Overview

- Purpose, Process and Context
- Visioning and Evaluation Framework
- Burning Imperatives
- NCCAE Member Engagement and Feedback
ONE NACo Strategic Blueprint: Purpose, Process and Context
Shared Vision with Seamless Pursuit of Mission

- Refresh vision, mission, values and goals
- Identify and pursue key priorities and opportunities
- Align resources and staff to implement strategies & tactics
- Engage board, members, staff and partners
- Establish benchmarks and measure progress

DRAFT for DISCUSSION
Context for New Blueprint

Federal

- $16 trillion debt and $1+ trillion annual deficits
- Enacted 70% of Simpson-Bowles cuts in discretionary spending
- *Sequestration, Fiscal Cliff and Grand Bargain* – Medicaid, other social services entitlements, and tax reform-including tax-exempt bonds-still on the table
- FY13 budget CR until late March 2013; MAP-21 back in 18 months; Farm Bill stalled

State

- Uneven economic growth / unemployment
- Complexities of Obamacare implementation, including state exchanges
- One party vs. split control of executive and legislative branches
- Unfunded and underfunded federal mandates
- Pension and health costs for employees
Context for New Blueprint

- 1790: Debt Paid Off 0.0% of GDP
- Civil War & Reconstruction 33.0% of GDP
- World War I Victory 35.0% of GDP
- Great Depression 40.0% of GDP
- World War II Victory Debt hits 108.7% of GDP
- Today's Debt 74.2% of GDP
- Projected Debt in 2050
Context for New Blueprint

Health Care Spending

Social Security

Discretionary Spending (Defense and Non-Defense)

Other Mandatory Programs

Sources: Congressional Budget Office’s Alternative Fiscal Scenario (January 2012), additionally assuming that troops overseas decline to 45,000 by 2015; Bipartisan Policy Center extrapolations

WWW.BIPARTISANPOLICY.ORG
Context for New Blueprint

![Graph showing the percentage of GDP for Entitlements (Medicare, Medicaid, and Social Security) and Defense spending from 1965 to 2012. In 1976, entitlement spending exceeded defense spending for the first time. In 2012, entitlement spending was 9.7% of GDP, while defense spending was 4.5% of GDP.](image)
Context for New Blueprint

PERCENTAGE OF FY2012 SPENDING

Entitlement Programs 62%

Medicare, Medicaid, and Other Health Care 22%
Social Security 21%
Welfare Programs and Other Entitlements 19%
All Other Spending 8%

National Defense 19%
Net Interest 6%
Education 4%
Foreign Affairs 1%

Source: Office of Management and Budget.
County

- Closest to the people so at the bottom of the hill
- Federal and state budget cuts result in increased local mandates
- State caps on local property taxes and other local revenue sources
- Downturn in housing prices and overall economy
- Increased public safety, infrastructure and health costs
- Rising pension and healthcare costs for employees
- Turnover of local elected officials; Staff cuts and retirements
Framing of Urgency: Traits Needed to be Relevant

- Pro-active solutions: policies, programs and practices
- Status quo isn’t an option; *Lead change or be led*
- Know *politics*, understand *process* and tout *performance*
- Engage biz leaders, media and public in telling our story
- Communicate *NOW* with WH & U.S. House and Senate
- Build and expand *effective* coalitions immediately
ONE NACo Strategic Blueprint: Visioning and Evaluation Framework
Evaluating Priorities and Landscape

1. 60-Day Executive Director Transition
2. Directors and Managers Retreat *(or Advance)*
3. National Council of County Assn. Executives
4. WIR, LUCC, RAC and Committees
5. Board of Directors December Board Meeting
6. Membership, Affiliate and Stakeholder Outreach

PLUS, Staff, Funder and Partner Engagement!
ADVOCACY

EDUCATION

RESEARCH

NETWORKING

Performance Measurements

Foundation of the 5 R's

- RELATIONSHIPS - Internal and external
- RESEARCH - Facts and figures
- RESOURCES - Financial, human and intellectual
- RESPONSIVENESS - Speed of 24/7 world (with quality)
- RESULTS - Tangible and intangible benefits and outcomes
ONE NACo Strategic Blueprint: Burning Imperatives
Burning Imperatives

- Enhance relevancy in federal policy arena
- Fix cracks in NACo’s financial foundation, both long-term structural and immediate annual projected shortfalls
- Expand and evolve membership services, including cost savings programs, county solutions, and training and peer exchanges
- Engage the board, committees, membership and partners, especially state associations and affiliates
- Communicate in a more compelling and timely manner
- Breakdown internal NACo management and staff silos
Burning Imperatives – Federal Policy Agenda

- Enhance relevancy in federal policy arena
  - Engage more aggressively in federal fiscal cliff debate
  - Develop and implement updated advocacy game plan for grassroots, NACo board and staff, media and coalitions
  - Establish message and research priorities to support agenda
  - Reconnect with WH and Hill leadership on regular basis
  - Conduct outreach to 90+ new House and Senate members
  - Roll out timely legislative blog and new weekly ePublication
  - Host regular calls with members, NCCAE, affiliates & others
Burning Imperatives – Public Affairs

- Grow membership and increase levels of membership intensity
  - Improve data profiles of counties to micro-target interests
  - Expand benefits and services for members only
  - Engage more members (including NextGen) in activities

- Enhance social media and new media communication tools
  - Develop new tools to communicate in more timely and compelling manner with membership and stakeholders

- Align County News, new ePub and research with policy agenda
  - Expand “human interest” impact of county services and roles
  - Merge Leg Bulletin and eNews, with new online blog and site

- Share and highlight the innovations and successes of counties
  - Educate internal and external stakeholders about counties
ONE NACo Strategic Blueprint

Burning Imperatives—County Solutions and Innovations

- **Major annual conferences**
  - Tailor content and format to focus on county innovations, problem solving, and interactive peer exchanges
  - Develop ideas to increase member and partner participation

- **Research**
  - Develop internal and external capacity, including idea pipeline
  - Explore *New Counties Landscape Commission / Counties 2.0*

- **Capacity building and special initiatives**
  - Expand health, smart justice, green govt, and cyber security
  - Explore new and evolve practice areas for economic competitiveness and resiliency, county leadership skills, etc.

- **Organizational & professional development tools and resources**

- Develop sustainable fundraising strategy to implement blueprint
ONE NACo Strategic Blueprint

Research
Expand and Develop Expertise in Key Practice Areas

- HEALTH AND SOCIAL SERVICES
- JUSTICE AND PUBLIC SAFETY
- ECONOMIC AND COMMUNITY DEVELOPMENT, INCLUDING INFRASTRUCTURE AND WORKFORCE
- GOVERNANCE AND OPERATIONS
Burning Imperatives – Financial Services Corp.

- Strengthen partnerships with NCCAE and state associations
- Enhance partnership with Nationwide Retirement Solutions
- Solidify partnerships and expand services with U.S. Communities
- Explore new opportunities in public sector retirement, health, IT, procurement, and financial services
- Explore and develop new business opportunities, including county-to-county consulting services
General Recap

- Determine and pursue key federal policy goals; *BUT, also ...*

- **Develop strategies and tactics** to advance policy priorities
  - Map key grassroots connections with key federal officials
  - Identify and produce research to support goals (data, maps and facts)
  - Target *and tailor* outreach and messages to key decision makers
  - Implement media strategy tied to policy goals

- **Enhance county capacity building activities** to support implementation of key policies, programs and practices at national, state and local levels

- Pursue cost saving and innovation services for members
Building Blocks for NACo's Strategic Blueprint

VISION, MISSION, VALUES AND OBJECTIVES

1. STRATEGIES
2. TACTICS
3. PERFORMANCE
Vision

Healthy, vibrant, safe, and fiscally resilient counties across the United States.

"Vision is all about what is possible.

Mission is what it takes to achieve the dream!"
The National Association of Counties (NACo) assists America's counties in pursuing excellence in public service by advancing sound public policies, promoting peer learning and accountability, fostering intergovernmental and public-private collaboration, and providing value-added services to save counties and taxpayers money.

Founded in 1935, NACo provides the elected and appointed leaders from the nation's 3,068 counties with the knowledge, skills, and tools necessary to provide fiscally responsible, quality-driven, and results-oriented policies and services for healthy, vibrant, safe, and fiscally resilient counties.
Six Priority Goals

1. **Empower county leaders** with new skills, resources and ideas
   
2. **Promote sound public policies** that advance the interests of counties
   
3. **Assist counties** with first-class, cost-effective services for businesses, civic groups and residents
   
4. **Provide timely, informative and value-added data, knowledge and programs**
   
5. **Enhance the public's understanding** of county government
   
6. **Exercise sound stewardship and management** of NACo's financial, intellectual and human resources
NACo Membership
as of December, 2012

Map showing membership status of counties in the United States, with different colors representing members, nonmembers, and governments with non-county functions.
Conference Trends and Data

2012 Legislative Conference Attendees

Map showing the distribution of conference attendees across the United States, with blue dots indicating members and red dots indicating non-members.
Linking Data to Policy Agenda

2012 State Criminal Alien Assistance Program (SCAAP) Funding
Use technology and new media to demonstrate roles and impact of counties

http://health.maps.arcgis.com/apps/OnePane/basicviewer/index.html?appid=6b8edfa111534b84bd8c65486539f837
Presidential and Special Initiatives

Healthy Counties
Veterans Task Force
Next Generation NACo
Cyber for Counties

Counties Work
IT Summit
Smart Justice

Nationwide Retirement Solutions
U.S. Communities
Green Government

Prescription Drug and Dental Discount Cards
County Leadership Institute

Assisting America’s Counties in Achieving Excellence in Public Service
Emerging Practice Areas

Economic Innovation and Competitiveness Initiative

Disaster Preparedness and Resiliency
2013 Major Conferences

2013 Legislative Conference
- March 2-6, 2013 * Washington, D.C.
- Learn about key federal policy issues
- Network with Administration and Congress officials

2013 NACo Annual Conference
- July 19-22, 2013 * Tarrant County, Texas
- Network with your peers
- Explore new innovations, trends and emerging practices in county government
Burning Imperatives

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NCCAE Engagement

• NACo Strategic Blueprint: Preparing America’s County Leaders for Excellence in Public Service
  • New strategic visioning and goal setting process for NACo
  • Significant board, membership, and stakeholder engagement
  • Launching the initiative at December 2012 board meeting

• Members own the association so ask questions and give us your feedback!

• Thank you for your service and leadership
NACo was named one of nine remarkable associations in the United States after a four-year study conducted by the American Society of Association Executives and The Center for Association Leadership because of its commitment to members and purpose.