



2019 - 2020
**NCCAE ONBOARDING
REPORT**



NATIONAL COUNCIL
of COUNTY ASSOCIATION
EXECUTIVES



NCCAE CALENDAR OF EVENTS AND KEY DATES

January

- NCCAE Presidents & Executive's Meeting, Washington, D.C. (January 8-10, 2020)
- Let NACo know if you need space for a State Association meeting or reception at the NACo Legislative Conference
- NCCAE dues invoices emailed to Executive Directors or designated NACo staff
- Deadline to submit policy resolutions for NACo Legislative Conference - *resolutions must be submitted 30-days prior to the conference* (January 29) - NACo will hold a call to review all resolutions prior to the Legislative Conference
- Letter of intent for candidates for NACo 2nd Vice Presidents (due January 31)
- Request roster updates

February/March

- NACo Legislative Conference, Washington, D.C. (State Association meetings/receptions held)
- NACo 2nd Vice President Candidate webinar

April

- National County Government Month
- NACo Committee Presidential Appointment Application opens - *All committee leadership positions, members on all committees except steering committees. State Associations nominate members of NACo's ten policy steering committees*

May

- Notification for NACo Board of Directors nominations (although accepted all year)
- Western Interstate Region Conference (May 14-16, 2020)
- Credentials process for NACo Annual Conference begins

June

- NACo Presidential appointments are made by the NACo President - *NACo may call during the appointment process for information on members* (these appointments go into effect immediately after the Annual Conference)
- Deadline to submit policy resolutions and platform changes for NACo Annual Conference - *policy resolutions and platform changes must be submitted 30-days prior to the conference (June 12)* - NACo staff will hold a call to review all resolutions and platform changes prior to the NACo Annual Conference

July

- Policy Steering Committee nomination forms are due to NACo
- Credentials forms due prior to Annual Conference
- Cancel unpaid members prior to Annual Conference
- NACo Annual Conference (2nd Vice President elections, policy resolutions, State Association meetings held)

August

- NACo 2019-2020 term begins
- NCCAE-NACo Knowledge Management Forum, NACo Offices, Washington, D.C. (August 26-27, 2019)

September

- Payment in Lieu of Taxes (PILT) Fly-in, Washington, D.C. (September 9-11, 2019)

October

- NCCAE Annual Meeting, Maui County, Hawaii (October 22-25, 2019)
- Business of Counties, Palm Beach County, Fla. (October 3-4, 2019)
- NACo Rural Action Caucus (RAC) Symposium, Essex County, N.Y. (October 20-22, 2019)

November

- NACo Large Urban County Caucus (LUCC) Symposium, Miami-Dade County, Fla. (November 6-8, 2019)
- Annual membership dues invoices mailed

December

- NACo Fall Board of Directors Meeting, Douglas County, Neb. (December 5-7, 2019)

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ABOUT NCCAE

The NCCAE provides a vehicle through which its membership improves the administration of the various associations of counties and associations of county officials and provides a forum through which members meet and exchange information of importance. Additionally, it assists, in accordance with the policy determinations of the council, the National Association of Counties in its efforts to promote and improve county government. To learn more about NCCAE, you can visit this link: <https://www.naco.org/nccae>

2019 NCCAE BOARD DIRECTORY

ASSOCIATION OF COUNTY COMMISSIONS OF ALABAMA



Mr. Sonny Brasfield
Executive Director
Started as ED: 2009
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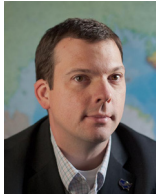
COLORADO COUNTIES, INC.



Mr. John Swartout
Executive Director
Started as ED: 2019

800 Grant St., Ste 500
Denver, CO 80203
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FLORIDA ASSOCIATION OF COUNTIES



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SPOUSE: Mark

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ARIZONA ASSOCIATION OF COUNTIES



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SPOUSE: Barrett

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ACCG, ADVANCING GEORGIA'S COUNTIES



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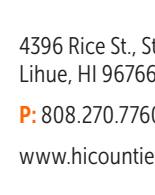
ASSOCIATION OF ARKANSAS COUNTIES



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CALIFORNIA STATE ASSOCIATION OF COUNTIES



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IDAHO ASSOCIATION OF COUNTIES



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ILLINOIS STATE ASSOCIATION OF COUNTIES



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KENTUCKY ASSOCIATION OF COUNTIES



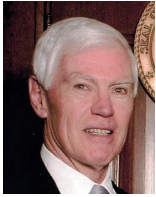
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POLICE JURY ASSOCIATION OF LOUISIANA



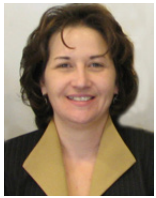
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ILLINOIS ASSOCIATION OF COUNTY BOARD MEMBERS



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MAINE COUNTY COMMISSIONERS ASSOCIATION



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ASSOCIATION OF INDIANA COUNTIES



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IOWA STATE ASSOCIATION OF COUNTIES



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Executive Director
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MICHIGAN ASSOCIATION OF COUNTIES



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ASSOCIATION OF MINNESOTA COUNTIES



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MISSISSIPPI ASSOCIATION OF SUPERVISORS



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MONTANA ASSOCIATION OF COUNTIES



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NEBRASKA ASSOCIATION OF COUNTY OFFICIALS



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NEVADA ASSOCIATION OF COUNTIES



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NEW HAMPSHIRE ASSOCIATION OF COUNTIES



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NEW JERSEY ASSOCIATION OF COUNTIES



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NEW MEXICO ASSOCIATION OF COUNTIES



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NORTH CAROLINA ASSOCIATION OF COUNTY COMMISSIONERS



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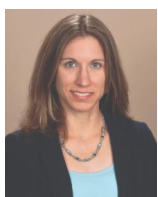
ASSOCIATION OF OREGON COUNTIES



Mr. Michael Eliason
*Interim Executive Director/
Legislative Director*
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COUNTY COMMISSIONERS ASSOCIATION OF PENNSYLVANIA



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C: 717.979.2566
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SOUTH CAROLINA ASSOCIATION OF COUNTIES



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Executive Director
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SOUTH DAKOTA COUNTIES



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TENNESSEE COUNTY SERVICES ASSOCIATION



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COUNTY OFFICIALS ASSOCIATION OF TENNESSEE



Hon. Rodney A Archer
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rodney@tncountyofficials.com

TEXAS ASSOCIATION OF COUNTIES



Ms. Susan Redford
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Started as ED: 2019

PO BOX 2131
Austin, TX 78768-2131
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www.county.org
susanr@county.org

UTAH ASSOCIATION OF COUNTIES



Ms. Brandy Grace
Chief Executive Officer
Started as CEO: 2019

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VIRGINIA ASSOCIATION OF COUNTIES



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WASHINGTON STATE ASSOCIATION OF COUNTIES



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COUNTY COMMISSIONERS' ASSOCIATION OF WEST VIRGINIA



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WEST VIRGINIA ASSOCIATION OF COUNTIES



Mr. Jonathan Adler
Executive Director
Started as ED: 2017

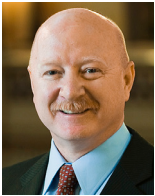
2026 Kanawha Blvd., E
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www.wvaco.org
jonathan@wvaco.org

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oconnell@wicounties.org

WYOMING COUNTY COMMISSIONERS ASSOCIATION



Mr. Jeremiah Rieman
Executive Director
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NCCAE RELEVANT HISTORICAL DOCUMENTS

NCCAE Bylaws

The Constitution and Bylaws of the National Council of County Association Executives are printed as amended on October 23, 2014.

Section 1. Name

ARTICLE I

Name and Purposes of Council

This council shall be known as the National Council of County Association Executives.

Section 2. Purposes

The purposes of this council shall be:

1. To provide a vehicle through which its membership may improve the administration of the various associations of counties and associations of county officials in the United States of America.
2. To provide a forum through which its membership may, from time to time, meet and exchange information of official import to the executives of state associations of counties.
3. To assist, in accordance with the policy determinations of the council, the National Association of Counties in its efforts to promote and improve county government.

ARTICLE II Membership

Section 1. Active Members

Any person acting as the chief staff officer of an association of counties may be an active member. The privilege of voting and holding an elective office in the council is limited to those persons holding active membership. The Executive Committee, subject to the review of the council, will resolve membership questions.

ARTICLE III Officers and Their Election

Section 1. Officers

The officers of the council shall be a President, First Vice President, Second Vice President, Third Vice President, and Past President and shall be known as the Executive Committee. The President shall represent the council on the Board of Directors of the National Association of Counties. The Executive Committee shall manage the affairs and business of the council, perform other duties as specified in these bylaws, and undertake other actions or projects as deemed necessary or as directed by the council. The executive Committee may determine policy for the council in the absence of or lacking specified direction from it.

Section 2. Elections; Terms of Office

The officers shall be elected at the Annual Meeting of the council by the votes of the majority of the active members present. They shall hold their offices until the next succeeding annual meeting and until their successors are elected and accept their offices.

Section 3. Nominations

Nominations for officers of the council shall be made by a Nominating Committee composed of not less than three nor more than five active members appointed by the President. The Immediate Past President shall chair the Nominating Committee. After presentation of the nominations of the Nominating Committee, nominations for the position of any officer may be made from the floor upon nomination and one second by the active members of the council.

Section 4. Vacancies

Vacancies in the Executive Committee shall be filled as follows:

1. If the President's, First Vice President's, or Second Vice President's position is vacant, all individuals serving as Vice Presidents will ascent to the next position, thus vacating the seat of Third Vice President. Such seat shall be filled by an appointment by the Executive Committee.
2. If the Past President's seat is vacant, it shall be filled by the next immediate Past President

Section 5. Duties of Officers

1. President. It shall be the duty of the president to preside at all meetings of the Council and to appoint such committees as deemed advisable to further the work of the council. The President shall have such other powers and perform such other duties as are usually performed by the president of an organization.
2. Vice President. It shall be the duty of the First Vice President or the Second Vice President, in that order, to exercise such functions and perform such duties to assist the President in such manner as may be designated.
3. Third Vice President. The Third Vice President shall perform such duties as are usually incumbent upon that officer, including administrative responsibility for the council's budget and other duties as the President may request.
4. Past President. It shall be the duty of the Past President to exercise such functions and perform such duties to assist the President in such manner as may be designated.

Section 6. Quorum

Quorum requirements at meetings of the council shall be a majority of active members. Committees will not have quorum requirements.

ARTICLE IV Finance

Section 1. The Executive Committee shall prepare and submit to the council at its annual meeting a budget for the ensuing fiscal year (January 1-December 31). Such budget may include a dues structure that would set forth state association dues payments that would be necessary to retain active membership in the council. Dues, if assessed, may be waived for any state upon application of that state to the Executive Committee. Such waiver will only be granted for extraordinary purposes.

Section 2. The Executive Committee shall provide financial reports to the council at least annually. Such reports shall be subject to periodic audit by a neutral third party.

Section 3. Subject to fund availability, the Executive Committee may review and approve requests for contributions to and/or participation in programs with outside organizations that will benefit the council. The procedure for requesting council contributions or other participation shall be established by written policy adopted and periodically reviewed by the council at any annual meeting.

ARTICLE V Meetings

Section 1. Meetings

The Annual Meeting of the council shall be held at the time and place designated by the Executive Committee.

Educational seminars and sessions of the council may be held at such times and places as may be determined by the President.

Section 2. Procedures

Procedures followed at annual or special meetings shall be in accordance with Robert's Rule of Order when not inconsistent with the Constitution and Bylaws of the council.

ARTICLE VI Amendments

Section 1. Amendments

This Constitution and Bylaws may be amended at any Annual Meeting by a two-thirds affirmative vote of the active members present, provided that such amendment shall first have been submitted to the membership not less than seven days prior to the Annual Meeting.

The seven-day notice requirement may be waived by unanimous consent of all members present at an Annual Meeting.

Bylaws Revised – October 23, 2014

NCCAE RELEVANT HISTORICAL DOCUMENTS (CTD.)

NCCAE Dues Structure Policy

Adopted Dues Structure

Adopted October 2017

Union, Washington

1. Dues for membership in NCCAE shall be based on the most recent fiscal year budget of the association. The budget shall generally include all administrative funds budgeted for expenditure by the Association and by all subsidiary entities under the direct control of the Association. The budget, for example, would not include claims payments from insurance and related operations and scholarships from association sponsored programs. The budget would include insurance and related operations administrative costs and all conference and meeting expenses.
2. In states where more than one Association is a member of NCCAE, each association shall pay dues pursuant to this schedule.
3. The following dues schedule shall be used:

Association Budget	2013 Dues	2018 Dues
\$0 – 500,000	\$500	\$750
\$500,001 – 1,000,000	\$1,000	\$1,250
\$1,000,001 – 3,000,000	\$1,500	\$2,000
\$3,000,001 +		\$3,000

NCCAE Sponsorship Policy

NCCAE will obtain corporate sponsorships to financially support the organization and to offset meeting costs. It is understood that because NCCAE is made up of state association executives with their own corporate programs that from time to time there may be conflicts between the NCCAE sponsors and the individual state association corporate programs. In order to minimize and mitigate those conflicts, NCCAE has adopted the following policy and procedures.

Sponsorships may come in the form of general sponsorships or event sponsorships; however, under no circumstance will these sponsorships be construed as an endorsement of the company or the product and services provided by the company. NCCAE will not accept sponsorships from companies that compete directly with the national programs marketed by.

NACo and endorsed by a majority of the state associations such as the NACo Deferred Compensation program administered by Nationwide Retirement Solutions, the NACo Prescription & Health Discount program administered by CVS Health or the OMNIA partners. In addition, when accepting event specific sponsorships NCCAE will be cognizant of the host association's corporate relationships and will try to avoid direct competition to those partners.

In addition, the sponsoring company must meet the following standards:

- The company or service has business integrity, which would reflect well on the Association, its members and its Board of Directors.
- The product or service has value to NCCAE, any of NCCAE's member associations or counties represented by the member associations.
- The company and/or the product or service is not deemed to be controversial or politically divisive.
- NCCAE Executive Committee has the final decision on whether the prospective sponsoring company meets the guidelines outlined in the policy.

NACo will assist NCCAE in securing sponsorships and will ensure that opportunities presented meet the standards outlined. The NCCAE Executive Committee shall approve all sponsorships. Where an executive director has agreed to host an NCCAE meeting and cover the costs of certain functions as part of that meeting, it will be the responsibility of that executive director to obtain any corporate sponsorship for those parts of the events. The host executive director will coordinate the events and the sponsorships with the NCCAE leadership in order to minimize conflicts.

The sponsorship levels with the benefits that the sponsors receive are:

Platinum -- \$10,000

- Participation in reception, meals and events at the NCCAE Annual Meeting in October
- Participation in reception, meals and events at the Presidents and Executive Directors Meeting in January
- Speaking opportunities at all four NCCAE meetings – Presidents & Executive Directors in January, NACo Legislative Conference, NACo Annual Conference and NCCAE Annual Meeting
- Signage at all four meetings recognizing the level of sponsorship
- Acknowledgment of the sponsorship at the beginning of the meetings by the moderator
- Acknowledgment of the sponsorship in the program or agendas for the meetings Sponsor logo on NCCAE website with link to corporate site

Gold -- \$5,000

- Participation in reception, meals and events at the Presidents and Executive Directors Meeting in January.
- Speaking opportunities at three NCCAE meetings – Presidents & Executive Directors in January, NACo Legislative Conference and NACo Annual Conference
- Signage at three meetings recognizing the level of sponsorship
- Acknowledgment of sponsorship at the beginning of the meetings by the moderator
- Acknowledgement of the sponsorship in the program or agendas for the three meetings

Silver -- \$2,500

- Signage at three meetings recognizing the level of sponsorship – Presidents & Executive Directors Meeting in January, NACo Legislative Conference and NACo Annual Conference
- Acknowledgement of the sponsorship in the program or agendas for the three meeting

NCCAE Annual Meeting Sponsor -- \$5,000

- Participation in reception, meals and events at the NCCAE Annual Meeting in October
- Speaking opportunity at the meeting
- Signage recognizing the level of sponsorship
- Acknowledgement of sponsorship at the beginning of the meeting by the moderator
- Acknowledgement of the sponsorship in the program

NCCAE Annual Meeting Sponsor -- \$2,500

- Participation in reception, meals and events at the NCCAE Annual Meeting in October
- Signage recognizing the level of sponsorship
- Acknowledgement of the sponsorship in the program

NCCAE Insurance Pool Meeting Sponsor -- \$1,000

- Participation at the NCCAE Insurance Pool Meeting
- Speaking opportunity at the meeting
- Signage recognizing the level of sponsorship
- Acknowledgement of sponsorship at the beginning of the meeting by the moderator
- Acknowledgement of the sponsorship in the program

NCCAE Insurance Pool Meeting Sponsor -- \$500

- Participation at the NCCAE Insurance Pool Meeting
- Signage recognizing the level of sponsorship
- Acknowledgement of sponsorship at the beginning of the meeting by the moderator
- Acknowledgement of the sponsorship in the program

Current NCCAE Sponsors

- County Reinsurance, Limited (\$10,000)
- Multi-Bank Securities, Inc. (\$5,000):
- Nationwide Retirement Solutions (\$10,000)
- United Healthcare (\$10,000)
- First Concord Benefits Group (\$5,00)
- Jones Management Consulting, Inc (\$5,000)
- Capital Group (\$10,000)

NCCAE MEETING POLICIES & EXPENSES AT NACo CONFERENCES

The agendas for all meetings are developed by the NCCAE President, Executive Officers and members appointed by the NCCAE President. The host state executive or executives work with the planning committee to provide the social side of the agenda.

Matt Chase, Deborah Cox and Marsha Saunders discuss what is needed for each meeting in terms of space and meals. The host state executive or executives are included in the discussions for the October NCCAE Annual meeting so that all events are coordinated. All logistical arrangements are made by Marsha Sanders and the NACo staff.

Presidents and Executives Meeting

Registration Fees

- \$350 state association executive
- \$350 state association president
- \$150 spouse or guest

NCCAE pays for everything connected with this meeting except for the Wednesday evening reception. Costs are split with the NACo Legislative Department with the NCCAE paying two thirds and the NACo Legislative Department paying one third of the expenses.

NCCAE Meeting at the NACo Legislative Conference

- NCCAE pays the entire cost for the NCCAE meeting whether it is a meal or other food provided
- NCCAE pays for coffee, etc. for NACo/State Association Meeting Planner's Roundtable, Deputy Directors meeting and Communications staff meeting

NCCAE Meeting at the NACo Annual Conference

- NCCAE pays the entire cost for the NCCAE meeting whether it is a meal or other food provided (ice cream sundae bar).
- NCCAE pays for coffee, etc. for NACo/State Association Meeting Planner's Roundtable, Deputy Directors meeting and Communications staff meeting

NCCAE Annual Meeting

NCCAE pays for everything except the extra social expenses that includes such things as mobile tours, entertainment, gift from the host state association.

Registration fees:

- \$350 state association executives
- \$150 spouse or guest

Optional Activity Fees: The reason for the fee is to make certain that the person attends the function. These are set in conjunction with the state association that is hosting the meeting and have varied from \$15-\$40. NCCAE collects the money at the same time as registration and then gives that to the state association to help cover the cost.

Additional Information:

- Need to have a gavel for the incoming President to give to the outgoing President.
- Outgoing President's gift is purchased by the incoming President. Budget is \$500.

Reimbursement for travel for the NCCAE President

For the NCCAE Annual Meeting which is held in October:

- The NCCAE President is not charged a registration fee for the October meeting and occupies a complimentary room or suite (if available) at no expense.

For the WIR and the NACo Fall Board meeting:

- Travel expenses to and from the meeting paid by NCCAE and meal and hotel costs.

Sponsors

NCCAE Sponsors pay no registration fee, or optional activity fee throughout the year. Their company is listed on each publication or agenda that goes out from NCCAE. They are given the opportunity to have some manner of publication in the packet for each meeting. They are given five minutes to present (in whatever manner the meeting planning committee determines) at the NCCAE Annual meeting.

COUNTY LEADERSHIP INSTITUTE (CLI): ABOUT AND NOMINATIONS

The County Leadership Institute (CLI) is a joint program of NACo and NCCAE. Each spring, NACo hosts a CLI convening at the NACo offices in Washington, D.C. During the convening, attendees learn how to effectively address the demands of personal leadership in a new era of government.

NACo provides core program funding, selects and hires training consultants, provides event space and logistics and helps coordinate logistics for attendees. NACo also sponsors two CLI alumni networking receptions each year at NACo's Legislative and Annual Conferences.

NCCAE typically contribute \$10,000 to sponsor CLI annually. In addition, state associations from each state provide one nominee to attend this unique, intensive leadership program. Many individual state associations also provide tuition and travel assistance for their state participant.

To submit nominations, you can visit: <https://www.naco.org/CLI>

NCCAE/CORNELL UNIVERSITY CERTIFIED COUNTY ASSOCIATION EXECUTIVE PROGRAM

The Certified County Association Executive (CCAE) program is a structured continuing education curriculum for the professional development needs of Executive Directors of County State Associations. The program is structured to comprehensively train County Association Leaders to be fully knowledgeable of leadership and association challenges and better prepare them to find ways to address emerging issues while fostering a constructive and consistent environment. A Certificate of Achievement is awarded to each County Association Executive who completes the course requirements. The CCAE program is sponsored and credentialed by the National Council of County Association Executives and Cornell University.

Certificate of Achievement

To obtain a certificate of achievement from the CCAE program, registrants must enroll and complete 30 credits of instruction from the categories of the core curriculum. Classes are offered at State and National conferences as well as online webinar training programs throughout the year. You can achieve the required 30 credits from either a combination of core/elective/continuing education credits or by core credits alone. To obtain a certificate, participants must complete 16 credits in at least 4 of the 6 required "core" categories, 10 credits for elective sessions and 4 continuing education credits or through accrued core category credits only if you prefer.

Electives Enable Customized Training

As a registered participant in the CCAE program, you can customize your training through participation in elective credit sessions offered throughout the year. Elective areas include health and human services, economic and rural development, public safety, county financial management, personnel, labor relations, and many others. As a matriculated member, you can receive accredited instruction to meet your individual needs and interests.

Continuing Education

You can also receive continuing education credit for participating in local training sessions, policy forums, community groups and other programs that meet the overall requirements of the CCAE program.

Benefits of Registration

As a registrant of the CCAE program, you will become eligible to achieve a prestigious Cornell University endorsed CCAE Certificate of Achievement awarded to all officials who complete the programs educational requirements. By achieving this award you will be demonstrating your commitment to informed public service and excellence in county government.

Public Recognition

Once you have completed the 30 credit program requirements, you will be honored during an awards presentation before your peers in county government during NCCAE's major membership conference held each year. Special notification to your local media of your achievement will also be provided upon receipt of your certificate. Your certificate will be logo embossed by one of the most prestigious educational institutions in the country, Cornell University, as well as NCCAE.

To obtain a certificate of achievement from the CCAE program, registrants must enroll and complete 30 credits of instruction from the categories of the core curriculum. Classes are offered at State and National conferences as well as online webinar training programs throughout the year. You can achieve the required 30 credits from either a combination of core/elective/continuing education credits or by core credits alone. To obtain a certificate, participants must complete 16 credits in at least 4 of the 6 required "core" categories, 10 credits for elective sessions and 4 continuing education credits or through accrued core category credits only if you prefer.

NCCAE PORTAL FOR COMMITTEE NOMINATIONS

To submit your State Association's nominations for NACo's various policy steering committees and ad hoc committees, please visit this link:

www.uscounties.org/cffiles_web/nccae/nominations/statesel.cfm

NCCAE

The NCCAE provides a vehicle through which its membership improves the administration of the various associations of counties and associations of county officials and provides a forum through which members meet and exchange information of importance. Additionally, it assists, in accordance with the policy determinations of the council, the National Association of Counties in its efforts to promote and improve county government.

2019 NCCAE Annual Meeting

Don't forget to register for NCCAE's upcoming Fall Meeting from October 22-25 in Maui County (Lahaina), Hawaii.


REGISTER

For more information on the event and how to reserve a hotel room, please [click here](#).

[NACO STEERING COMMITTEE NOMINATION PROCESS](#)


[STATE ASSOCIATION MEETING QUESTIONNAIRE](#)

[STATE ASSOCIATION NACO AD PORTAL](#)





NATIONAL COUNCIL
of COUNTY ASSOCIATION
EXECUTIVES

CONTACT



Jack Peterson
Director of State and Affiliate Relations
(202) 661-8805

UPCOMING EVENTS

3
OCT
2019

MEETING
2019 Business of Counties Forum
Oct. 3, 2019 – Oct. 4, 2019

The above webpage can be found on the NCCAE landing page:

<https://www.naco.org/ncca>



ABOUT NACo

The National Association of Counties (NACo) strengthens America's counties, including nearly 40,000 county elected officials and 3.6 million county employees. Founded in 1935, NACo unites county officials to:

- Advocate for county government 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, and
- Enrich the public's understanding of county government.

Earlier this year, NACo developed a comprehensive NACo 101 report which outlines the organization's blueprint, structure, policy process and background information on county governments. To read the full report, [click here](#).



#NACoBLUEPRINT

NEW BOARD MEMBER ORIENTATION | SEPTEMBER 2019

STRONGER COUNTIES. **STRONGER AMERICA.**

BOARD OF DIRECTORS ORIENTATION

1. NACo Blueprint:	3
• Purpose, Process and Framework	4
• Vision, Mission, Value, Performance Priorities and Objectives	8
2. About Counties: Counties Matter	14
3. About NACo:	
• Governance Structure	25
• Board of Directors	35
• Executive Committee	43
• Affiliates and Affiliated - National Association Partners	48
• Committees	52
• American County Platform and Policy Resolutions Process	62
4. NACo Management and Staffing Structure	73



#BLUEPRINT

BACKGROUND

PURPOSE OF NEW NACo BLUEPRINT PROCESS

- Refresh lapsed five-year roadmap from 2012-2013
- Life changing event with sale of NACo's ownership interests in U.S. Communities Cooperative Purchasing Alliance and the pending dissolution of NACo FSCenter (50-50% partnership)
- Transition and mindset shift from growing by 7-8 FTEs in each of past 5 years (62 to 100 FTEs) to today's FTE total (86)
 - Loss of institutional knowledge *plus fewer FTEs for workload*
- Need ONE NACo plan to balance immediate opportunities and challenges while focusing on outyear budget challenge in 2024



PLANNING FRAMEWORK

1. What are the **common priorities and issues** facing counties?
2. How could we **add significant value** to counties within these specific issues?
3. Do we have the **resources, expertise and partnerships** required to lead?
4. Do we have a **process to think strategically** and tie our activities to the Blueprint?
5. Are our **culture, finances and operations** aligned to sustain our best effort?

FRAMEWORK



- Landscape Review
- Member Feedback
- Leadership Team Advances
- SWOT Analysis
- Board Engagement
- Staff Brainstorming Sessions

FRAMEWORK

- **Slogan:** memorable motto with goal of persuading or informing an audience
- **Vision:** aspirational state in the future
- **Mission:** reason for our existence
- **Values and Code of Practice:** moral compass to guide culture and behavior
- **Performance Priorities:** overarching organizational strategic goals
- **Objectives and Key Results (OKRs)**
 - Objectives: where we are headed
 - Key Results: what we will achieve
 - Tactics: how we will achieve OKRs



#BLUEPRINT PROCESS

#NACoSLOGAN



STRONGER COUNTIES. STRONGER AMERICA.

ABOUT NACo

VISION

Healthy, safe and vibrant counties across America.

MISSION

Strengthen America's counties.



#NACoBLUEPRINT

The National Association of Counties (NACo) strengthens America's counties, including 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, and
- **Enrich the public's understanding** of county government.



VALUES

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

We value our diversity of thought, heritage and experience.

We sustain our ingenuity and impact by harnessing our collective knowledge
and by valuing teamwork and lifelong skills development.

We are steadfast in our pursuit to enrich our membership value exponentially,
guided by the belief that stronger counties result in a stronger America.

CODE OF PRACTICE

As an extension of our NACo values, **we are guided by a shared commitment to:**

- **Be present and engaged** in a collaborative, sustained and respectful manner
- **Tell the county story** in a powerful, impactful way
- **Research and present facts, data and analysis** to support our priorities and objectives
- **Anticipate, prepare and mobilize our members, colleagues and partners** for success
- **Offer viable solutions and value ingenuity**, never simply oppose or criticize
- **Understand the political landscape**, yet never be partisan



PERFORMANCE PRIORITIES



#1

MEMBER ENGAGEMENT AND LEADERSHIP EXPERIENCES

INTENSIFY MEMBER PARTICIPATION AND LEADERSHIP EXPERIENCES



#2

POLICY ADVANCEMENT

DRIVE COUNTY PRIORITIES IN NATIONAL POLICYMAKING

#3

THOUGHT LEADERSHIP

AMPLIFY COUNTY SOLUTIONS IN PUBLIC SERVICE EXCELLENCE



#4

FINANCIAL HEALTH

OPTIMIZE COUNTY AND ASSOCIATION RESOURCES AND COST SAVINGS

#5

TALENT AND WELLBEING

CHAMPION AN ASPIRING ENVIRONMENT AS A PREEMINENT ASSOCIATION

PERFORMANCE PRIORITIES: OBJECTIVES

Our Objectives and Key Results are rooted in our five performance priorities

1. Member Engagement	2. Policy Advancement	3. Thought Leadership	4. Financial Health	5. Talent and Wellbeing
Intensify member participation and leadership experiences	Drive county priorities in national policymaking	Amplify county solutions in public service excellence	Optimize county and association resources and cost savings	Champion an aspiring environment as a preeminent association
<div>A. Optimize alliances with state associations, affiliates and strategic partners</div> <div>B. Cultivate value-added knowledge resources and tools</div> <div>C. Present world-class conferences and peer learning collaboratives</div> <div>D. Be the premier source of leadership and skills development</div>	<div>A. Elevate the importance of counties in setting America’s public policy</div> <div>B. Achieve county policy priorities at the federal level</div> <div>C. Influence national and state policy initiatives and trends</div> <div>D. Be the leading authority on county research and data analytics for policymaking</div>	<div>A. Empower county leaders with evidence-based policies and practices</div> <div>B. Forge multi-sector partnerships for county innovation and impact</div> <div>C. Showcase and recognize counties and county leaders for excellence</div> <div>D. Enrich the public’s understanding of county government through media, civic and youth education</div>	<div>A. Be impeccable stewards of the association’s assets</div> <div>B. Evolve existing enterprise programs for sustained member value</div> <div>C. Advance new enterprise solutions with strategic partners that address the needs of counties, the public sector and residents</div> <div>D. Establish the discipline of evaluating the economic value for all partnerships and programs</div>	<div>A. Be a premier employer of choice</div> <div>B. Expand horizons and engagement of our staff</div> <div>C. Assist counties in workforce attraction, retention and engagement</div> <div>D. Embody excellence in public service</div>

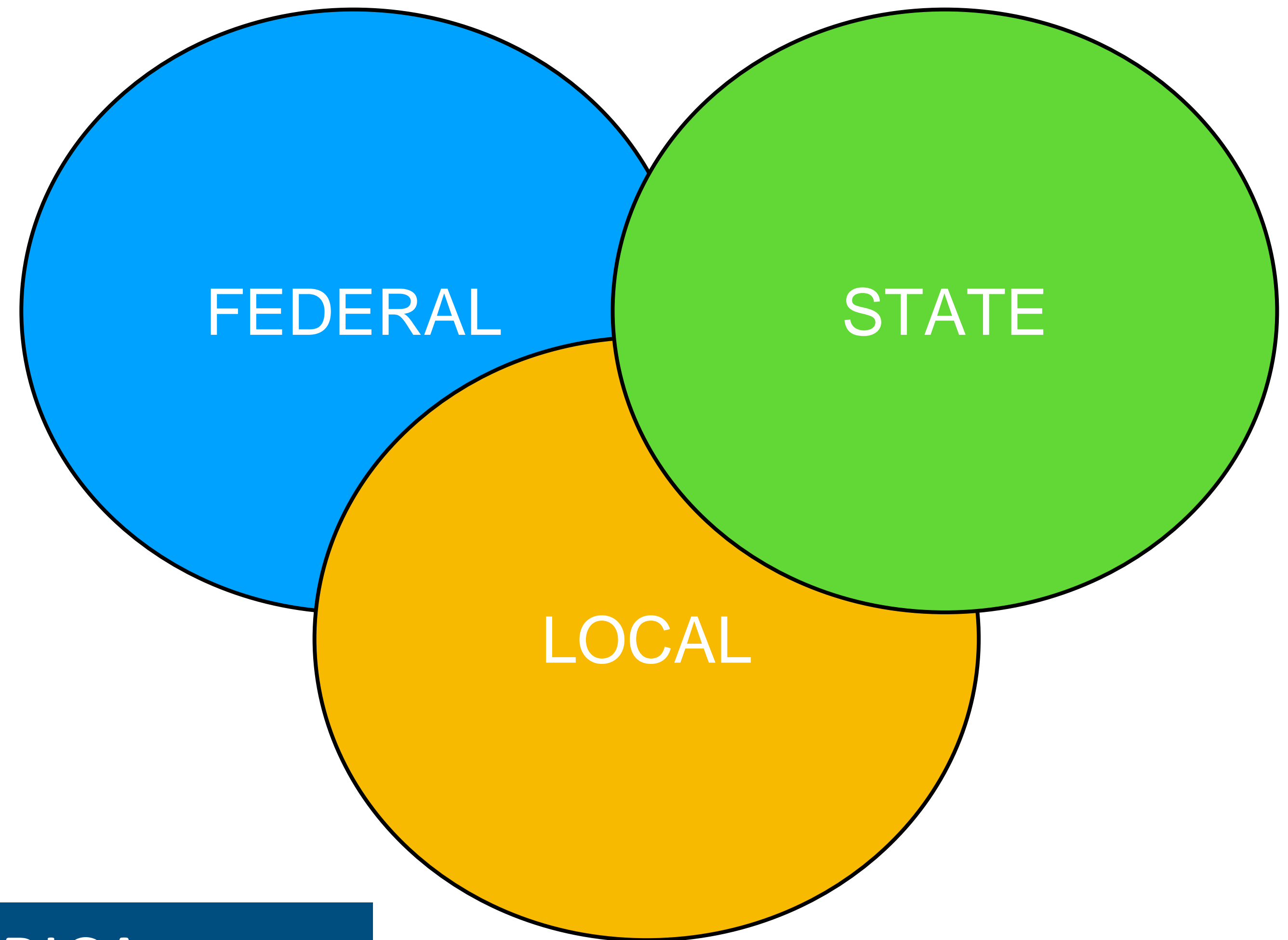
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#ABOUTCOUNTIES

NACo's Role in Shaping Public Policy

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



COUNTIES MATTER TO AMERICA



NACo's Role in Shaping Public Policy

Counties are one of America's oldest forms of government, dating back to 1634 when the first county governments were established in Virginia.

The organization and structure of counties are charted under state Constitutions or laws and are tailored to fit the needs and characteristics of the state and sub-state local areas.

More than 19,000 elected county board members and executives set the general policies and budgets of the county government, with nearly 18,500 independently elected county officials also playing key leadership and governance roles for specific areas of county roles and responsibilities.

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 and local elected government officials. NACo and our county officials are *NOT* lobbyists or a special interest group. We are part of the country's intergovernmental system.

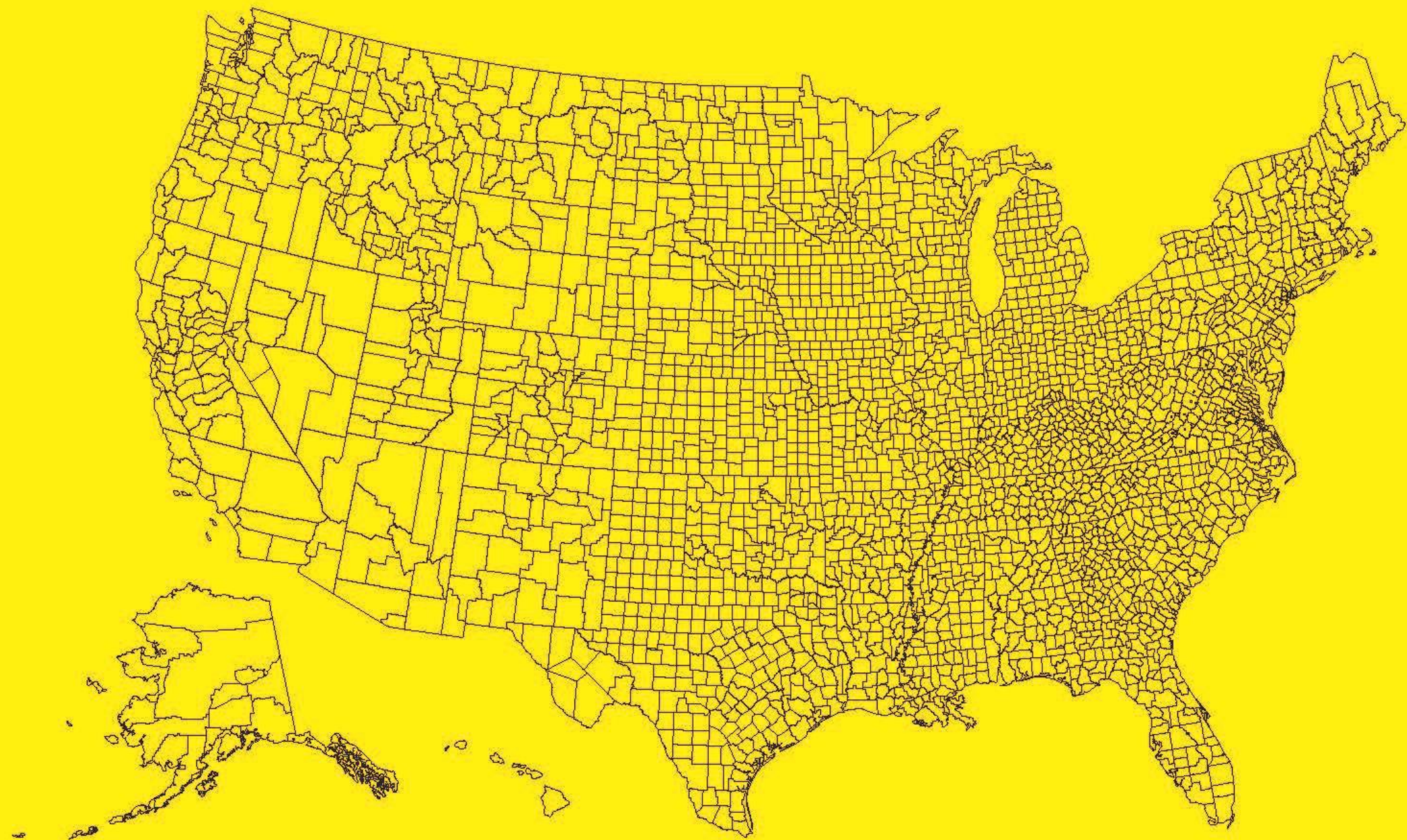
NACo is part of the "Big 7" coalition of seven national associations in Washington, D.C., whose members represent state and local governments. The leadership of our organizations work together regularly to discuss issues of mutual interest affecting state and local governments.

Members of the "Big 7" include:

National Governors Association | National Conference of State Legislatures | Council of State Governments |

National Association of Counties | National League of Cities | U.S. Conference of Mayors | International City/County Management Association

Counties Matter. Counties serve nearly every American every day. Urban, suburban and rural — counties work with states, the federal government and other public and private sector partners to keep our communities healthy, safe and vibrant.



Counties invest
\$554.4 BILLION
annually

+

Counties employ
3.6 MILLION
people

=

Counties serve
314 MILLION
residents

ESTABLISHED 1634



19,355
Elected county
board members
and elected
executives

18,629
Independently elected
constitutional or row
officers responsible for
specific county functions

= 37,984

TOTAL COUNTY ELECTED OFFICIALS
(including county board, executives
and row officers)

**COUNTY
LEADERSHIP**

JUSTICE & PUBLIC SAFETY

SERVICES INCLUDE

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

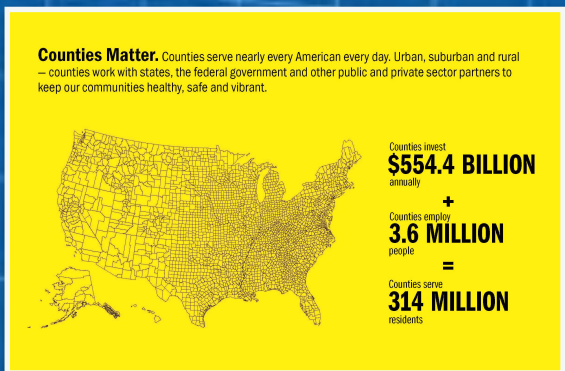
COUNTIES

Operate **91%**
of all local jails

Invest over
\$35 BILLION in
3,041 police and
sheriffs' departments

Invest nearly
\$93 BILLION
total in justice
and public safety
services, including
911 call centers

JUSTICE & PUBLIC SAFETY



COUNTIES

Are involved in promoting public health through **1,943** local health departments

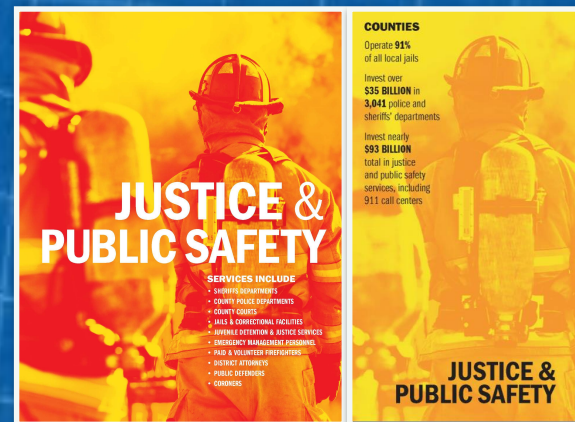
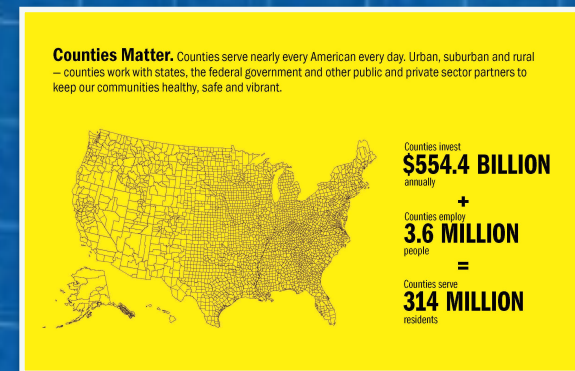
Support over **900** hospitals

...with more than **58,000** beds

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

Employ over **257,000**
human services
professionals

Invest over **\$58 BILLION**
in federal, state and local
funds in human services
while serving as the
frontline safety net

Counties in at least
35 STATES have county
veterans service officers

HUMAN SERVICES



75% OF FEDERAL
FUNDING USED BY
COUNTIES IN FY
2014-2016 WAS FOR
HEALTH AND HUMAN
SERVICES

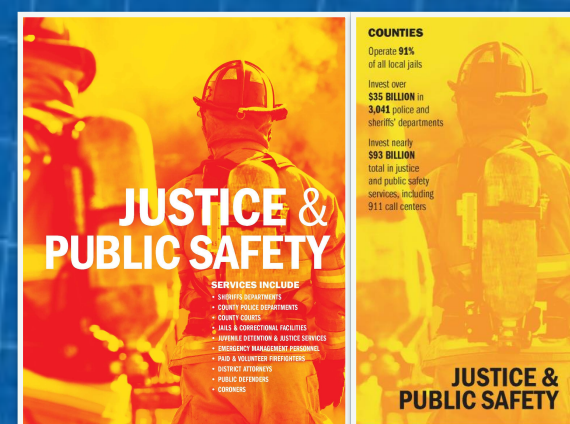
SERVICES INCLUDE


- 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

HUMAN SERVICES



Counties Matter. Counties serve nearly every American every day. Urban, suburban and rural — counties work with states, the federal government and other public and private sector partners to keep our communities healthy, safe and vibrant.





COUNTIES

Own and maintain **46%**
of America's road miles

Own **38%** of bridges

Are involved in the
operation of **34%** of
public airports

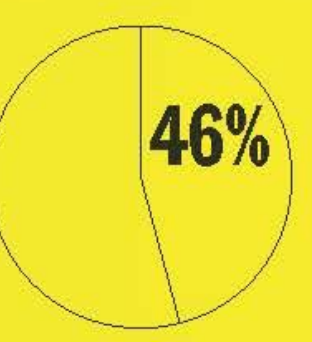
...and **78%** of public
transportation systems

...and **78%** of public transportation systems

TRANSPORTATION & INFRASTRUCTURE

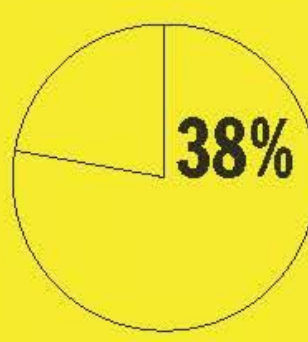
SERVICES INCLUDE

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



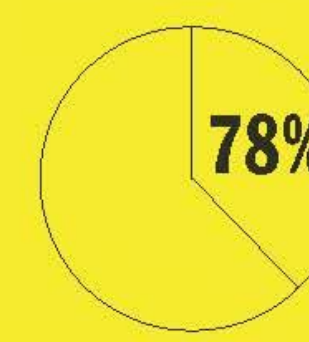
46%

COUNTIES OWN AND MAINTAIN **46%** OF AMERICA'S ROADS




38%

COUNTIES OWN **38%** OF BRIDGES

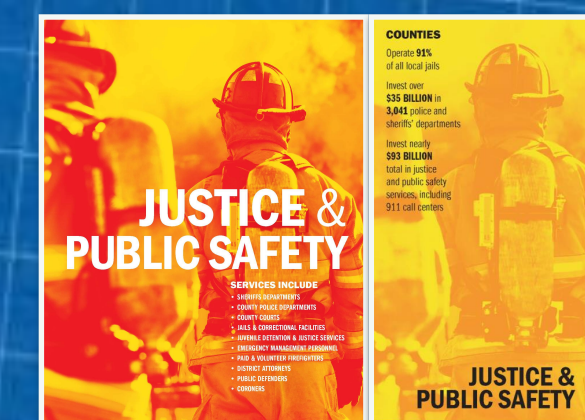
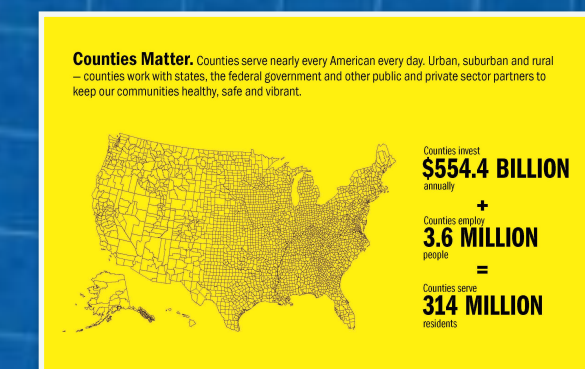
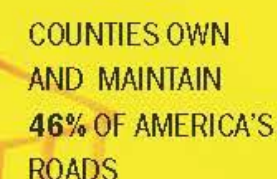


78%

COUNTIES ARE INVOLVED IN **78%** OF PUBLIC TRANSPORTATION SYSTEMS



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



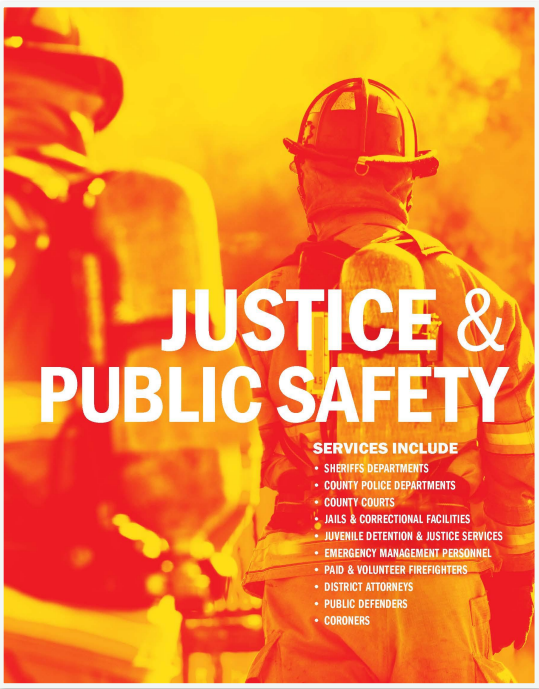
SERVICES INCLUDE

- ROADS & BRIDGES
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- 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
- SHERIFFS 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 & COLLECTION
- 911 CALL CENTERS
- ELECTIONS AND POLLING PLACES
- RECREATION AND PARKS
- ARTS PROGRAMS
- HOUSING
- COMMUNITY AND ECONOMIC DEVELOPMENT



WWW.NACO.ORG/CM

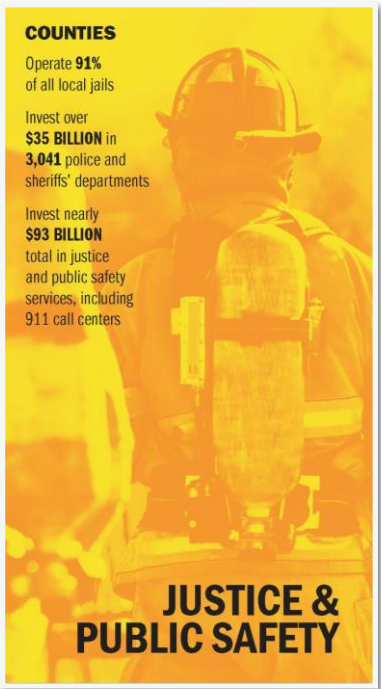




JUSTICE & PUBLIC SAFETY

SERVICES INCLUDE

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



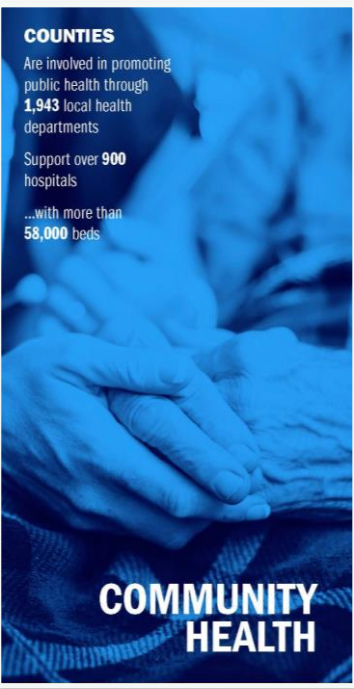
JUSTICE & PUBLIC SAFETY

COUNTIES

Operate **91%** of all local jails

Invest over **\$35 BILLION** in **3,041** police and sheriff's departments

Invest nearly **\$93 BILLION** total in justice and public safety services, including 911 call centers



COMMUNITY HEALTH

COUNTIES

Are involved in promoting public health through **1,913** local health departments

Support over **900** hospitals

...with more than **58,000** beds



HUMAN SERVICES

COUNTIES

Employ over **257,000** human services professionals

Invest over **\$58 BILLION** in federal, state and local funds in human services while serving as the frontline safety net

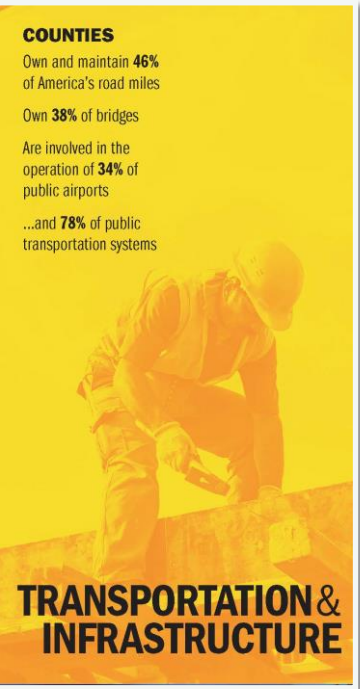
Counties in at least **35 STATES** have county veterans service officers



HUMAN SERVICES

SERVICES INCLUDE

- 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



TRANSPORTATION & INFRASTRUCTURE

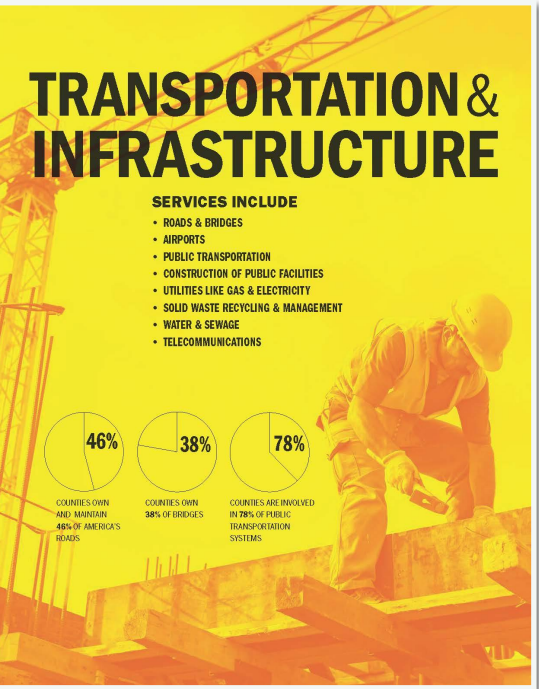
COUNTIES

Own and maintain **46%** of America's road miles

Own **38%** of bridges

Are involved in the operation of **34%** of public airports

...and **78%** of public transportation systems



TRANSPORTATION & INFRASTRUCTURE

SERVICES INCLUDE

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

46% COUNTRIES OWN AND MAINTAIN 46% OF AMERICA'S ROAD MILES

38% COUNTRIES OWN 38% OF BRIDGES

78% COUNTRIES ARE INVOLVED IN 78% OF PUBLIC TRANSPORTATION SYSTEMS

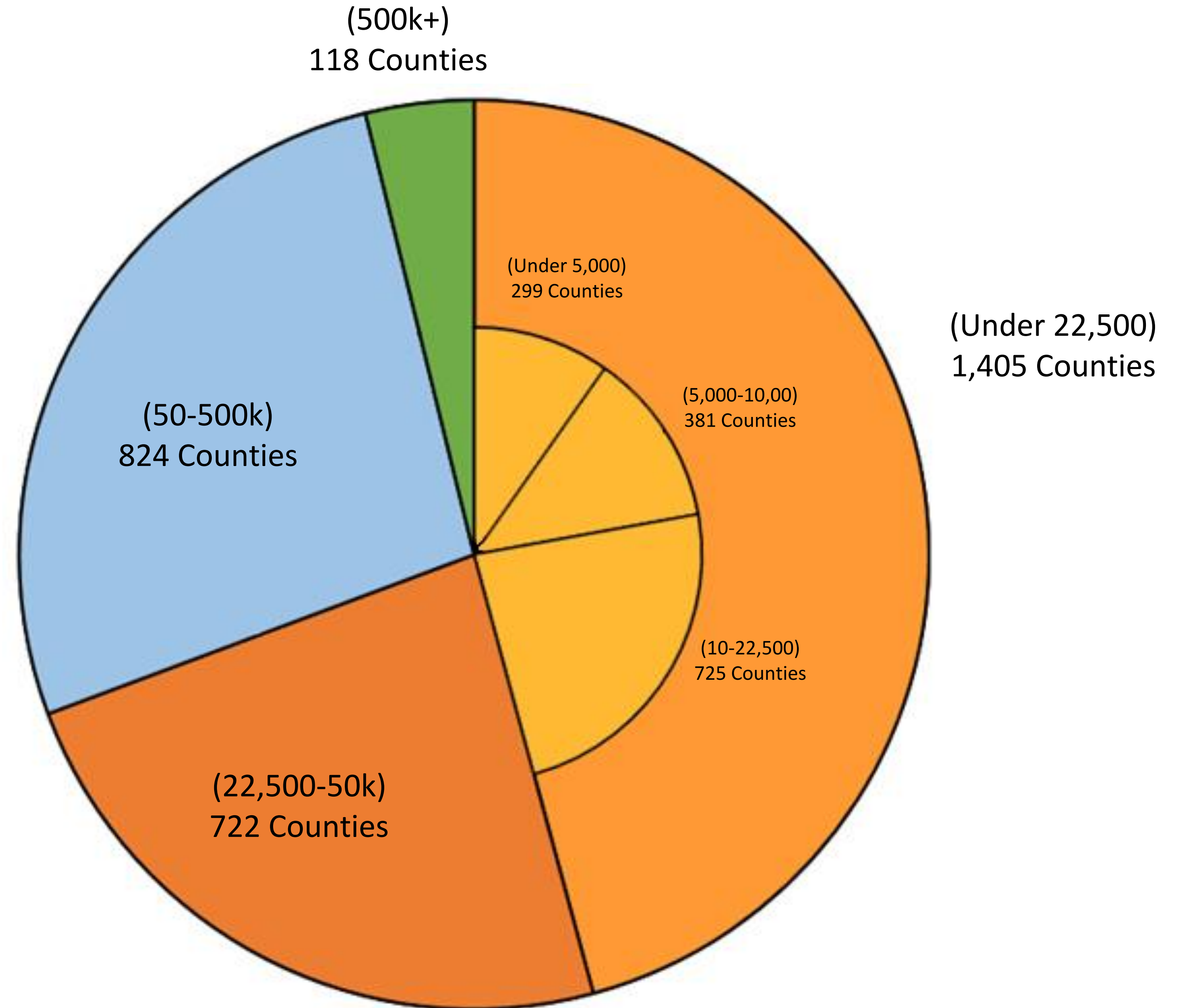
AMERICA'S 3,069 COUNTIES

About 50% of the U.S. population lives in 140 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



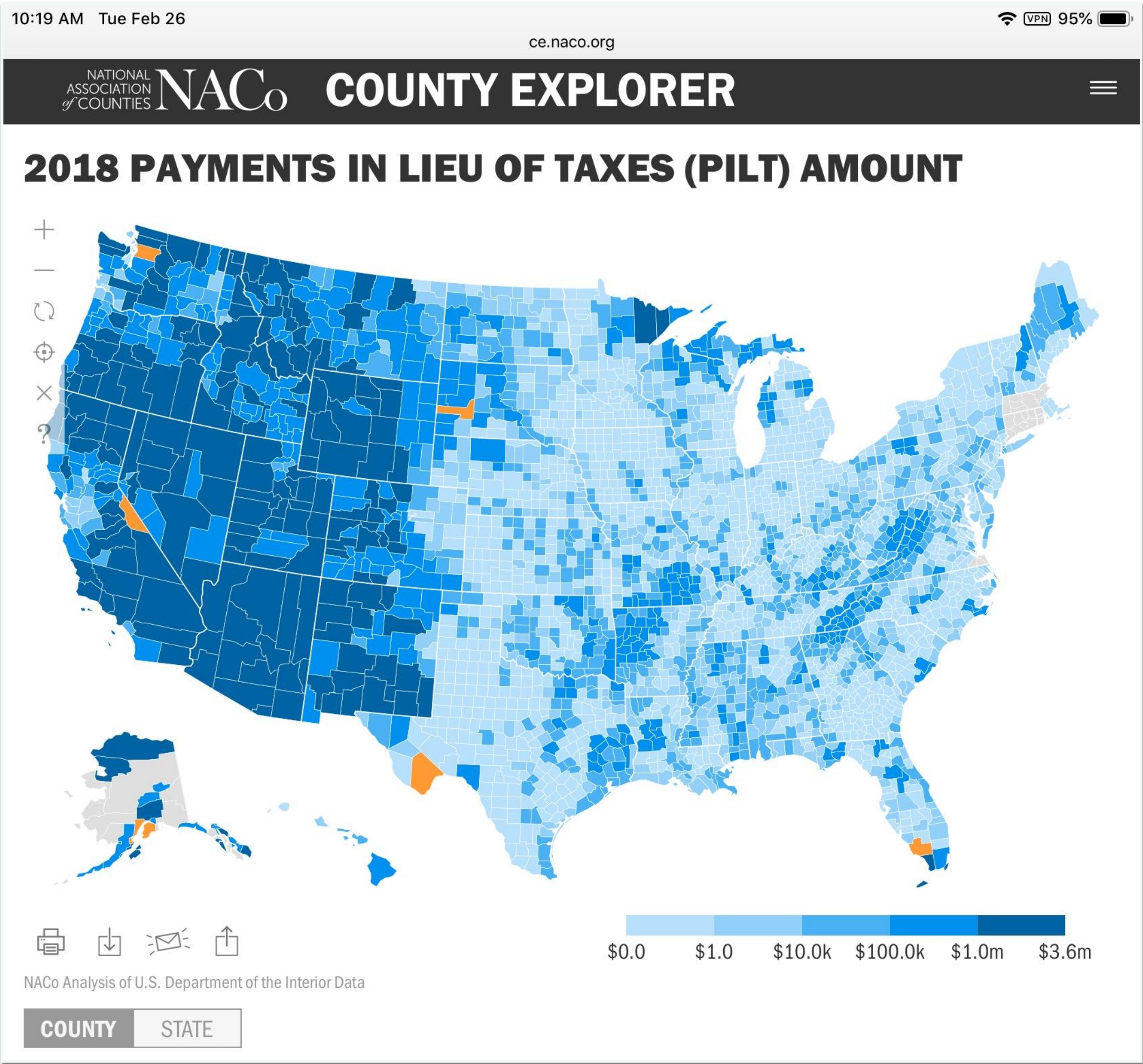
You asked. We listened.

New and improved County Explorer...

simple.
accessible.
impactful.



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





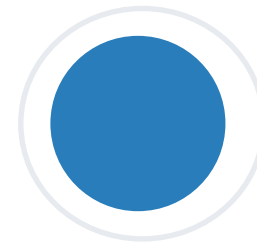
#GOVERNANCE

NACO BYLAWS

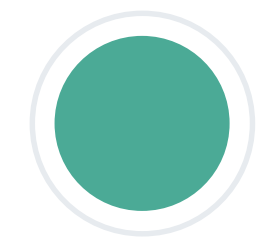
- **Bylaws are the association's "rules."** These are voted upon by the full membership at the Annual Business Meeting. Our bylaws provide the operational framework and parameters for the membership, board, executive committee and staff
- **Every 4 years the NACo president appoints a Bylaws Review Committee** to make any updates and incorporate suggested changes or amendments
- **The Bylaws Committee may report and present any changes to the NACo Board.** Yet, the Board does not have authority over the bylaws or the Bylaws Committee. Any recommendations made by the Board *may* be considered by the Bylaws Committee prior to the Annual Business Meeting

NACO'S GOVERNANCE OVERVIEW

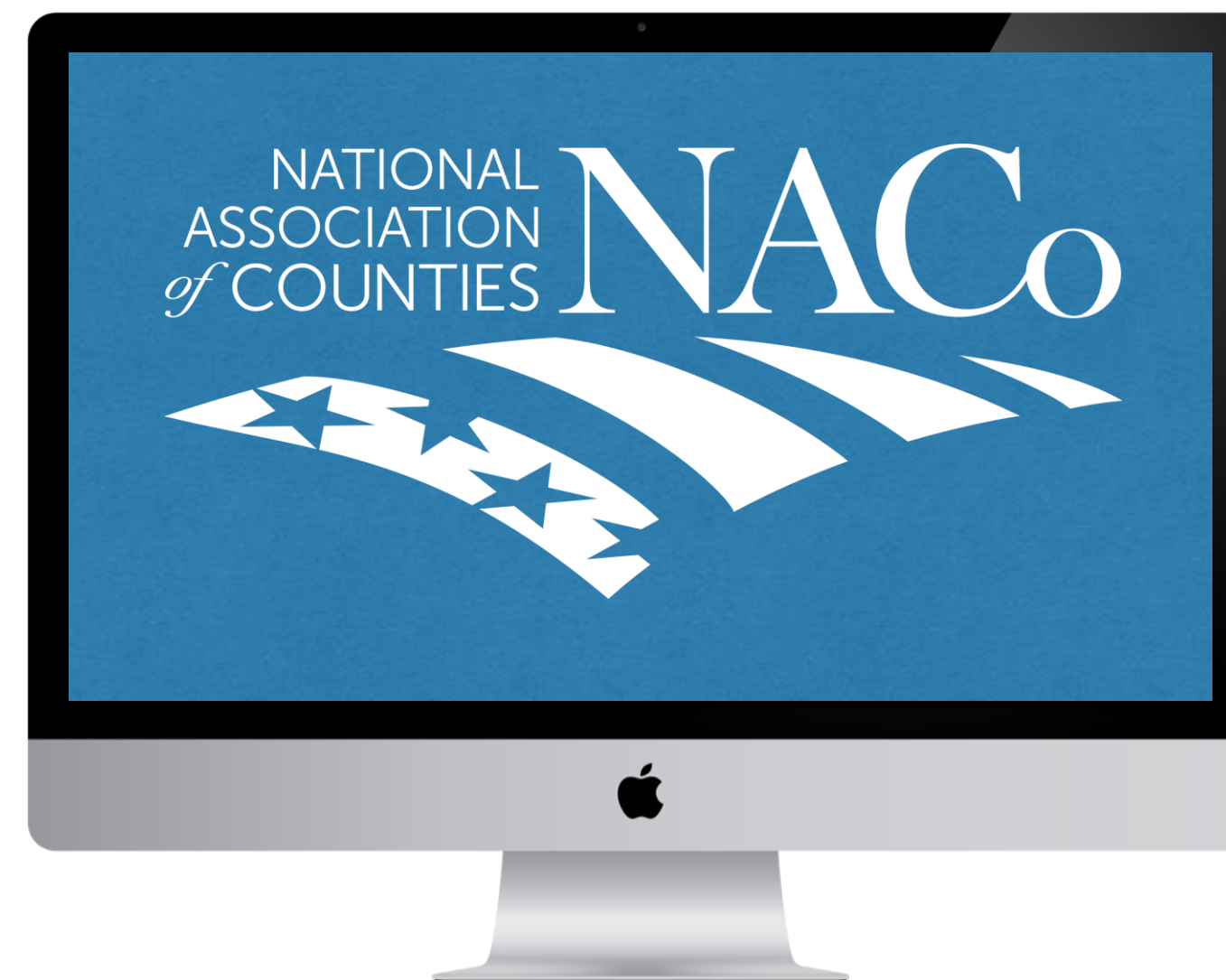
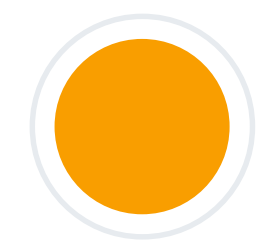
More than 19,355 county commissioners and elected executives and **another 18,580** independently elected county officials



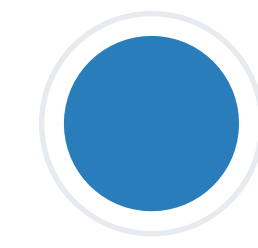
8 member Executive Committee with 4 national officers and 4 regional representatives



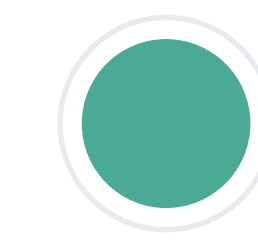
135 member Board of Directors including representatives from 25 national county affiliates



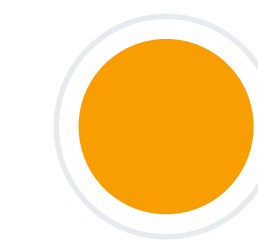
31 committees, task forces and advisory boards including 10 Policy Steering Committees with 1,463 county officials from 729 counties (24% of counties)



3 Policy Caucuses: Large Urban Counties Caucus (LUCC), Rural Action Caucus (RAC) and the Western Interstate Region (WIR)

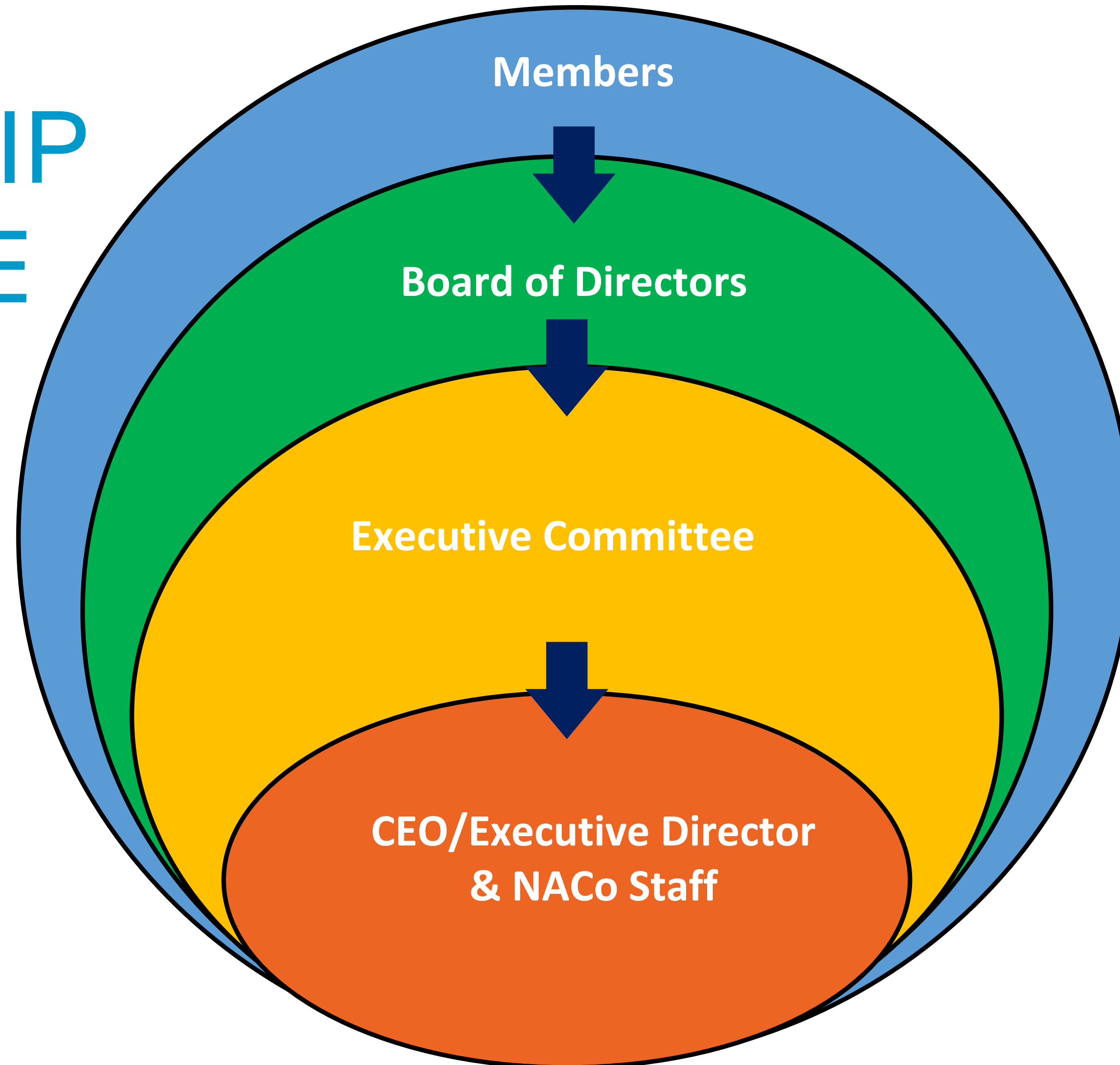


86 NACo employees with departments for executive management, legislative affairs, public affairs and membership, finance and IT, county research and innovation, and the NACo Financial Services Corporation

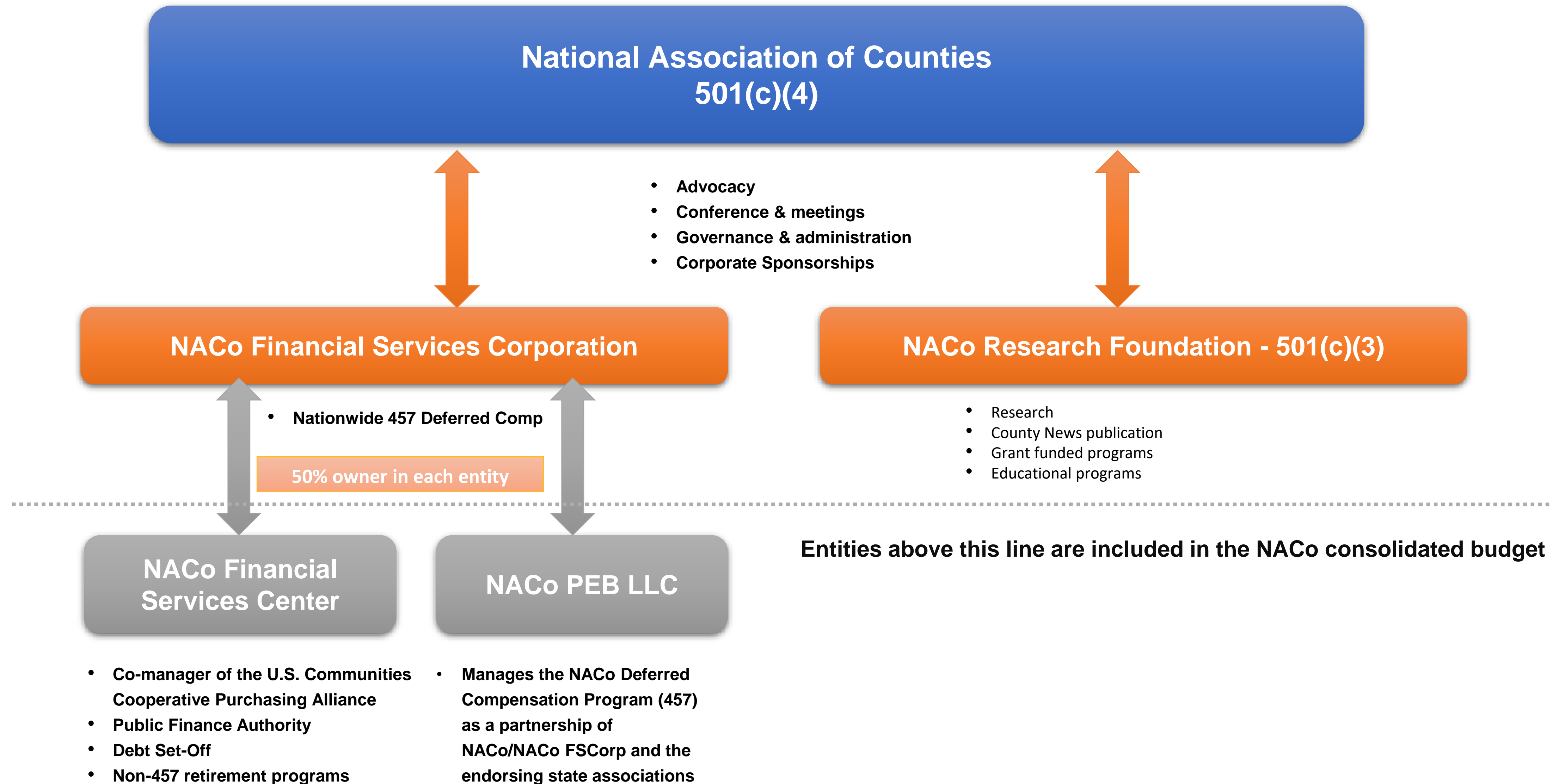


SERVING AMERICA'S 3,069 COUNTY GOVERNMENTS

NACO MEMBERSHIP STRUCTURE

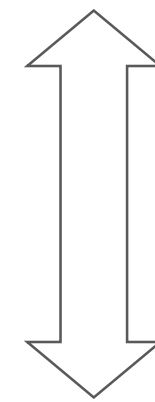


PRE-2019 ORGANIZATIONAL STRUCTURE

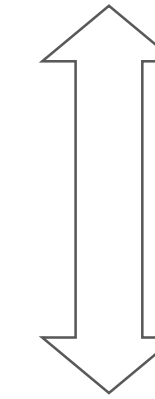


POST-2019 ORGANIZATIONAL STRUCTURE

National Association of Counties
501(c)(4)

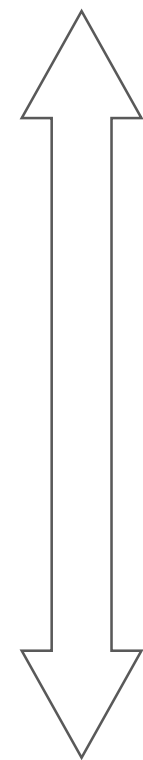


- Advocacy
- Conference & meetings
- Governance & administration
- Corporate Sponsorships



NACo Financial Services Corporation (FSCorp)
100% Owned by NACo

NACo Research Foundation
501(c)(3)



- Nationwide 457 Deferred Compensation Program
- Nationwide Non-457 Retirement Programs*
- Consulting Services for U.S. Communities
- Public Finance Authority*
- Debt Set-off*

- Research
- Grant funded programs
- County News
- Educational programs

* Once NACo FSCenter is dissolved in December 2018,
these programs will move under the NACo FSCorp

Entities above this line are included in the NACo consolidated budget

NACo PEB LLC

Partnership of NACo/NACo FSCorp and Endorsing State Associations of Counties
for Nationwide Deferred Compensation Program
- Formed to Oversee and Distribute Royalties from the NACo 457 Deferred Compensation Program

NACO ORGANIZATIONAL STRUCTURE

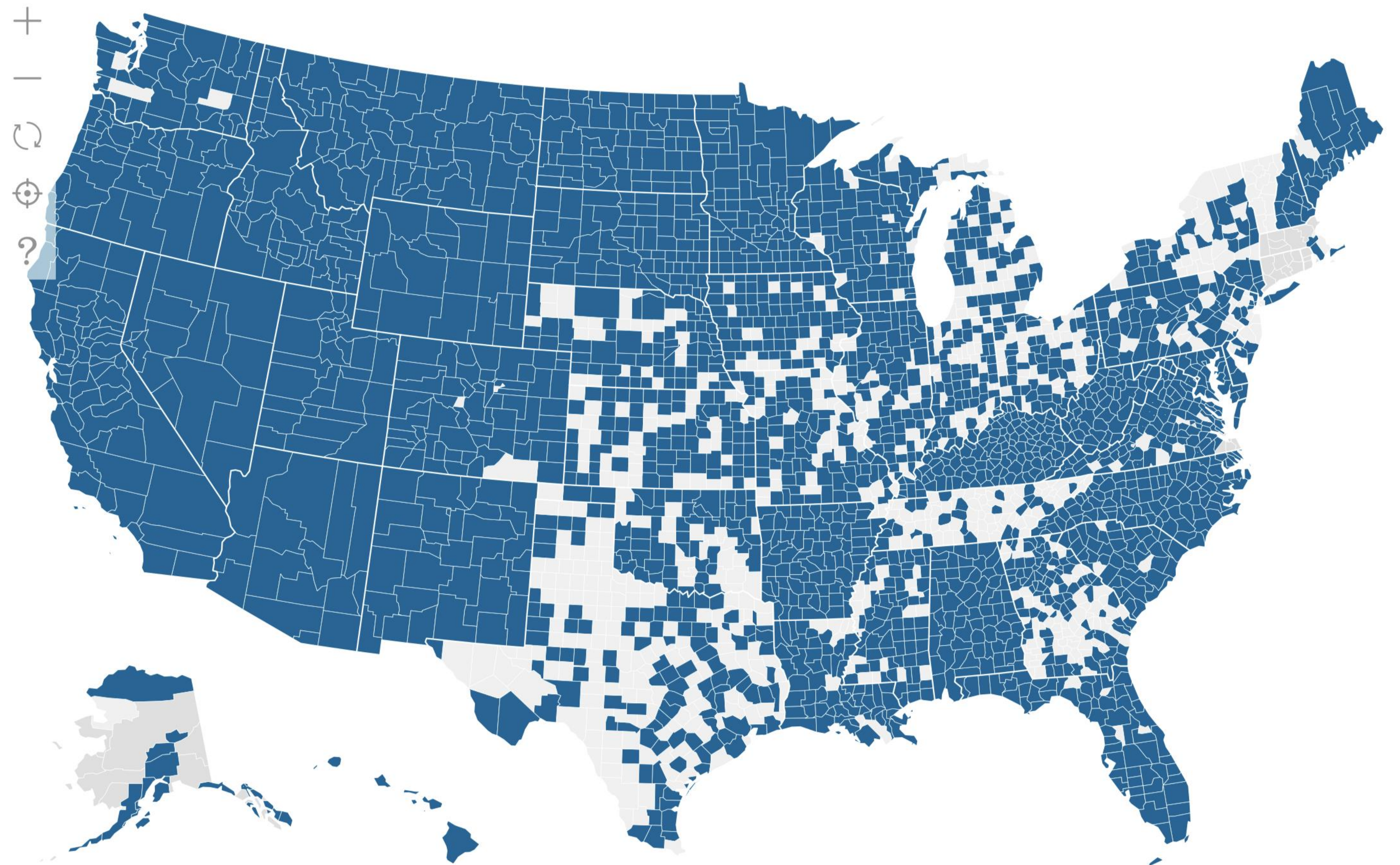
WHY DO NON-PROFITS NEED MULTIPLE ENTITIES?

- **NACo:** a high degree of legislative activity is allowed under 501(c)(4) IRS non-profit status
 - Governed by the membership, NACo board of directors and the NACo officers and executive committee
- **NACo Research Foundation:** established as a 501(c)(3) non-profit under the IRS statute to receive charitable gifts and grants from foundations and federal agencies
 - Oversight by the NACo executive committee and chair of the NACo programs and services committee
- **NACo Financial Services Corp (FSC):** non-profits form taxable entities to protect an association's non-profit status when there is significant income unrelated to the exempt purposes
 - Programs include Nationwide Deferred Compensation Program, Public Finance Authority, OMNIA Partners consulting services (national cooperative program) and the new Revenue Recovery program

NACo

MEMBERSHIP ENGAGEMENT

- **2,402 MEMBER COUNTIES (78%),** surpassing our all-time high of 2,378 in 2009
- **98% RETENTION RATE** among highest in the nation



NACo Membership as of 2019

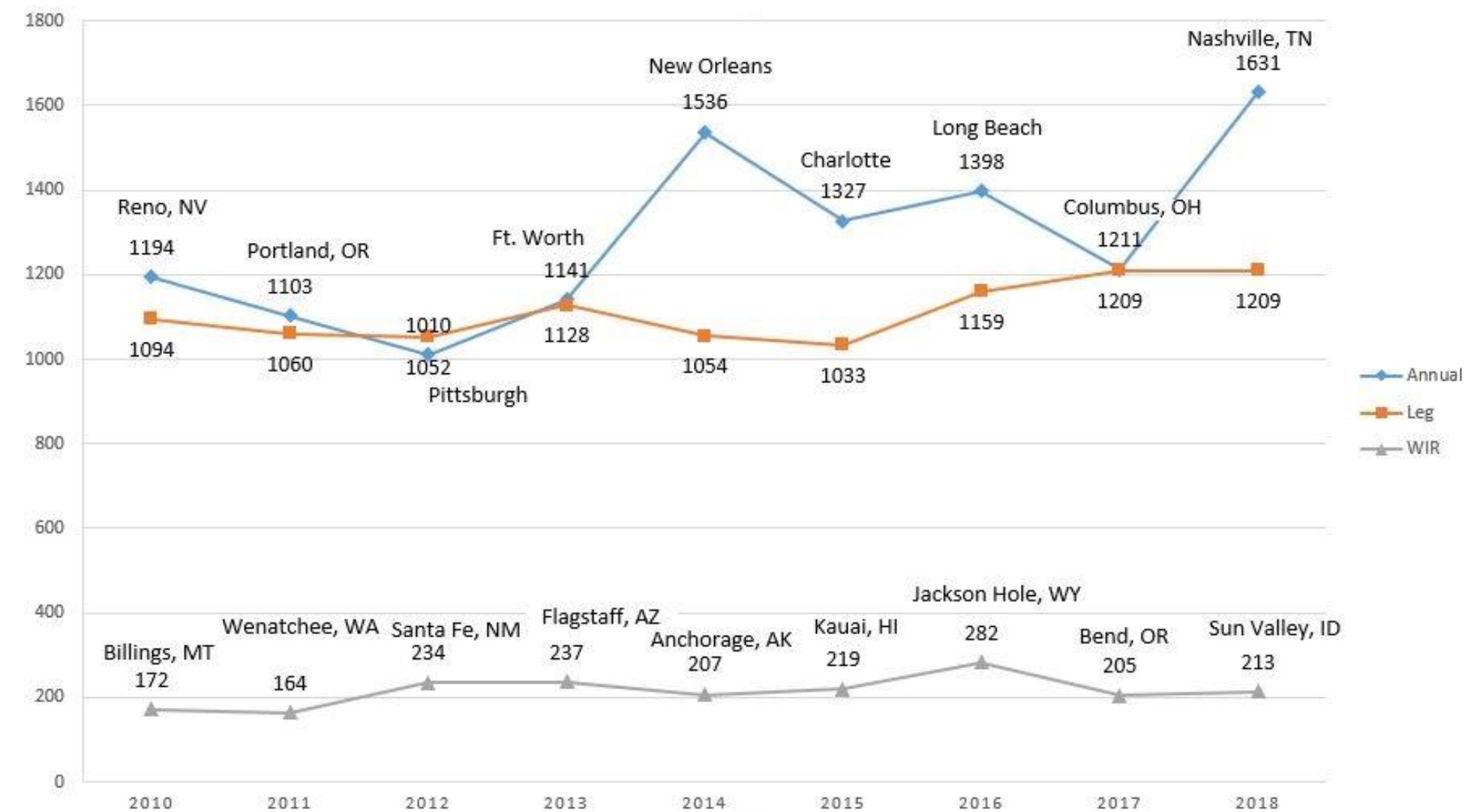
Nonmember

Member

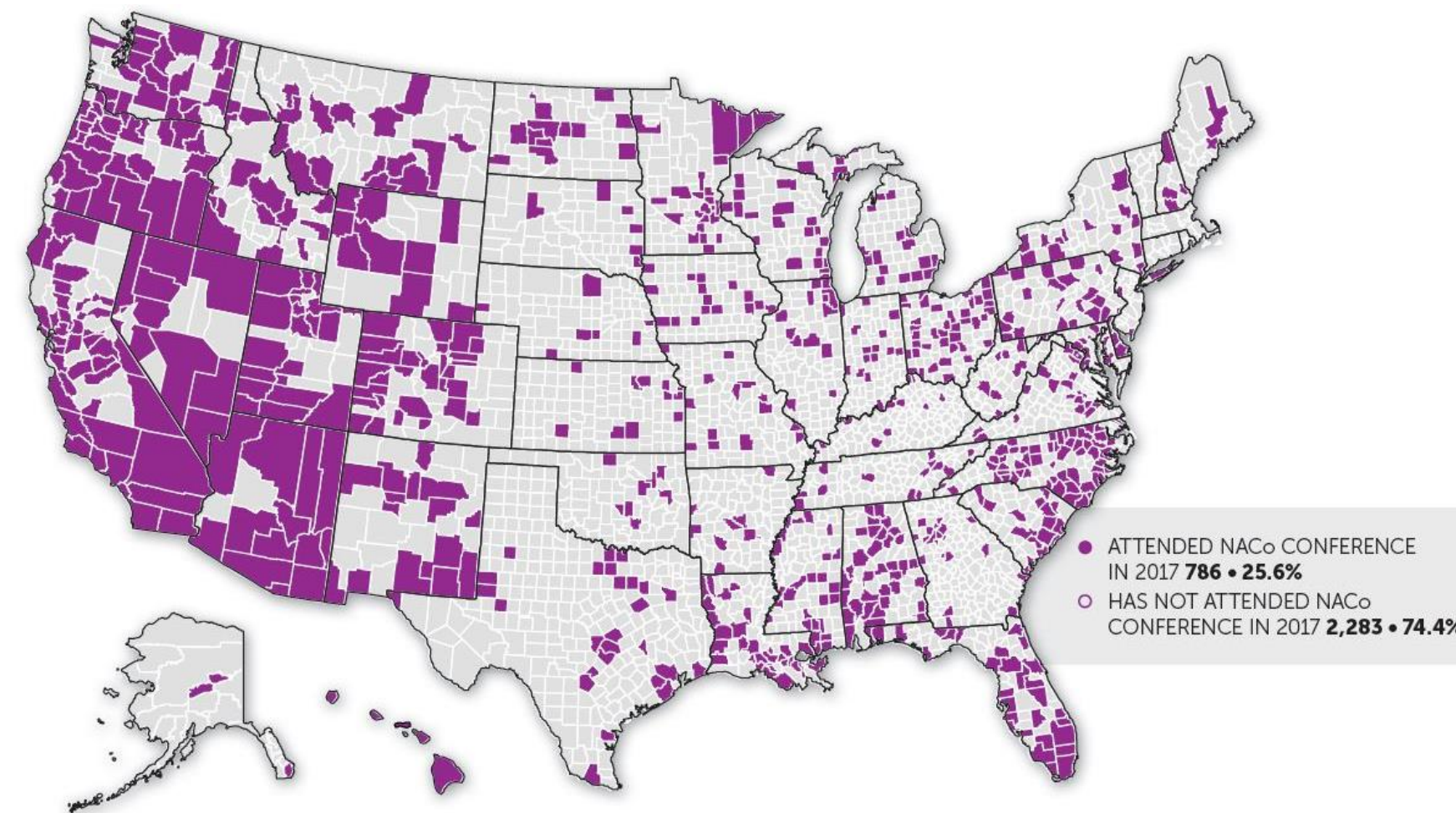
NACo

MEMBERSHIP ENGAGEMENT

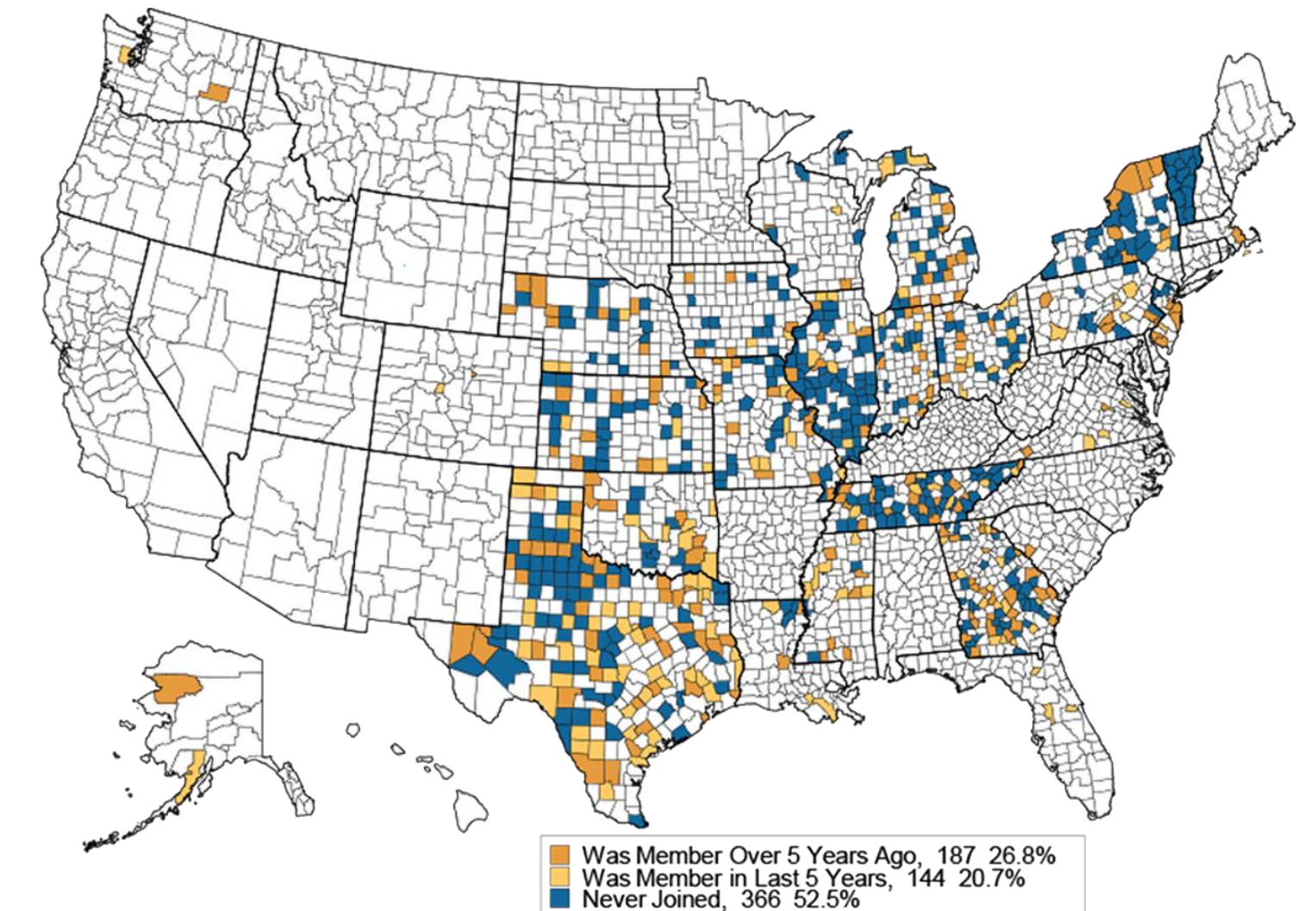
- **2,071 county officials** from **801 counties** attended an event in 2018
- **1,463 county officials** from **729 counties** serve on a committee
- **555 first-time attendees** at the 2018 Annual Conference



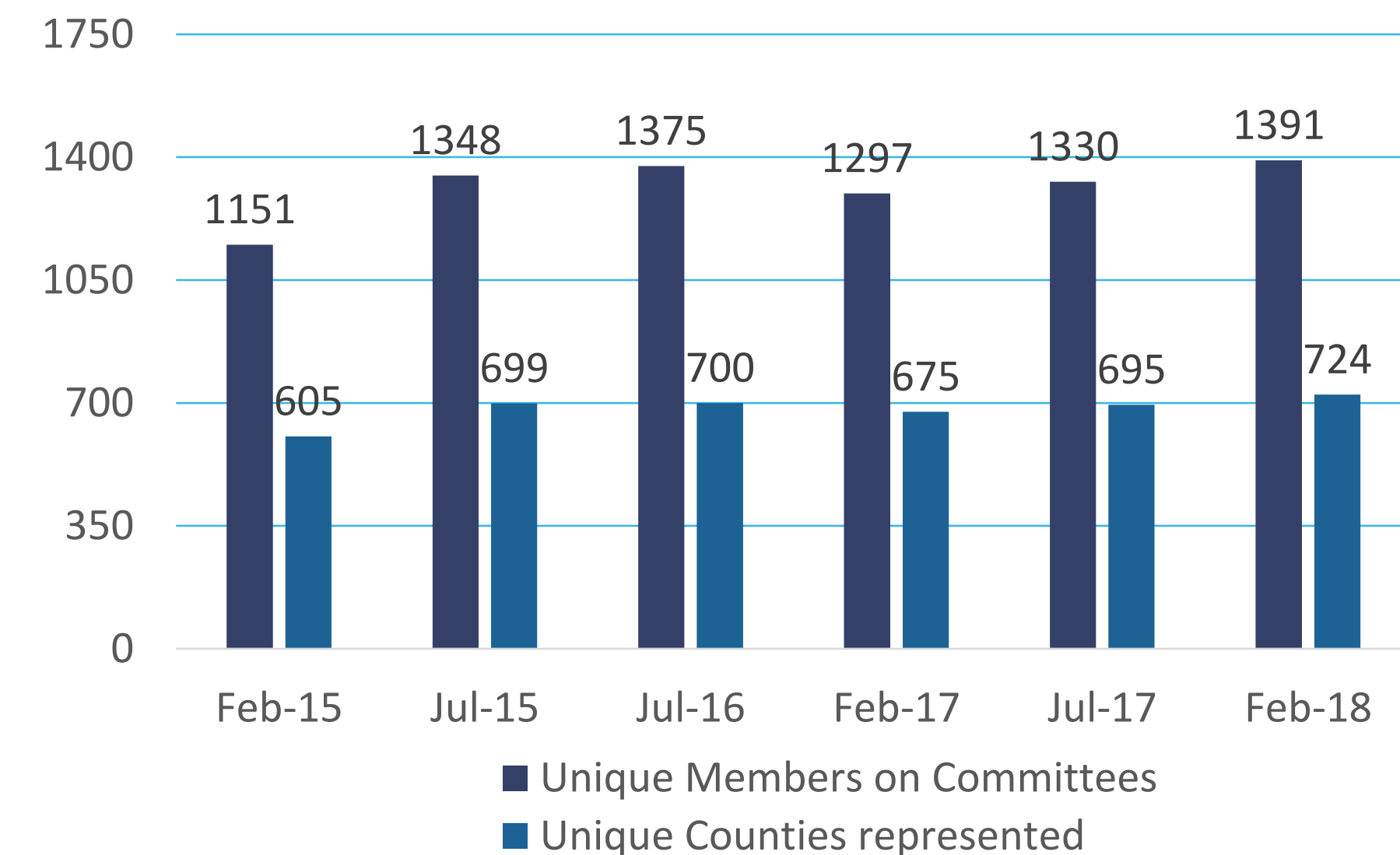
Conference attendees



Analyzing member prospects



Committee participation



NETWORKS OF NACo

Networks emerge when nodes connect to other nodes...
NACo brings elected and appointed county officials together with a shared mission of strengthening America's counties.



State Associations
of Counties

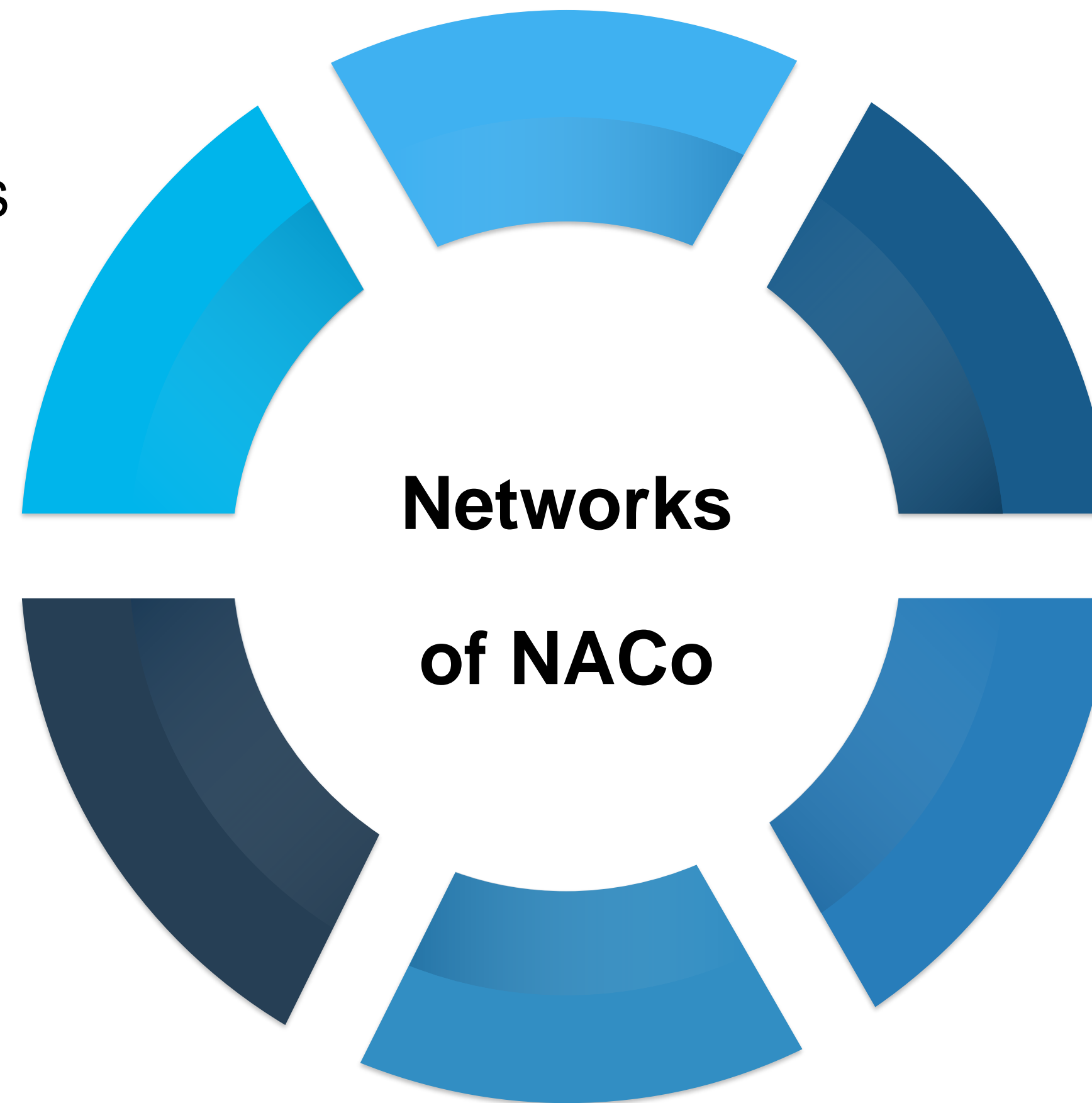
Affiliates and
Affiliated

Commissioners and
Elected Executives

Constitutional /
Row Officers

County
Administrators /
Managers

County CFOs, CIOs, Attorneys
& C-suite Leaders





#BOARD OF DIRECTORS

NACO BOARD COMPOSITION

The board is comprised of county elected and appointed officials from the following:

State
Association
Nominations

Affiliate
Nominations

Past
Presidents

10 At-Large
Appointments

RAC & LUCC
Chairs and the
WIR President

Executive
Committee

NACO BOARD OF DIRECTORS

The board is compromised of county elected and appointed officials from the following:

BREAKDOWN OF BOARD MEMBERS	SEATS
State Association Nominees (Including 100% State Representatives and Top 12 State Representatives)	80
Affiliate Representatives	25
Chairs of the Large Urban Caucus, Rural Action Caucus and Western Interstate Region	3
Presidential At-Large Appointments	10
Past Presidents (Active in County Government)	9
National Officers and Regional Representatives	8
TOTAL	135

NACo BOARD OF DIRECTORS

The NACo Bylaws specify three core board responsibilities:

- 1. Determine interim policies and priorities** between annual business meetings
- 2. Supervise and control the business and property of the association,**
including oversight of the operations, finances and programs of the association
- 3. Determine the dues, fees, services and benefits** for the membership

NACO BOARD OF DIRECTORS

Additional roles and responsibilities:

- **Elected by the membership** for 1-year terms, *with no term limits*
- **Board members must sign a Conflict of Interest Disclosure Statement** each year
- **Oversee and elect the Audit Committee**
- **Approve affiliates and affiliated organizations, policy steering committees (creation and/or dissolution) and member benefit programs**
- **Act as the “resolutions committee”** for the American County Platform process

NACO BOARD OF DIRECTORS

Other duties and roles:

- **Attend and participate in board meetings;** *No proxy votes or alternates are allowed*
- **Be present, informed, prepared and civil** at board meetings
- **Understand the fiduciary responsibilities** of the NACo board
- **Be an advocate for NACo** with state associations, affiliates and external partners
- **Advocate for NACo's** federal policy agenda
- **Keep up-to-date on national and state issues** of importance to counties
- **Serve on NACo committees**, plus help recruit new members for committees

NACO BOARD OF DIRECTORS

The NACo board meets four times each year:

- **Legislative Conference** (Late February / Early March in Washington, D.C.)
- **Western Interstate Region (WIR) Annual Meeting** (Late May)
- **Annual Conference** (July - *two business meetings with new and old boards*)
- **Fall Board Meeting** (December - *site selected by the NACo President*)

* During the Legislative Conference and Annual Conference, the Board also holds board forums for off-the-record dialogue and business meetings for official action

NACO BOARD OF DIRECTORS

Three main types of board events:

- **Board Forum:** An informal meeting prior to the official business meeting of the Board, used to discuss information off the record. No official actions are taken. Board forums are not recorded and no minutes are taken.
- **Board Reception:** An invitation only reception for the board members and their guests. Board members must register for the conference to attend.
- **Board Meeting:** The business meeting where all board action items, reports and other presentations are given. These meetings are recorded and copies of an unofficial summary and official minutes are sent to the board following the meeting.



#EXECUTIVE COMMITTEE

NACO EXECUTIVE COMMITTEE



National Officers

Regional
Representatives

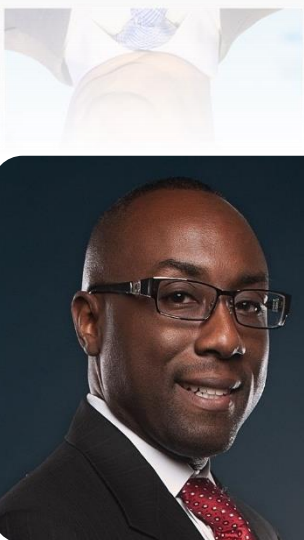
NACO NATIONAL OFFICERS



President, Mary Ann Borgeson
Commissioner, Douglas County, Neb.



First Vice President, Gary Moore
Judge/Executive, Boone County, Ky.



Second Vice President, Larry Johnson
Commissioner, DeKalb County, Ga.



Immediate Past President, Greg Cox
Supervisor, San Diego County, Calif.

NACO REGIONAL REPRESENTATIVES



**Christian
Leinbach**
Commissioner,
Berks County, PA

**Northeast
Region**
Term Expires
July 2020



Ruby Brabo
Supervisor,
King George
County, VA

**South
Region**
Term Expires
July 2019



**Cindy
Bobbitt**
Commissioner,
Grant County, OK

**Central
Region**
Term Expires
July 2020



Joe Briggs
Commissioner,
Cascade County,
MT

**West
Region**
Term Expires
July 2021

NACO EXECUTIVE COMMITTEE

National Officers

- Responsible for the property, funds and business affairs in the absence of the board
- Exercise all powers and authority granted by the board

Regional Representatives

- Provide input to the officers, keep members informed and assist with membership outreach

Executive Committee

- Consists of the 4 national officers and the 4 regional representatives
- Recommend the appointment and fix the compensation of the CEO/executive director



#AFFILIATES AND AFFILIATED

NACo AFFILIATE VS. AFFILIATED

What is the difference?

NACo has 25 affiliates and 7 affiliated national association partners of county officials

Affiliates

- Aligned with Department in County Government
- Typically a specific job function – Treasurer, Clerk, Assessor, Sheriff, Engineer, Administrator etc.
- Designated seat on the NACo Board of Directors
- Signed MOU approved by the NACo Board outlining the affiliate agreement

Affiliated

- Represent a group of people within county govt.: Black, Hispanic, LGBTLA, Republican and/or Democratic
- Do **NOT** have a designated seat on the Board
- Board still approves NACo recognition of group
- NACo provides limited assistance such as coordinating and assigning meeting space at NACo conferences

NACO AFFILIATES

The following organizations are official NACo affiliates and have 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 Aging Programs (NACAP)*
 - 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)
 - *National Association of County Recordors, Election Officials, and Clerks (NACRC)*
 - 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)
 - National Sheriffs' Association (NSA)
 - National Workforce Association (NWA)
- * Affiliates are in transition and may require board action* #NACoBLUEPRINT

NACO AFFILIATED PARTNERS

The following independent organizations are designated as AFFILIATED PARTNERS of NACo:

- National Association of **Black County Officials** (NABCO) *and*
- National Organization of **Black County Officials** (NOBCO)
- National Association of **County LGBT Leaders and Allies** (NACLGBTLA)
- National Association of **Hispanic County Officials** (NAHCO)
- National Conference of **Republican County Officials** (NCRCO)
- National **Democratic County Officials** Organization (NDCO)



#COMMITTEES



More than 1,400 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 service

NACO COMMITTEE APPOINTMENT PROCESS

1

Presidential Appointments...

= Chairs and Vice Chairs of All Policy Steering Committees

= Chairs, Vice Chairs and Members of:

- Standing Committees
- Caucuses
- Ad Hoc Committees
- Task Forces, and
- Advisory Committees

2

State Association Nominations...

= Regular Members of Policy Steering Committees

Highlights:

- Policy Steering Committees
- 8/2 Membership Rule
- American County Platform



NACO GOVERNANCE: COMMITTEES

**STANDING
COMMITTEES**
PER NACO BYLAWS

**POLICY STEERING
COMMITTEES**
ESTABLISHED BY THE BOARD

**AD HOC AND ADVISORY
COMMITTEES**
ESTABLISHED BY THE PRESIDENT OR BOARD

**CAUCUSES AND
REGIONAL AFFILIATES**
ESTABLISHED BY THE BOARD

OTHER TASK FORCES AND COMMITTEES
ESTABLISHED BY THE MEMBERSHIP, BOARD AND PRESIDENT

NACo 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 audit

NACo 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 nominate the committee members.*
- **A maximum of 8 individuals from each state and 2 from each county** may be appointed to each policy steering committee from the state association nominations.
- **Individuals may only serve on one policy steering committee**, unless that person has been appointed to a leadership position on a different policy steering committee.

NACO 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

NACO 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 states 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

NACO 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**
- **Gulf Coast Counties and Parishes Coalition**
- **International Economic Development Task Force**
- **Resilient Counties Advisory Board**
- **Veterans and Military Services Committee**

APPOINTMENT PROCESS

In the Spring of each year, NACo publishes a “Call for Appointments” for members interested in serving on a NACo committee.

All of the appointments for Ad Hoc Committees are made by the President of NACo, and these appointments are announced during the Annual Business Meeting in July each year.

NACo TASK FORCES AND OTHER

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

TASK FORCES:

- **NACo-NSA Jail Inmate Healthcare Task Force**
- **Immigration Reform Task Force**
- **International Economic Development Task Force**

OTHER:

- **Next Generation NACo Network (NextGen)**

APPOINTMENT PROCESS

In the Spring of each year, NACo publishes a “Call for Appointments” for members interested in serving on a NACo committee or task force.

All of the appointments for task forces are made by the NACo President, and these appointments are announced during the Annual Business Meeting in July each year.



#AMERICAN COUNTY PLATFORM

American

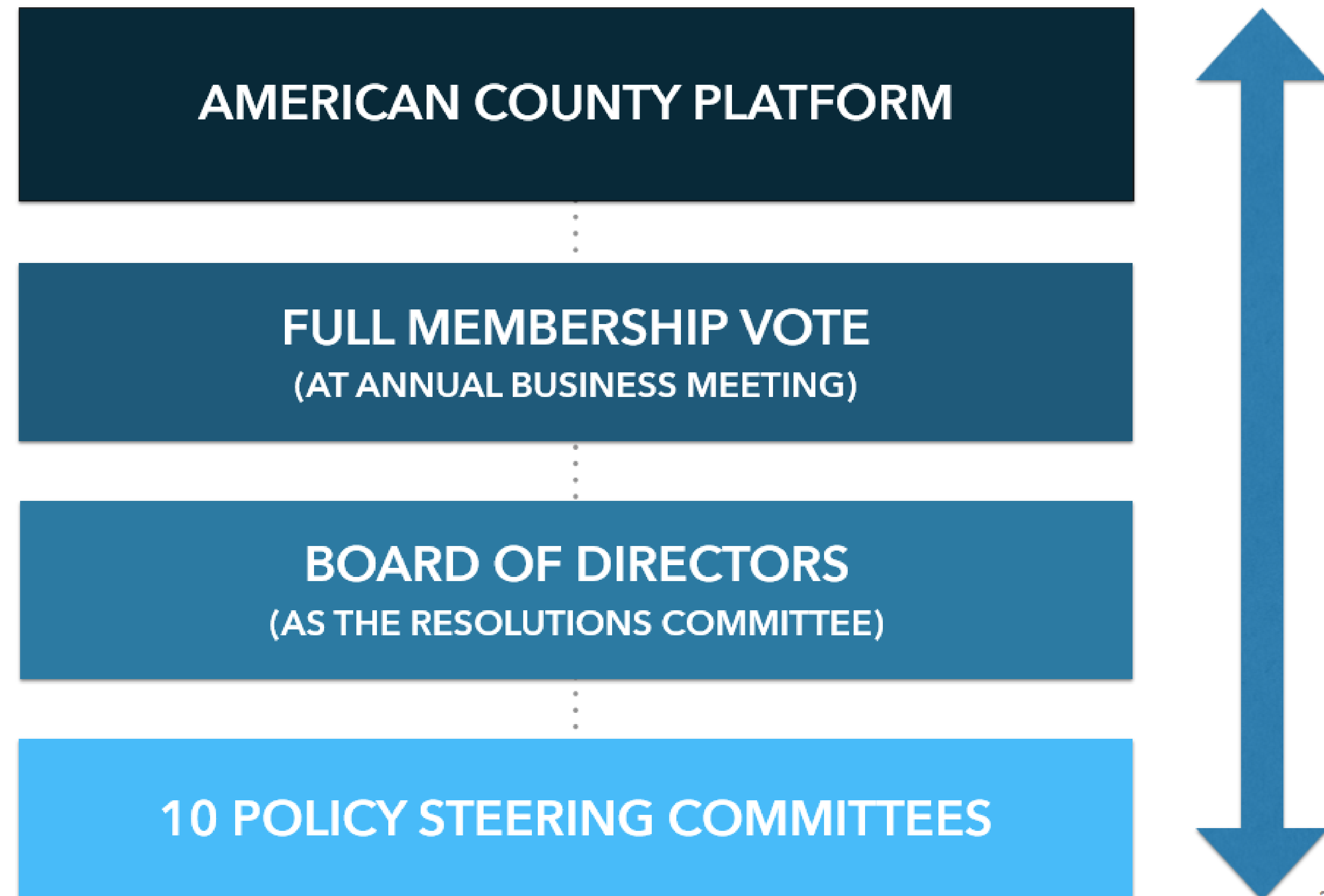
County Platform

The **American County Platform** outlines all of the procedures and information regarding NACo's policy steering committees.

The **American County Platform** is NACo's permanent policy document and is amended as needed by the membership at the Annual Business Meeting.

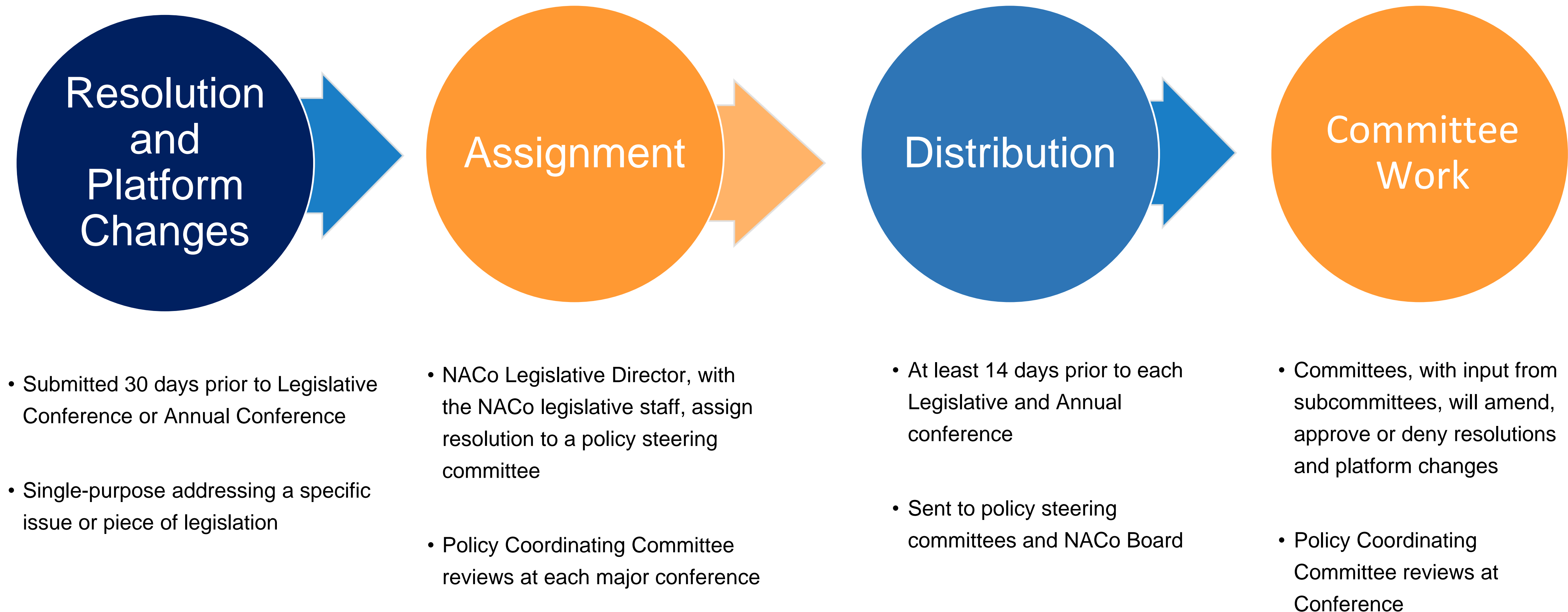
NACo's Public Policy Development Process

How it works:



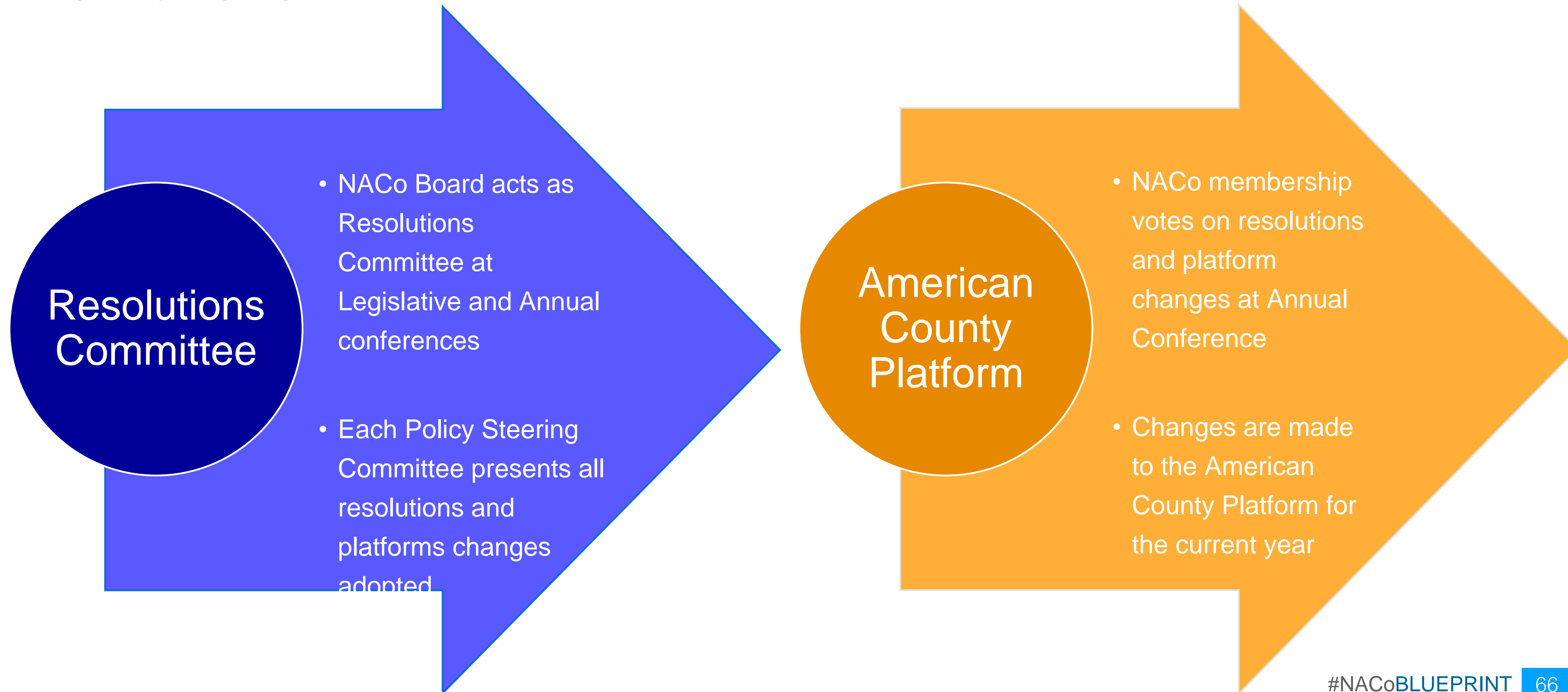
Policy Steering Committees

How it works:



Policy Steering Committees

How it works:



Policy Steering Committees

Policy Coordinating Committee

- Chaired by the NACo president and consists of the chairs of the 10 policy steering committees and the other 3 NACo officers
- Reviews the proposed policy resolutions to determine if a resolutions needs to be discussed by more than one policy steering committee
- Meets twice at both the Legislative Conference and the Annual Conference
- If the PCC cannot determine which committee has jurisdiction over an issue, the Resolutions Committee may (at the discretion of the president) discuss it without it having been discussed by a policy steering committee

Board at the NACo Legislative & Annual Conferences

Resolutions Committee

- NACo Board convenes as the Resolutions Committee during the regular Board meeting twice each year: Legislative Conference and Annual Conference
- Resolutions and platform changes are presented to the Resolutions Committee in a document **before** the conference and the proposed resolutions and platform changes **after** policy steering committee action (*right before the Board meeting*)
- At the Legislative Conference Board meeting, members will vote on whether or not to adopt the interim policy decisions until Annual Conference, where it must again be reviewed and recommended to the membership for ratification (or be dropped)
- Resolutions cannot be used to overturn or modify existing language in the American County Platform

Board as the Resolutions Committee

Interim Resolutions

- Single purpose documents addressing a specific issue or piece of legislation

Emergency Resolutions

- Resolutions received after the 30 day time limit. They should relate to legislative or regulatory issues that could not have been foreseen in the 30 days prior to the conference

Interim Policy Changes

How it works:

Resolutions & Platform
Changes Submitted

At least 30 days prior
to the conference

Policy Steering Committees
Review Submissions

Amend, approve or deny prior
to Resolutions Committee

Resolutions Committee

Adopts or denies interim policy
changes until Annual Conference

Policy Steering Committees

Emergency Resolutions:

- Any resolutions received after the 30 day time limit are considered “an emergency”
- They shall relate to legislative or regulatory issues that could not have been foreseen in the 30 days prior to the conference
- Policy Steering Committees may only review emergency resolutions with 2/3 vote approval of the committee
- If a policy steering committee has been unable to meet, then the Board of Directors may initiate and adopt emergency resolutions by a 2/3 vote

Policy Steering Committees

Resolutions Committee:

- The chair of each policy steering committee reports on actions taken on all platform changes and resolutions. *(This is the proposed resolutions document the Board gets **after** steering committee action)*
- **If a resolution was defeated in the policy steering committee**, then a minority report can be given, as long as the voting minority was at least 25% of the committee members present and voting on the resolution. ***The Resolutions Committee does not take action on minority reports.***



#MANAGEMENT STRUCTURE

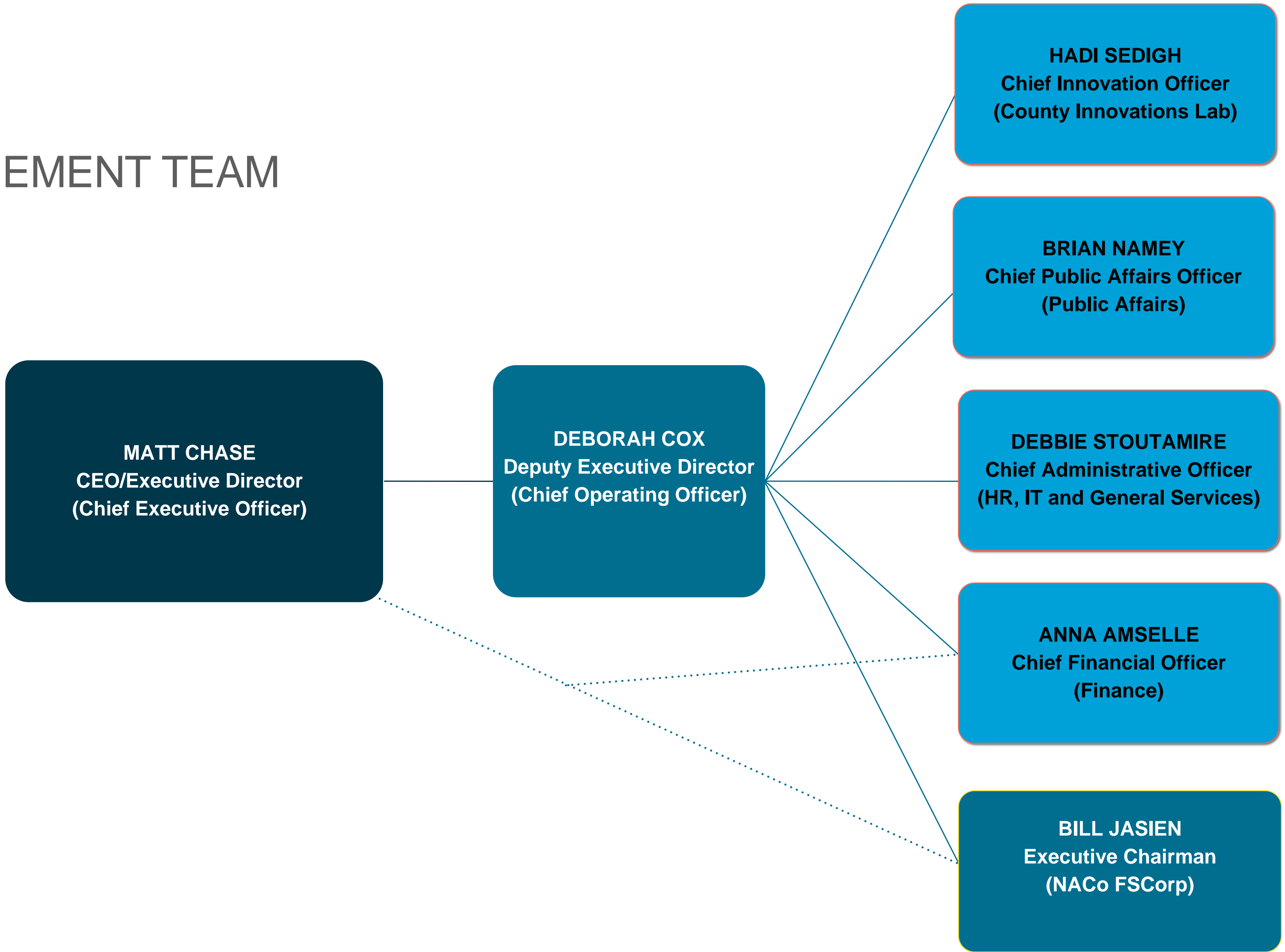
Effective September 23, 2019

NACO STAFFING HISTORY

Department	Sept. 2012	Jan. 2016	July 2018	Sept. 2019	2019 Breakdown
Executive Management	3	7	8	3	CEO/Executive Director (1) Executive Assistant (1) Administrative Assistant (1)
County Innovation Lab	13	17	21	22	Chief Innovation Officer (1) Division Directors (2), Associate Program Directors (5), Analysts (3), Program Managers (5), Associates (3), Fellow (1), Administrative Manager (1). Council Coordinator (1)
FSCorp	4	7	13	7*	Executive Chairman (1) Managing Director (1), Program Directors (2), Consulting Services (2) and Operations (1) <i>*Consultants for Revenue Recovery Program (2)</i>
Finance	11	6	6	5	Chief Financial Officer (1) Controller (1), Grants Specialist (1), and Technicians (2)
Administrative	6	5	6	11*	Chief Administrative Officer (1) Talent Manager (1), Payroll Manager (1), Centers Op (2), Receptionist (1), Chief Technology Officer (1) IT Engineers (4) and *Consultants
Government Affairs	12	14	15	16	Deputy Executive Director / Director of Government Affairs (1) Deputy Director (1), Associate Leg. Directors (8) and Leg Associate (1) & Legislative Assistants (3)
Public Affairs	12	15	24	20	Chief Public Officers Officer (1) County News (3), Press (1), Graphics (3), Digital (3), Membership (3), Events and Leadership Development (5) and PR Coordinator/Achievement Awards (1)
Total	61	71	93	84*	

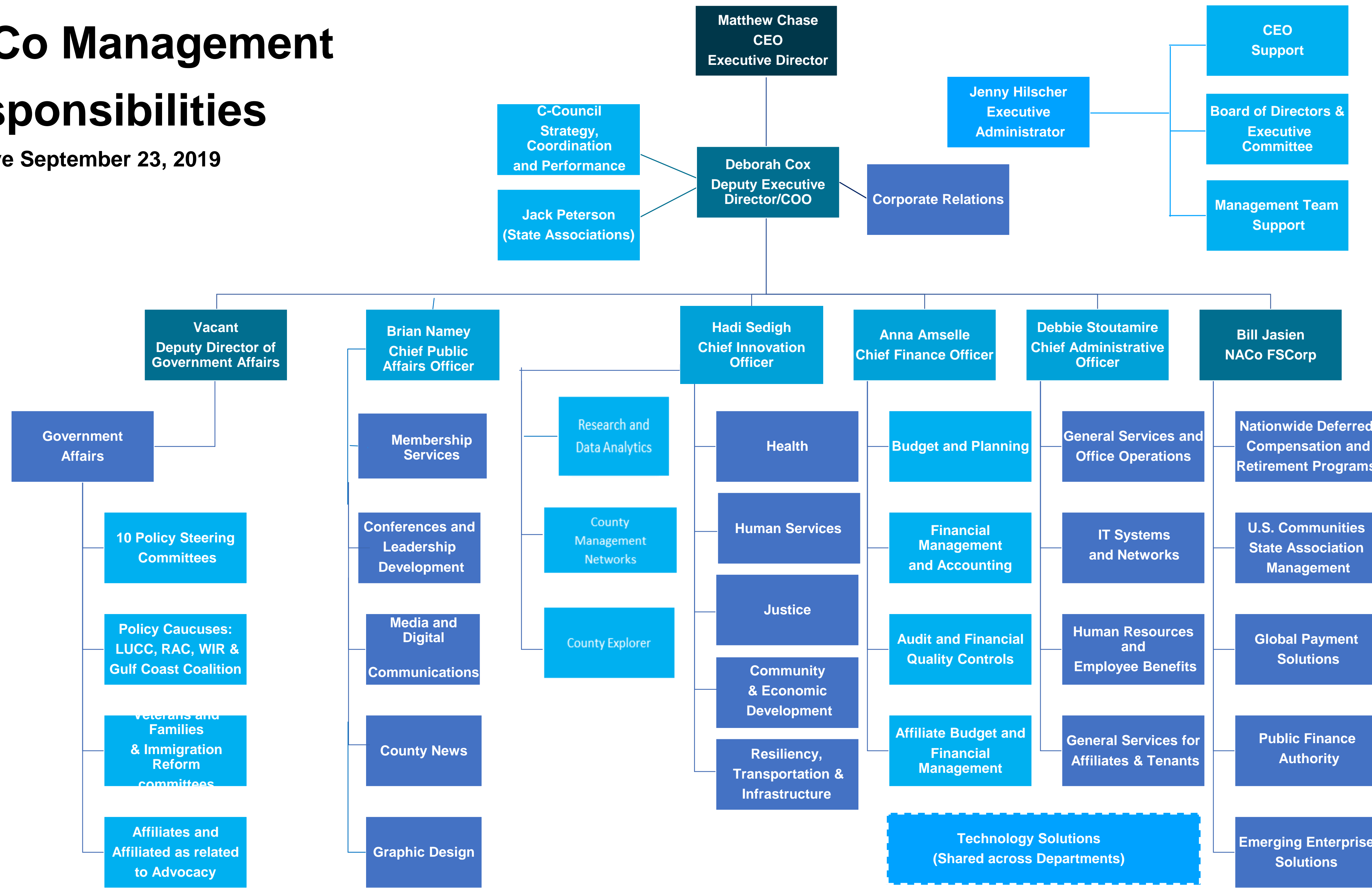
Effective September 23, 2019

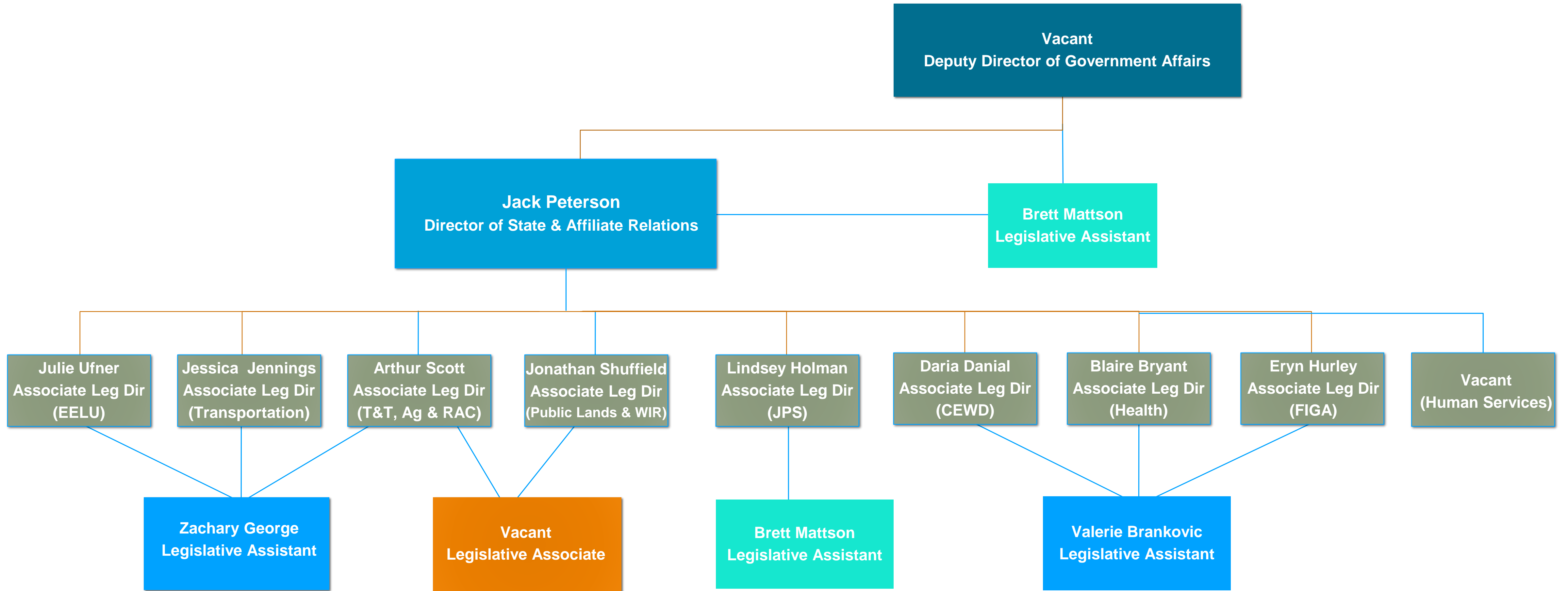
NACo MANAGEMENT TEAM



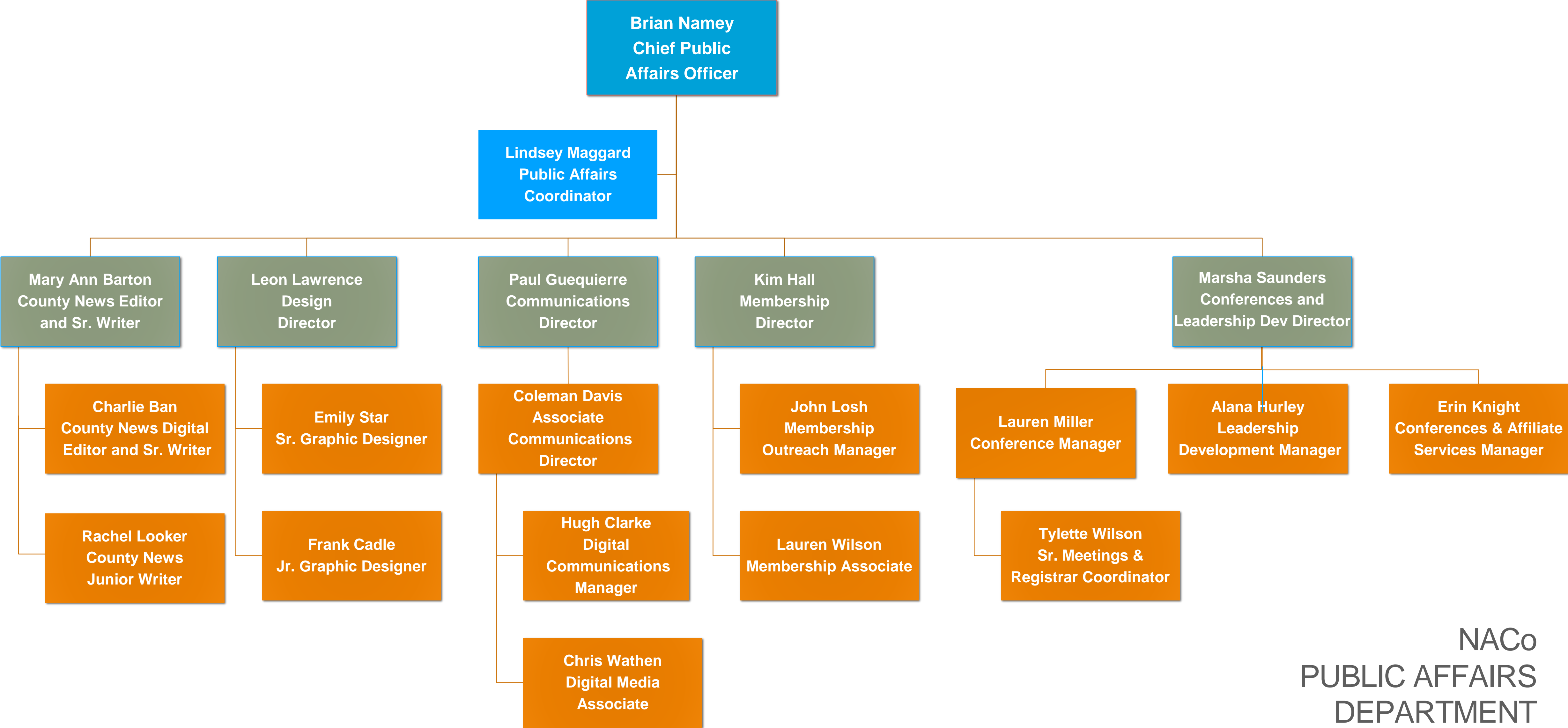
NACo Management Responsibilities

Effective September 23, 2019

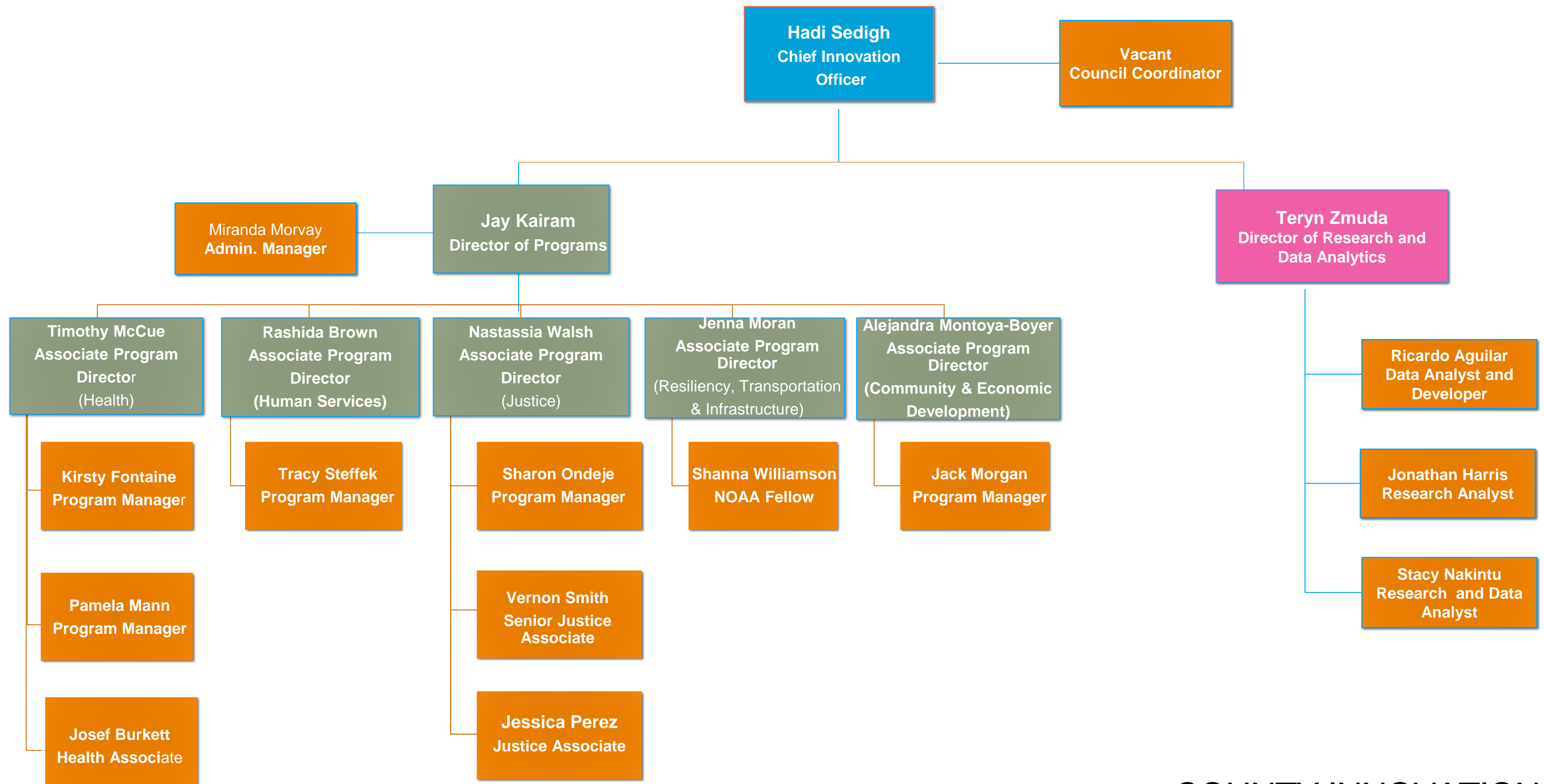




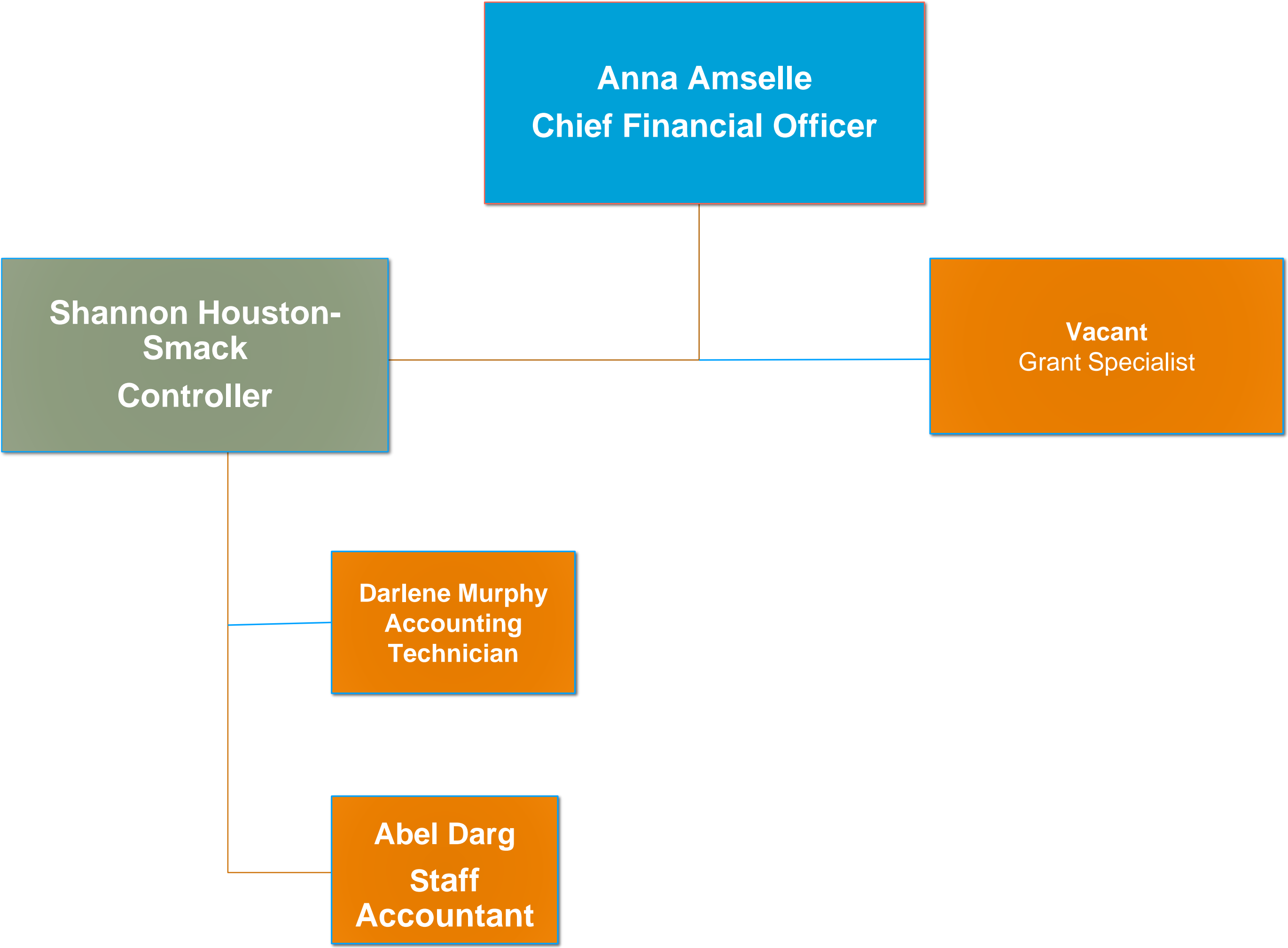
NACo
GOVERNMENT AFFAIRS
DEPARTMENT

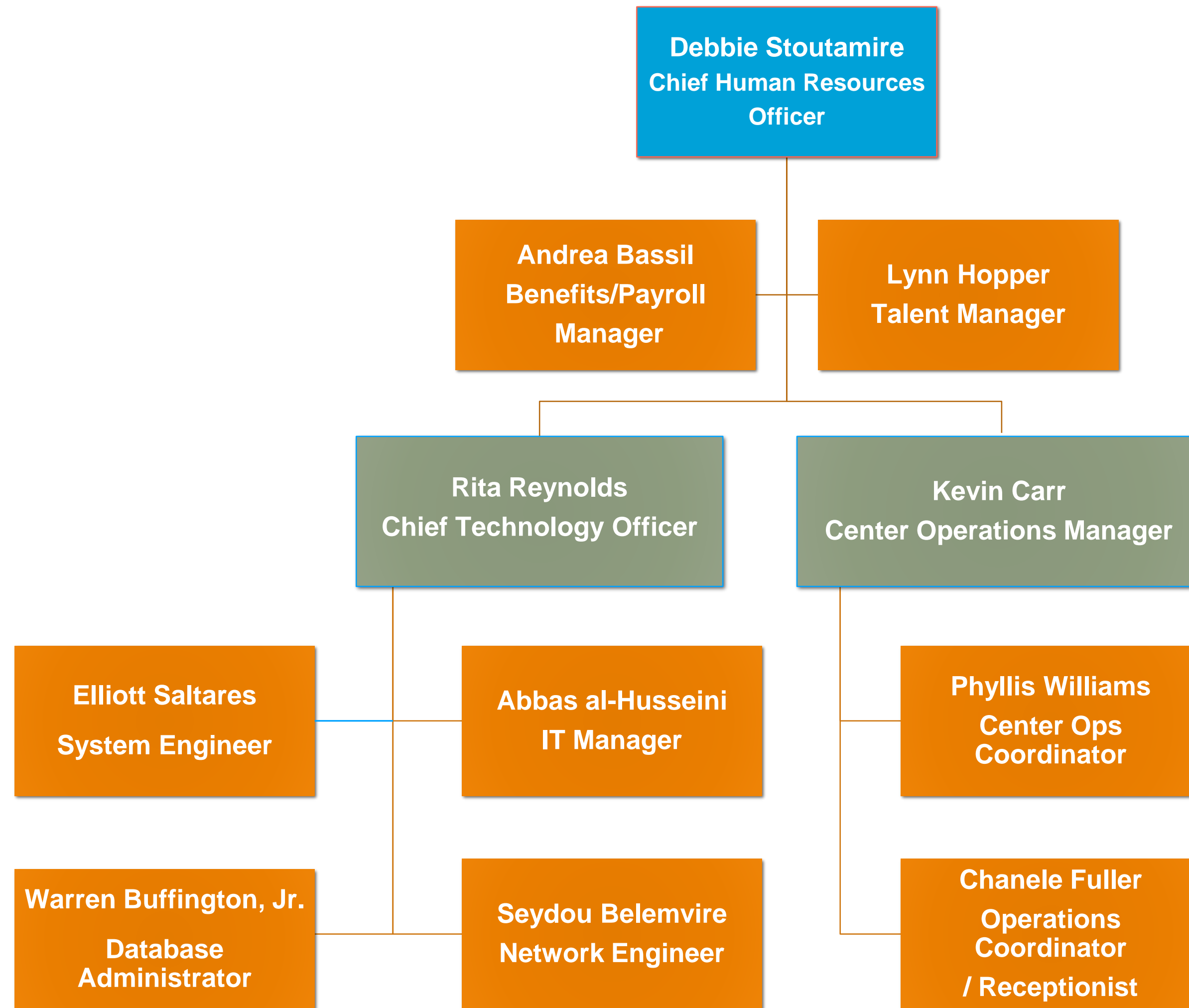


NACo
PUBLIC AFFAIRS
DEPARTMENT



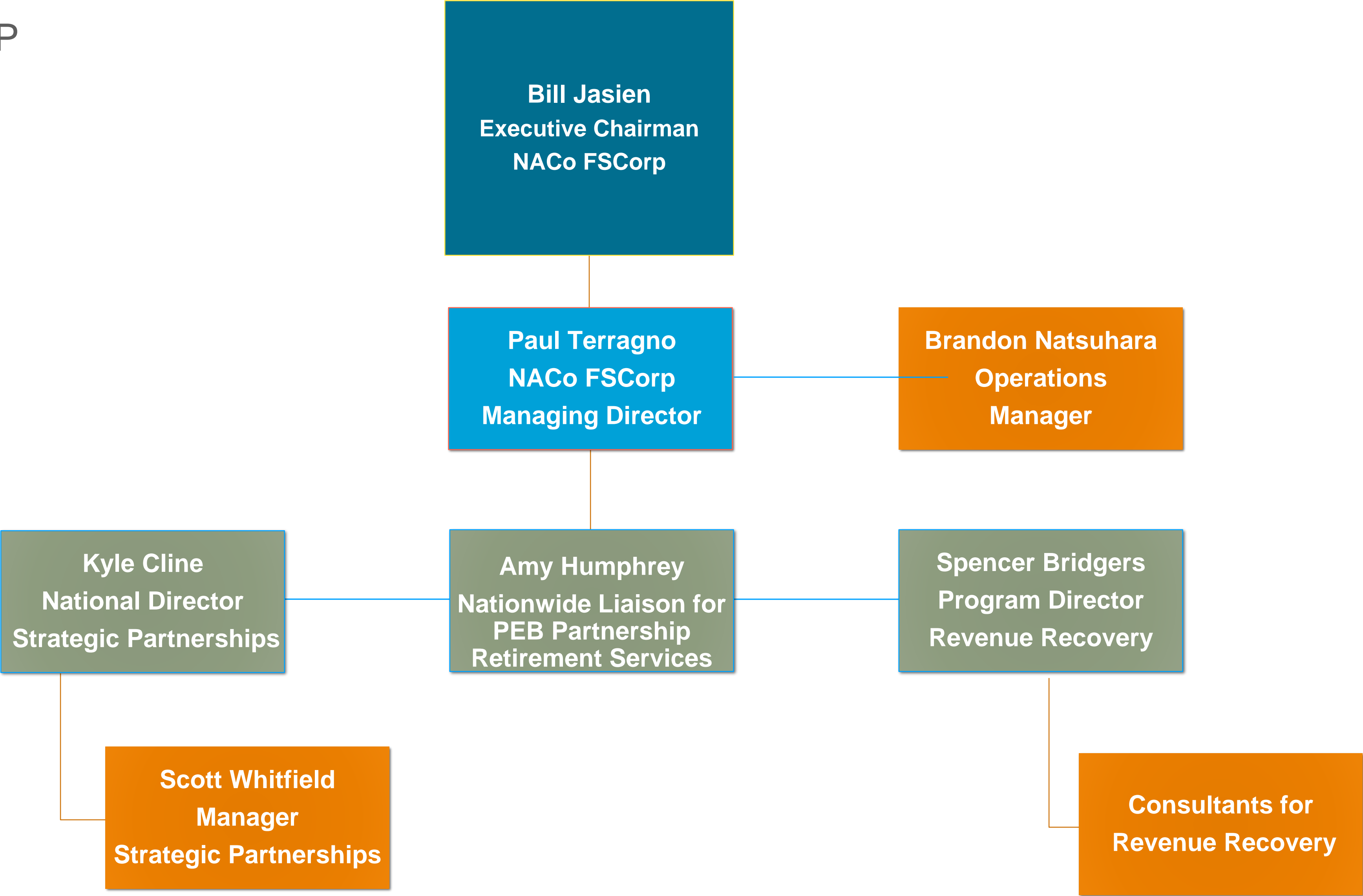
NACo
COUNTY INNOVATIONS LAB



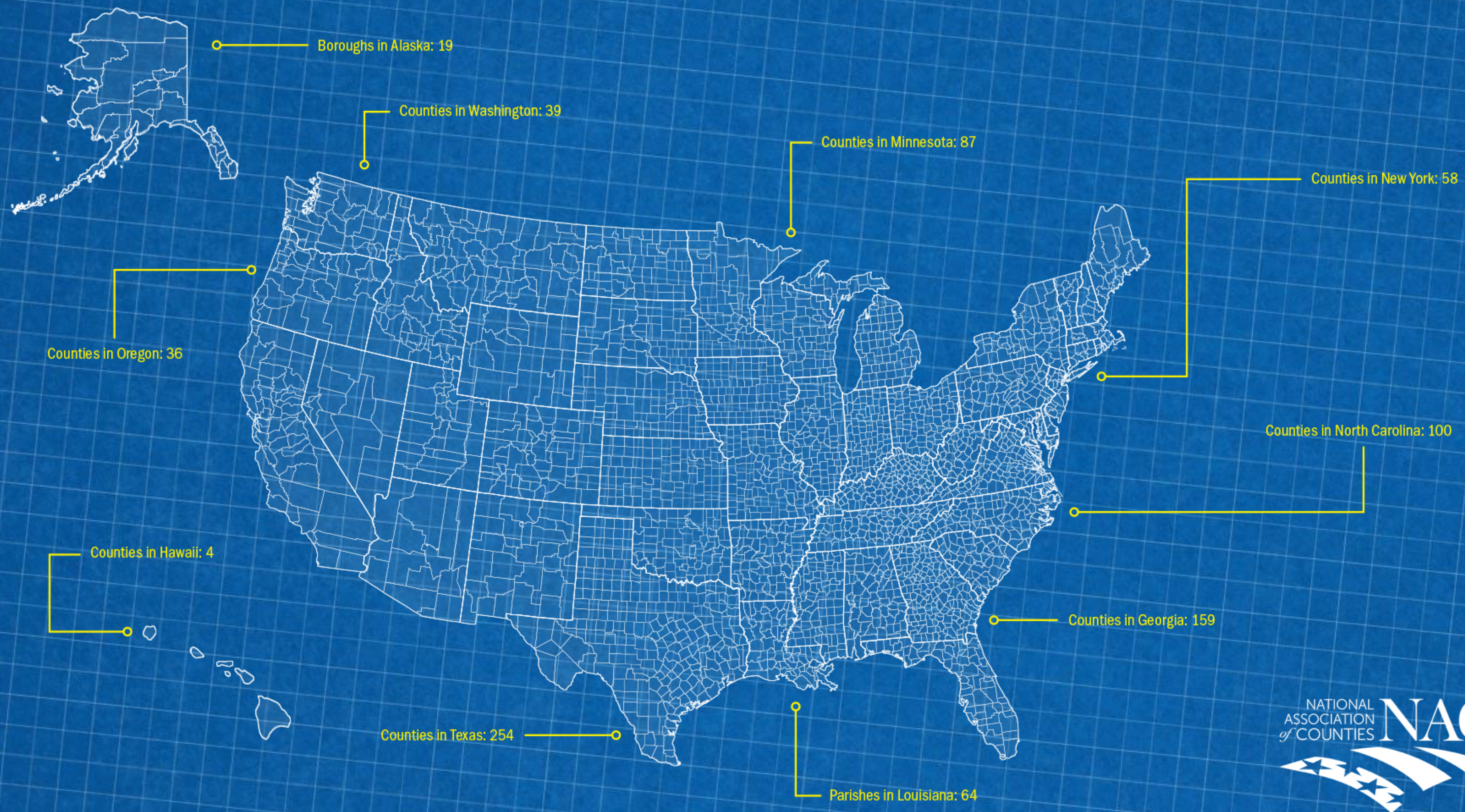


NACo
ADMINISTRATIVE
DEPARTMENT

NACo
FINANCIAL SERVICES CORP
(FSCORP)



STRONGER COUNTIES. STRONGER AMERICA.



National Association of Counties
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202.393.6226 • www.NACo.org

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youtube.com/NACoVideo
linkedin.com/company/NACoDC

NACo CREDENTIALS AND ELECTIONS PROCESS

What are Credentials?

Credentials attest to a county's eligibility to vote in NACo elections and contain information on the number of votes a county is eligible to cast, as well as the identity of the delegate that is authorized to cast the county's vote. Votes are cast in the NACo elections for officers as well as on policy. The election takes place at the NACo Annual Business Meeting during the Annual Conference each year.

Voting Requirements:

In order to vote in NACo elections, counties must have at least one individual registered for the Annual Conference and have paid their membership dues for that year.

Voting Formula:

The number of votes is determined by the amount of each county's membership dues, which are based on population.

- All counties are entitled to at least one vote
- The maximum number of votes a county can receive is 51
- Members with more than \$1,199 in dues are entitled to one additional vote for each additional \$1,200 in dues or fraction thereof paid in the year the meeting is held.
 - ♦ Counties with dues of \$450 to \$1,199 receive one vote.
 - ♦ Counties with dues of \$1,200 to \$2,399 receive two votes, and so on

Two months prior to the NACo Annual Conference

- Counties begin submitting credentials forms designating voting delegates at the conference.
- Counties indicate on the forms whether their state association is authorized to pick up their unclaimed ballots at the Credentials Desk at the NACo Annual Conference.
- During this process, NACo will be in contact with your association to correct errors on the forms or confirm certain information.
- State associations typically share information about credentials with their counties so that they may be registered to vote at the conference.
- NACo shares with state associations:
 - ♦ Counties registered for the Annual Conference
 - ♦ Credentialed Counties
 - ♦ State association ballot pickup details
 - ♦ Vote totals of each county within their state
- If the state association president will NOT be picking up the unclaimed county ballots at the Credentials Desk at the NACo Annual Conference, then he or she must submit a signed letter to NACo designating an alternate, such as the state association Executive Director.

NACo Annual Conference

During the conference, NACo has an on-site Credentials Desk where counties and state associations pick up voting ballots.

Ideally, state associations have submitted letters communicating who is permitted to pick up ballots.

State Association Ballot Pickup Policy: If a county doesn't pick up their ballot before 2:00 pm on the day before the election, the state association's president (or authorized designee) can pick up unclaimed ballots from the credentials desk ONLY between from 2:00 - 5:00 p.m. on the evening before the election held during the Annual Business Meeting. State association presidents may only pick up ballots if authorized to do so by the county on the credentials form.*

***NOTE:** Only your association's president is authorized to pick up the ballot unless he or she has submitted a signed letter to NACo designating another individual, such as the state association executive, for Credentials Desk ballot pickup. If NACo does not receive a signed letter, and the ballots are not picked up by the state association president, then they will be left out of the election.

In the days leading up to the election, NACo staff regularly updates state associations regarding credentialed counties and ballot pickup.

Election Procedure

During the conference, state associations typically caucus with their counties prior to the election. During the elections, the votes are called at random by state. States respond with the number of votes per each candidate. Candidates must win by a majority vote.

For questions about credentials, please email credentials@naco.org.



EXECUTIVE MEMBERS

As a member of NCCAE, you have your own webpage on NACo's website. On the NCCAE webpage, you will find information about upcoming NCCAE and NACo events and quick links to the NACo Steering Committee Process, State Association Meeting Questionnaire, State Association NACo Ad Portal and other helpful information.

You can view NCCAE's webpage at <https://www.naco.org/nccae>

NACo BOARD OF DIRECTORS

Hon. Ikaika Anderson

Council Member / Honolulu City and County,
Hawai'i

Hon. Allan F. Angel

Commissioner / Kent County, Del.

Hon. Jhonathan Aragon

Commissioner / Valencia County, N.M.

Hon. Elizabeth Archuleta

Supervisor / Coconino County, Ariz.

Col. John E. Aubrey

County Sheriff / Louisville Jefferson County
Metro Government, Ky.

Mr. Orrin Bailey

CFO / Kinexus, Mich.

Hon. Peter Baldacci

Commissioner / Penobscot County, Maine

Hon. Kathryn Barger

Supervisor / Los Angeles County, Calif.

Ms. Amy Bason

Deputy Director and General Counsel
/ North Carolina Association of County
Commissioners, N.C.

Hon. John M. Becker

Chairman / Madison County, N.Y.

Hon. Ron Berry

Commissioner / Roane County, Tenn.

Hon. Glenn Benton

Police Juror / Bossier Parish, La.

Mr. Walter R. Beyer, IV

Chief Engineer and Operations Officer /
Elmore County, Ala.

Hon. Cindy Bobbitt

Commissioner / Grant County, Okla.

Mr. Tim Boncoskey

Chief Deputy Assessor / Maricopa County,
Ariz.

Hon. Mary Ann Borgeson

Commissioner / Douglas County, Neb.

Hon. Ken Borton

Commissioner / Otsego County, Mich.

Hon. Joel Bousman

Commissioner / Sublette County, Wyo.

Hon. Ruby A. Brabo

Supervisor / King George County, Va.

Hon. Joe Briggs

Commissioner / Cascade County, Mont.

Hon. Jason Brinkley

County Judge / Cooke County, Texas

Hon. Roy Charles Brooks

Commissioner / Tarrant County, Texas

Hon. Cindy Bulloch

County Assessor / Iron County, Utah

Mr. Randall Burkhardt

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

Hon. Irwin Burton

Councilman / Sussex County, Del.

Hon. Kevin Cann

Supervisor / Mariposa County, Calif.

Hon. Bradley Carlyon

County Attorney / Navajo County, Ariz.

Hon. Keith Carson

Supervisor / Alameda County, Calif.

Hon. Toni Carter

Commissioner / Ramsey County, Minn.

Hon. Katie Cashion

Commissioner / Guilford County, N.C.

Hon. Stacy Corless

Supervisor / Mono County, Calif.

Hon. Greg Cox

Supervisor / San Diego County, Calif.

Mr. Nicholas Crossley

Director, Emergency Management and
Homeland Security / Hamilton County, Ohio

Hon. Gordon Cruickshank

Commissioner / Valley County, Idaho.

Hon. Kenneth A. Dahlstedt

Commissioner / Skagit County, Wash.

Hon. Bryan Desloge

Commissioner / Leon County, Fla.

Hon. Cheryl Dinolfo

County Executive / Monroe County, N.Y.

Hon. Michael Diskin

County Treasurer / Essex County, N.Y.

Hon. Jerry Doucette

Commissioner / Alger County, Mich.

Hon. Daryl Dukart

Commissioner / Dunn County, N.D.

Hon. George Dunlap

Commissioner / Mecklenburg County, N.C.

Hon. Julie Ehemann

Commissioner / Shelby County, Ohio

Hon. Lenny Eliason

Commissioner / Athens County, Ohio

Hon. Rodney Ellis

Commissioner / Harris County, Texas

Hon. Brandon Ellison

County Judge / Polk County, Ark.

Ms. Joy Esparsen

Government Affairs Director / New Mexico
Association of Counties, N.M.

Hon. Bob Fox

Commissioner / Renville County, Minn.

Hon. Kurt A. Gibbs

Board Chair / Marathon County, Wis.

Hon. Sharon Green Middleton

Council Vice-President / Baltimore City, Md.

Hon. Ricky Harcrow
Commissioner President / DeKalb County,
Ala.

Hon. George P. Hartwick, III
Commissioner / Dauphin County, Pa.

Hon. Sally A. Heyman
Commissioner / Miami-Dade County, Fla.

Hon. Connie Hickman
Justice of the Peace / Navarro County, Texas

Hon. Varlin Higbee
Commissioner / Lincoln County, Nev.

Mr. Robert W. Hill
Development Director/Emergency Manager
/ Brookings County, S.D.

Hon. Peggy Hobson Calhoun
Supervisor / Hinds County, Miss.

Hon. G. Riki Hokama
Council Member / Maui County, Hawai'i

Hon. Melvyn Houser
County Supervisor / Pottawattamie County,
Iowa

Hon. Victor Iverson
Commissioner / Washington County, Utah

Hon. B. Ray Jeffers
Commissioner / Person County, N.C.

Hon. Larry L. Johnson
Commissioner / DeKalb County, Ga.

Hon. Tracey A. Johnson
Commission Chair / Washington County,
N.C.

Hon. Arryl Kaneshiro
Council Chair / Kauai County, Hawai'i

Hon. Marilyn Kirkpatrick
Commissioner / Clark County, Nev.

Hon. KipuKai Kualii
Councilmember / Kauai County, Hawaii

Hon. Angelo D. Kyle
Board Member / Lake County, Ill.

Hon. Marcia Lamb
Treasurer / Billings County, N.D.

Hon. David Landis
Mayor / Ketchikan Gateway Borough, Alaska

Hon. Colleen Landkamer
Commissioner / Blue Earth County, Minn.

Hon. Christian Y. Leinbach
Commission Chair / Berks County, Pa.

Ms. Lori Letzring
Community Services and Outreach Manager
/ Hillsborough County, Fla.

Hon. Deborah A. Lieberman
Commissioner / Montgomery County, Ohio

Hon. Michael Logsdon
Magistrate / Oldham County, Ky.

Hon. Ray Long
Chairman / Morgan County, Ala.

Hon. Merceria L. Ludgood
Commissioner / Mobile County, Ala.

Hon. Warren Mackey
Commissioner / Hamilton County, Tenn.

Hon. Richard Malm
Commissioner / Jefferson County, Kan.

Hon. Tommie Cline Martin
Supervisor / Gila County, Ariz.

Hon. Tyler Massey
Treasurer / Hidalgo County, N.M.

Hon. Timothy P. McCormick
Commissioner / Ohio County, W.Va.

Hon. Jim McDonough
Commissioner / Ramsey County, Minn.

Hon. Michael McGinley
Commissioner / Beaverhead County, Mont.

Hon. Debbi McGinnis
Collector of Revenue / Polk County, Mo.

Hon. Melissa J. McKinlay
Commissioner / Palm Beach County, Fla.

Hon. David Meyer
County Board Chair / Washington County,
Ill.

Hon. Amy Hale Milliken
County Attorney / Warren County, Ky.

Ms. Carol Moehrle
Public Health Director - Idaho North Central
District / Nez Perce County, Idaho

Hon. Harrison A. Moody
Supervisor / Dinwiddie County, Va.

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

Hon. Waymon Mumford
Council Member / Florence County, S.C.

Mr. Marvin E. Myers, PS
Surveyor / Roscommon County, Mich.

Hon. David L. Nicholson
Circuit Court Clerk / Louisville Jefferson
County Metro Government, Ky.

Hon. Mary Ellen Odell
County Executive / Putnam County, N.Y.

Hon. Jimmy Odom
Associate Commissioner / Cass County,
Mo.

Mr. J. Glenn Osborne, Jr.
Social Services Director / Wilson County,
N.C.

Ms. Beverly Perry
Senior Advisor Executive Office of the Mayor
/ District Of Columbia, D.C.

Hon. Donna D. Peterson
Treasurer / Payette County, Idaho

Mr. Chester E. Pintarelli
Administrator, Medical Care / Iron County,
Mich.

Hon. Craig Pope
Commissioner / Polk County, Ore.

Hon. Robert Post
Commissioner / Banner County, Neb.

Hon. Toni Preckwinkle
Board President / Cook County, Ill.

Hon. David A. Rabbitt
Supervisor / Sonoma County, Calif.

Hon. Jeff Rader
Commissioner / DeKalb County, Ga.

Hon. Craig Rice
Councilmember, Montgomery County, Md.

Hon. Herbert (Tim) M. Richards, III
Council Member / Hawai'i County, Hawai'i

Hon. Connie Rockco
Supervisor / Harrison County, Miss.

Hon. Christopher T. Rodgers
Commissioner / Douglas County, Neb.

Hon. Manuel Ruiz
Supervisor / Santa Cruz County, Ariz.

Hon. Harvey Ruvin
Clerk of Courts/Ex-Officio Clerk of the Board
/ Miami-Dade County, Fla.

Hon. Charlotte Sandvik
Treasurer / Cass County, N.D.

Hon. Phil Serna
Supervisor / Sacramento County, Calif.

Hon. James Schmidt
Commissioner / Lincoln County, S.D.

Hon. Martha Schrader
Commissioner / Clackamas County, Ore.

Mr. Robert Sheehan
Chief Executive Officer / Community Mental
Health Association of Michigan, Mich.

Hon. Christopher Shoff
Chairman / Freeborn County, Minn.

Mr. Steven Singer
Fire and Rescue Chief / Powhatan County,
Va.

Mr. Gene Smith
County Administrator / Iron County, Mich.

Hon. James J. Snyder, Sr.
County Legislator / Cattaraugus County, N.Y.

Hon. Eric Soileau
Police Juror / Evangeline Parish, La.

Mr. Tomas Talamante
Deputy Chief of Staff / District of Columbia

Hon. Shelley Taub
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Hon. Nancy Thrash
Commissioner / Lamar County, Ga.

Hon. Thomas Tombarello
Chair, Commissioner / Rockingham County,
N.H.

Hon. Grant Veeder
Auditor/Commissioner of Elections / Black
Hawk County, Iowa

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Arkansas Counties, Ark.

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/ Tarrant County, Texas

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Hon. Charles Weed
Commissioner / Cheshire County, N.H.

Hon. Gloria D. Whisenhunt
Commissioner / Forsyth County, N.C.

Hon. Glen Whitley
County Judge / Tarrant County, Texas

Hon. Debbie Wise
County Circuit Clerk / Randolph County, Ark.

Hon. Terry D. Wolf
Commissioner / Washakie County, Wyo.

Hon. Jack Woodrum
Commissioner / Summers County, W.V.

Mr. Edward Zackery
Veterans Service Office Director / Medina
County, Ohio

Hon. James P. Zwetzig
Commissioner / Morgan County, Colo.

NACo FINANCIAL SERVICES CORPORATION

Purpose: The FSC is focused on leveraging the NACo's networks, evaluating emerging market county needs and establishing value based solutions that can be applied nationwide.

Vision: Healthy, vibrant, and safe counties across the United States

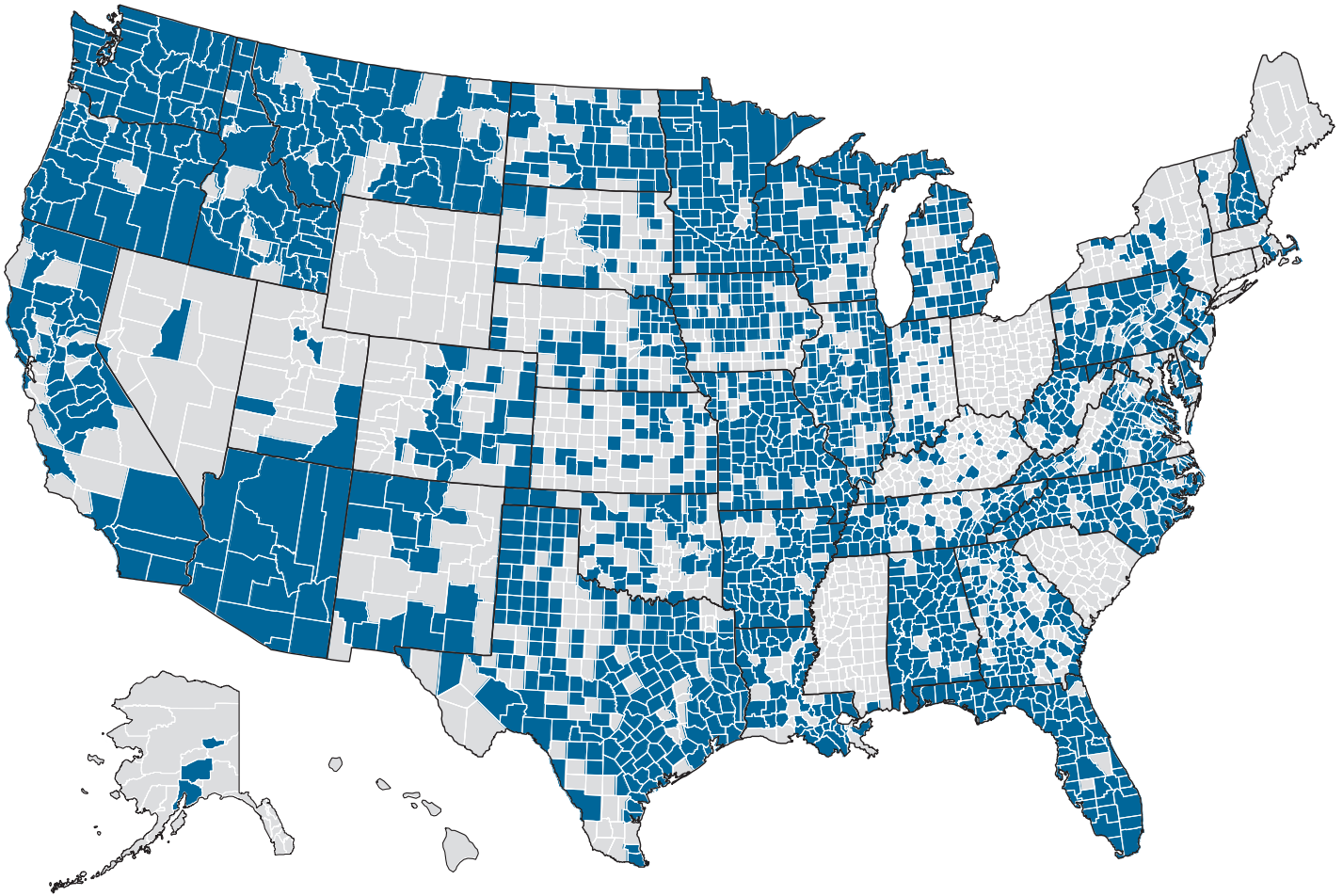
Mission: Deliver sustainable, cost-saving, and value-added solutions to public entities



NACo FSC PROGRAMS



NACo DEFERRED COMPENSATION PROGRAMS

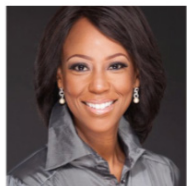


● **Participating:** 1,820 • 59.3%

○ **Not Participating:** 1,249 • 40.7%

**As of 06/20/2018*

NACo FSC BOARD OF DIRECTOR BIOS



Chair, Maya Rockeymoore-Cummings, Ph.D. is the Founder, President and CEO of Global Policy Solutions LLC, a social change strategy firm, and the Center for Global Policy Solutions, a nonprofit think and action organization. Dr. Maya Rockeymoore is dedicated to making policy work for people and their environments. With more than twenty years of experience in the government, not for profit, and business sectors, Dr. Rockeymoore has served as the vice president of research and programs at the Congressional Black Caucus

Foundation (CBCF), senior resident scholar at the National Urban League, chief of staff to Congressman Charles Rangel (D-NY), professional staff on the House Ways and Means Committee, and as a CBCF legislative fellow in the office of Congressman Melvin Watt (D-NC) among other positions. Dr. Rockeymoore can also be credited for directing successful research and advocacy strategies for an array of nonprofit, philanthropic, academic and corporate clients.



Vice Chair, Hon. Chris Rodgers was first elected as Douglas County Commissioner in 2004 and reelected in 2008. Rodgers has been active in NACo since 2005 and is one of NACo's past presidents. He has served in various leadership positions, including chair of NACo's Finance Committee and vice chair of the Justice and Public Safety Steering Committee. Rodgers also has served as a member of NACo's Financial Services Center Advisory Committee, the Financial Services Corporation Board of Directors, and the Large Urban County Caucus.

In Douglas County, Rodgers' priorities include improving the local public health system, strengthening community corrections programs, and reforming the juvenile justice system. He is a past chair of the Board of Commissioners, and serves as chair of its Child and Youth Services Committee. He is a member of the County Board of Health and the appointed county commissioner representative on the Nebraska Juvenile Justice Coalition. Rodgers is director of community and government relations for Creighton University and previously worked as a senior community service associate at the University of Nebraska at Omaha and director of its Transportation Project. In addition, he served as an assistant to Omaha Mayor Mike Fahey and as an elected member of the Metropolitan Community College Board of Governors.



Hon. Mary Ann Borgeson was first elected to the Douglas County Board of Commissioners in 1994. She was re-elected to her 6th term in 2014.

In 1997, Borgeson was the first woman elected to serve as chairwoman of the Douglas County Board and has served in this capacity numerous years. She currently serves on the Board of Directors for both Nebraska Association of County Officials (NACO) and was elected as 2nd Vice President to the National Association of Counties (NACo). Borgeson is the first Nebraska female elected to this national position.

Borgeson has served as Chair of the NACo Health Services and Cyber Security Committees and Vice Chair of Large Urban County Caucus, Healthy Counties, Health Services Committee, and a Member of the International Economic Development, Arts and Culture, Membership, and Programs and Services Committees. Commissioner Borgeson is past president of Women of NACo.



Matthew D. Chase has served as CEO/Executive Director of the National Association of Counties (NACo) since September 2012. Previously, Matt served nearly a decade as executive director of the National Association of Development Organizations (NADO), representing local government-based regional planning and development organizations. Prior to becoming NADO's executive director, he was the organization's deputy executive director and legislative affairs director. He began his career with the Professional Managers Association, serving as membership services director and chief operating officer.

He is a graduate of Hartwick College in Otsego County, New York, and holds a master's degree in political management from The George Washington University in Washington, D.C. He currently serves on the board of advisors for GW's Graduate School of Political Management and the board of directors for Vets' Community Connections. He was recently selected as a new Fellow for the National Academy of Public Administration.



Lew Cramer currently serves as a CEO at Colliers International. Lew was formerly the CEO of Coldwell Banker Commercial Advisors (CBC Advisors), which was the largest commercial real estate company headquartered in the Intermountain West and the top performing Coldwell Banker Commercial operation globally. Governor Gary Herbert also recently appointed Lew as a Utah Transportation Commissioner.

Previously, Lew served as founding CEO of World Trade Center Utah. Lew's vision and efforts helped position Utah as the only state in the nation with positive export growth every year for the past decade, including over \$19 billion of merchandise exports in 2012.

Lew served in the Reagan and first Bush administrations as the subcabinet officer responsible for U.S. international trade promotion, including leading 1400 commercial officers at 100 embassies and consulates worldwide as Director General of the U.S. Commercial Service. He later spent many years helping develop the first cellular and cable telephone projects in Asia, Europe and the former USSR. For several years Mr. Cramer taught at the business schools of the University of Southern California and Georgetown University. He practiced corporate law in both Silicon Valley and Los Angeles after graduating from the charter class of BYU law school.



Steve Juarez is Deputy for Economic Development and Higher Education Policy in the Office of California State Treasurer John Chiang.

Prior to his appointment in October of 2016, Juarez was Associate Vice President and Director of State Government Relations for the University of California, where he was responsible for all policy matters affecting the University that come before the California Executive Branch and Legislature. In addition, he has held positions as Executive Director of JPMorgan's Public Finance Division; Director of Financial Management for the J. Paul Getty Trust; Assistant Vice Chancellor for Government & Community Relations at UCLA and Chief Legislative Representative for the County of Los Angeles in Sacramento.



Mark O'Connell serves as WCA Executive Director and has been with the Association since 1989. Mark is president of WCA Services, Inc., serves as an executive officer of the Wisconsin Higher Education Business Roundtable, is Vice President of Competitive Wisconsin and was a principal in the Wisconsin Way effort. He serves on several state boards and commissions including the UW Colleges and UW-Extension Board of Visitors, of which he is president. Previously, he worked for the State of Wisconsin in the Department of Administration, Department of Natural Resources, and Legislative Audit Bureau. He has a bachelor's degree from the University of Wisconsin-La Crosse and a master's degree from the University of Wisconsin.



Shelby Scharbach, CPA, CGFM, holds a Bachelor's Degree in Accounting and a Master's Degree in Public Administration. Ms. Scharbach joined the Maricopa County Department of Finance in 1993, served as Deputy Finance Director from 2000-2008, was appointed Chief Financial Officer in 2009, and is currently an Assistant County Manager. Ms. Scharbach also has five years audit experience from her tenure with the Arizona State Auditor General's Office. Currently, she serves on the National Association of Counties Financial Services Board. She is Chair of the Maricopa County Deferred Compensation Committee, President of the Maricopa County Public Finance Corporation, and serves on the Board of Directors for the International Genomics Consortium. She also serves as Executive Director of the Maricopa County Industrial Development Authority.



Hon. Judge Glen Whitley graduated from Grand Prairie High School, earned an accounting degree from the University of Texas at Arlington and served in the U.S. Naval Reserve. In 1983, he co-founded the accounting firm Whitley Penn with offices now in Fort Worth, Dallas and Houston. He was elected a Tarrant County Commissioner in 1996 and Tarrant County Judge in 2006.

Judge Whitley is a past president of the National Association of Counties and of the North Central Texas Council of Governments, organizations that help local government develop policy, recognize regional opportunities and make joint decisions. Judge Whitley is a past chairman of the Regional Transportation Council, the Texas Conference of Urban Counties, and the Public Employee Benefits Cooperative, which manages public employee and retiree benefits. He is a member of the national Government Accounting Standards Advisory Council, which advises the Government Accounting Standards Board on pensions and other post-employment benefits. Judge Whitley also serves as a member of the University of North Texas System Board of Regents.



NATIONAL COUNCIL
of COUNTY ASSOCIATION
EXECUTIVES



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P 202.393.6226 • WWW.NACo.ORG

Matt Chase
mchase@naco.org
Executive Director
(202) 393-6226

Deborah Cox
dcox@naco.org
Deputy Executive Director
Director of Government Affairs
(202) 393-6226