey County, Minn.



RURAL ACTION CAUCUS

The Hon. Lynn M. Padgett
Commissioner
Ouray County, Colo.



WESTERN INTERSTATE REGION The Hon. Gordon Cruickshank Commissioner, Chair Valley County, Idaho

#### **NACo Board of Directors**

#### The Hon. Ikaika Anderson

Council Vice-Chair Honolulu City and County, Hawai`i

#### The Hon. Allan F. Angel

Levy Court Commissioner Kent County, Del.

# The Hon. Bronwyn Asplund-Walsh

Commissioner- Vice Chair Merrimack County, N.H.

#### Mr. Orrin E. Bailey

CEO, Six County Employment Alliance Michigan Works! The Job Force Board Escanaba, Mich.

#### The Hon. Rushern L. Baker III

County Executive Prince George's County, Md.

#### The Hon. Peter Baldacci

Commissioner Penobscot County, Maine

#### The Hon. John M. Becker

Board Chairman Madison County, N.Y.

#### The Hon. Alisha R. Bell

Commissioner Wayne County, Mich.

#### Mr. Daniel Betts

Director of Recreation, Forest Preserve District Cook County, III.

#### Ms. Jessica Beyer

Communications Manager & Business Analyst Blue Earth County, Minn.

#### The Hon. Cindy Bobbitt

Commissioner Grant County, Okla.

#### The Hon. Mary Ann Borgeson

Commissioner Douglas County, Neb.

#### The Hon. Blair Brady

Commissioner Wahkiakum County, Wash.

#### The Hon. Thomas Brady

Commissioner Coos County, N.H.

#### The Hon. Doug Breidenthal

Commissioner Jackson County, Ore.

## The Hon. Roy Charles Brooks

Commissioner Tarrant County, Texas

#### Mr. Timothy W Brown

Senior Planner Walton County, Fla.

#### Mr. Randy Burkhardt

Assistant Director Parks, Trails and Building Grounds Douglas County, Colo.

#### The Hon. Keith Carson

Supervisor Alameda County, Calif.

#### The Hon. Katie S. Cashion

Commissioner Guilford County, N.C.

#### Mr. Greg Castano

Volunteer Services Program Coordinator Arlington County, Va.

#### The Hon. Sallie Clark

Commissioner El Paso County, Colo.

#### The Hon. George B. Cole

Councilmember Sussex County, Del.

#### The Hon. Guy Cormier

Parish President St. Martin Parish, La.

#### The Hon. David Cox

Commissioner Caddo Parish, La.

#### The Hon. Karen Crane

Assembly Member City and Borough of Juneau, Alaska

## The Hon. Gordon Cruickshank

Commissioner, Chair Valley County, Idaho

# The Hon. Kenneth A. Dahlstedt

Commissioner Skagit County, Wash.

#### Ms. Mary Beth E. Davidson

IGR Director Hennepin County, Minn.

#### The Hon. Bryan Desloge

Commissioner Leon County, Fla.

#### The Hon. Kathryn Dodge

Assembly Member Fairbanks North Star Borough, Alaska

#### The Hon. Jerry Doucette

Commissioner, Chair Alger County, Mich.

#### The Hon. Daryl Dukart

Commissioner Dunn County, N.D.

#### The Hon. Ed Eilert

Commissioner, Chairman Johnson County, Kan.

#### The Hon. Lenny Eliason

Commissioner, President Athens County, Ohio

#### Ms. Phyllis A. Errico

General Counsel Virginia Association of Counties

#### The Hon. Bernard Fazzini

Commissioner Harrison County, W.Va.

#### The Hon. Richard M. Forster

Supervisor Amador County, Calif.

#### The Hon. Lew Gaiter III

Commissioner Larimer County, Colo.

#### The Hon. Kerry W. Gibson

Commissioner Weber County, Utah

#### Mr. Gilbert Gonzales

Mental Health Director Bexar County, Texas

#### The Hon. Keith Goodwin

Commission Chair Otero County, Colo.

#### The Hon. Gregg Goslin

Commissioner Cook County,III.

#### The Hon. Loren Grosskopf

Commissioner Park County, Wyo.

#### The Hon. Jane Hague

Councilmember King County, Wash.

#### The Hon, James V. Ham

Commissioner Monroe County, Ga.

#### The Hon. George Hartwick III

Commissioner
Dauphin County, Pa.

#### The Hon. Connie Hickman

Justice of the Peace Navarro County, Texas

#### The Hon. Ron Hickman

Sheriff Harris County, Texas

#### Mr. Herschel Hicks

EMA Director Morgan County, Ala.

#### The Hon. G. Riki Hokama

Council Member Maui County, Hawai`i

#### The Hon. Stephen H. Holt

Collector of Revenue Jasper County, Mo.

#### The Hon. Helen L. Holton

Council Member Baltimore City, Md.

#### The Hon. Melvyn Houser

Supervisor Pottawattamie County, Iowa

#### The Hon. Len C. Humphries

Sheriff Fremont County, Idaho

#### The Hon. Judy Beth Hutcherson

Treasurer Clark County, Ariz.

#### The Hon. Anthony Hyde

Commission Chair Columbia County, Ore.

#### The Hon. Gerald W. Hyland

Supervisor Fairfax County, Va.

#### The Hon. Patrick Irwin

Commissioner Pershing County, Nev.

#### The Hon. Teresa Jacobs

Mayor Orange County, Fla.

#### The Hon. Michael K. Jeanes

Clerk of the Court Maricopa County, Ariz.

#### The Hon. B. Ray Jeffers

Commissioner Person County, N.C.

#### The Hon. Larry L. Johnson

Commissioner DeKalb County, Ga.

#### The Hon. Randy Johnson

Commissioner Hennepin County, Minn.

#### The Hon. Tracey A. Johnson

Commissioner Washington County, N.C.

#### The Hon. Evelyn L. Kolbe

Commissioner Oceana County, Mich.

#### The Hon. KipuKai L.P. Kualiʻi

Council Member Kauai County, Hawai`i

#### The Hon. William B. Kyger Jr.

Supervisor Rockingham County, Va.

#### Mr. Edward Labrador

Director, Intergovernmental Affairs
Broward County, Fla.

#### The Hon. Chip LaMarca

Commissioner Broward County, Fla.

#### The Hon. Linda Langston

Supervisor Linn County, Iowa

#### Mr. David Douglas Lasher

County Treasurer Clark County, Wash.

#### The Hon. Gary J. Lee

Commissioner Union County, Ohio

#### The Hon. Christian Leinbach

Commission Chair Berks County, Pa.

#### The Hon. Deborah A. Lieberman

Commissioner Montgomery County, Ohio

#### The Hon. Merceria L. Ludgood

Commissioner Mobile County, Ala.

#### The Hon. Mark H. Luttrell Jr.

County Mayor Shelby County, Tenn.

#### The Hon. George Maglaras

Chairman Strafford County, N.H.

#### The Hon. Richard Malm

Commissioner, Chair Jefferson County, Kan.

#### The Hon. Tyler Massey

Treasurer Hidalgo County, N.M.

# The Hon. Timothy P. McCormick

Commission President Ohio County, W.Va.

#### The Hon. Jim McDonough

Commissioner Ramsey County, Minn.

#### The Hon. Michael McGinley

Commissioner Beaverhead County, Mont.

#### The Hon. Debbi R. McGinnis

Collector of Revenue Polk County, Mo.

#### The Hon. Gary McGrane

Commissioner Franklin County, Maine

#### Mr. Timothy K. McGuire

Executive Director Michigan Association of Counties

#### The Hon, Todd Mielke

Commissioner Spokane County, Wash.

#### The Hon. Karen M. Miller

Associate Commissioner Boone County, Mo.

#### Ms. Carol Moehrle

Public Health Director Nez Perce County, Idaho

#### The Hon. Harrison A. Moody

Supervisor Dinwiddie County, Va.

#### The Hon. Paul Mosley

Supervisor, President Clarke County, Miss.

#### The Hon. Waymon Mumford

Council Member Florence County, S.C.

#### The Hon. David L. Nicholson

Circuit Clerk Louisville Jefferson County Metro Government, Ky.

#### The Hon. Richard Oden

Chairman & CEO Rockdale County, Ga.

#### The Hon. Dennis O'Loughlin

Supervisor Dane County, Wis.

#### The Hon. Dennis Onishi

Council Member Hawaii County, Hawai`i

#### The Hon. Michael Ortner

Commissioner Fall River County, S.D.

#### Mr. J. Glenn Osborne Jr.

Social Services Director Wilson County, N.C.

#### The Hon. Lynn M. Padgett

Commissioner Ouray County, Colo.

#### Mr. Chester E. Pintarelli

Administrator, Medical Care Iron County, Mich.

#### The Hon. Toni Preckwinkle

President Cook County, III.

#### The Hon. John Prinkki

Commission - Chair Carbon County, Mont.

#### The Hon. Helen Purcell

Recorder Maricopa County, Ariz.

#### **Ms. Cherryl Ramirez**

Executive Director Association of Oregon Community Mental Health Programs

#### The Hon. Jeff Rader

Commissioner DeKalb County, Ga.

#### Mr. Randy Ripperger

Assessor Polk County, Iowa

#### The Hon. Dave Roberts

Supervisor San Diego County, Calif.

#### The Hon. Lesley Robinson

Commission - Chair Phillips County, Mont.

# The Hon. Christopher T. Rodgers

Commissioner Douglas County, Neb.

## The Hon. Timothy R. Roussel

Parish President St. James Parish, La.

#### The Hon. Manuel Ruiz

Supervisor Santa Cruz County, Ariz.

#### The Hon. Harvey Ruvin

Clerk of Courts Miami-Dade County, Fla.

#### Ms. Charlotte Sandvik

Treasurer Cass County, N.D.

#### Mr. Joel Schell

Treasurer Converse County, Wyo.

#### The Hon. James Schmidt

Commissioner Lincoln County, SD

#### The Hon. Nancy Schouweiler

Commissioner Dakota County, Minn.

#### The Hon. Judith Shiprack

Commissioner
Multnomah County, Ore.

#### Mr. Eugene Smith

County Manager Dunn County, Wis.

#### The Hon. James J. Snyder

County Legislator Cattaraugus County, N.Y.

#### The Hon. Elizabeth Stefanics

Commissioner Santa Fe County, N.M.

#### The Hon. Priscilla Taylor

Commissioner
Palm Beach County, Fla.

#### Mr. Jonathan Thompson

Executive Director National Sheriffs' Association

#### The Hon. Jerrie Tipton

Commission Chair Mineral County, Nev.

#### The Hon. Gordon W. Topham

Commission - Chair Sevier County, Utah

#### The Hon. Daniel P. Troy

Commissioner, President Lake County, Ohio

#### The Hon. Grant Veeder

Auditor/Commissioner of Elections Black Hawk County, Iowa

#### The Hon. Hubert Walsh

Supervisor Merced County, Calif.

#### The Hon. Kenton C. Ward

Surveyor Hamilton County, Ind.

#### The Hon. Betty Lou Ward

Commissioner Wake County, N.C.

#### Ms. Patricia Ward

Director of Community Development and Housing Tarrant County, Texas

#### Mr. George T. Webb

County Engineer Palm Beach County, Fla.

#### The Hon. Larry W. White

Commissioner Escambia County, Ala.

#### Mr. Ron Whitehead

Public Works Director Washington County, Utah

#### The Hon. Glen Whitley

County Judge Tarrant County, Texas

#### The Hon. Mark S. Whitney

Commissioner Beaver County, Utah

#### The Hon. Paul Wilson

Commissioner Olmsted County, Minn.

#### Ms. Debbie Wise

County Circuit Clerk Randolph County, Ariz.

#### The Hon. Debbie Wood

Commissioner Chambers County, Ala.

#### The Hon. Noah Woods

Chairman
Robeson County, N.C.

#### Mr. James Young

Veterans Service Officer Vernon County, Wis.

#### The Hon. Rick L. Yzaguirre

Commissioner Ada County, Idaho



#### NACo Officials on Federal Boards and Committees

Advisory Group on Prevention, Health Promotion, and Integrative and Public Health

Bureau of Land Management -National Wild Horse and Burro Advisory Board

Carl Vinson Institute - National Center for the Study of Counties

Emergency Management Accreditation Program (EMAP) Commission

Emergency Management Assistance Compact (EMAC) Advisory Board

EPA Local Government Advisory Committee

EPA Local Government Advisory Committee -Small Community Advisory Committee

FCC's Intergovernmental Advisory Committee

FEMA Mitigation Framework Working Group

**FEMA National Advisory Council** 

FEMA R III Regional Advisory Committee

**FEMA Technical Mapping Advisory Council** 

FirstNet PSAC

**Generations United** 

Governmental Accounting Standards Advisory Council

Institute for Building Technology and Safety, Board of Directors

Intergovernmental Policy Advisory Committee on Trade (IGPAC)

My Brother's Keeper National Coordinating Council

National Association of Regional Councils Board

National Conference on Correctional Health Care

National Drought Resiliency Partnership

National Geospatial Advisory Committee (NGAC)

National Homeland Security Consortium

President Obama's Task Force on Climate Preparedness and Resilience

**Project SAFECOM (DHS)** 

Public Finance Authority Board of Directors

Rural Assistance Center Advisory Board for HHS

Rural Domestic Preparedness Consortium

Shared Services Learning Committee Technical Advisors Team - RWJF

Technical & Operational Advisory Committee (TOAC) for Southern Rural Development Center

US Dept. of Justice Global Advisory Committee

Wildland Fire Executive Council (WFEC)

Wildland Fire Leadership Council (WFLC)

National Ocean Council, Governance Coordinating Committee

Federal Highway Administration - Automated Cars

Global Justice Information Sharing Initiative (Global) Advisory Committee (GAC)

Right to Counsel National Consortium (BJA - DoJ)

White House Governance Coordinating Committee (GCC)

#### Thank you

STRATEGIC PARTNERS

Nationwide

U.S. Communities

Live Healthy U.S. Counties

**NACo FINANCIAL SERVICES** 

**Public Finance Authority** 

eConnect Direct® by MBS Securities

Optum

**FEDERAL FUNDERS** 

Corporation for National and

Community Service

Federal Highway Administration

USDA Forest Service

U.S. Department of Energy

U.S. Department of Justice

U.S. Department of Housing and

**Urban Development** 

U.S. Department of Labor

U.S. Economic Development

Administration

U.S. Environmental Protection

Agency

**FOUNDATIONS** 

Aetna Foundation

Annie E. Casey Foundation

Blue Cross Blue Shield of Minnesota

Ford Foundation

MacArthur Foundation

Open Society Foundation Public Welfare Foundation

Robert Wood Johnson Foundation

Wounded Warriors Project

Ernst & Young

Esri

FireEye

Google

ΗP

Hyland

**IBM** 

Intel

International Council of Shopping

Centers

Johnson & Johnson

LexisNexis

Netsmart

**Parsons** 

PayPal

Public Financial Management

Renovate America

Ricoh

StarChase

Symantec

The Public Group

Thomson Reuters

TransCanada

Tyco

United Healthcare

Verizon

Visa

Accela Aetna

Amazon

American Beverage Association

T&TA

**BNSF** Railway

Carton Council

Cenpatico

CGI Communications

Comcast

Consumer Healthcare Products

Association

Corvias Solutions

Duke Energy

**Eccovia Solutions** 

**EMC** 

#### **Sponsors**

**Large Urban County Caucus** 

Aetna

Amazon

American Beverage Association

Carton Council

CH2M-HILL

Comcast

CVS Caremark, Inc.

Esri

HP

IBM

Intel

International Council of Shopping

Centers

Lexis Nexis

Nationwide Retirement Solutions

**Parsons Corporation** 

PayPal

StarChase

The Public Group

United Healthcare

Verizon Communications Inc.

Visa

**Rural Action Caucus** 

Aetna

American Petroleum Institute (API)

Carton Council

CVS Caremark, Inc.

Intel

**ICSC** 

Nationwide Retirement Solutions

National Rural Electric Cooperative

Association

The Public Group

Resilient Counties and Community and Economic Development

Accela

BSNF Railway

Carton Council

**CGI** Communications

**Corvias Solutions** 

**Duke Energy** 

**EMC** 

Ernst & Young

Esri

Hyland Software

**IBTS** 

NAHB

Parsons

Parsons Brinckerhoff

Public Financial Management

TransCanada

Waste Management, Inc.

**Healthy Counties** 

Aetna

American Beverage Association

Cenpatico

Consumer Healthcare Products

Association

Eccovia Solutions

Esri

Johnson & Johnson

Netsmart

Premier

**United Healthcare** 

**Smart Justice** 

Cisco

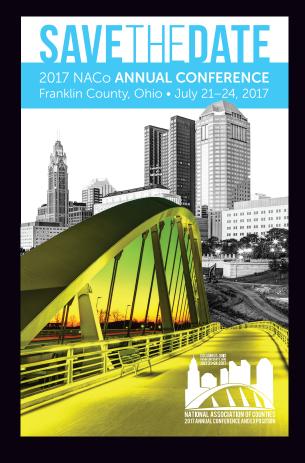
Google

Motorola

Thomson Reuters

# **SAVE THESE DATES!**







25 MASSACHUSETTS AVENUE, NW SUITE 500 | WASHINGTON, DC 20001

202.393.6226 | FAX 202.393.2630 www.naco.org











fb.com/NACoDC



