

NATIONAL
ASSOCIATION
of COUNTIES

NACo



MEMBERSHIP BENEFITS GUIDE



NATIONAL
ASSOCIATION
OF COUNTIES

REFERENCE
FOR NACo
MEMBERS



Welcome to the National Association of Counties

Dear NACo Member,

Welcome to NACo, the only national organization that represents county governments. The NACo President, the officers, Board of Directors and staff thank you for your support and participation in the association. You have joined an exclusive group of nearly 2,300 county, borough and parish members nationwide.

Our mission is to assist America's counties in pursuing excellence in public service. We are committed to providing you with first class programs and services.

The best way to take full advantage and receive the most value from your membership is to become involved. Join a steering committee that focuses on an issue that is important to you. Attend our conferences where you learn about ideas and information and also network with other county officials who are dealing with the same problems you face. Receive current information on legislation and county issues through County News and County News Now.

NACo also offers programs to help your residents, assist your employees and enable you to cut costs that will make it easier for you to balance the budget.

This benefits guide provides you with information about all of these programs and much more. I urge you to read it and then share it with other officials and staff in your county. It is a valuable reference, and I encourage you to use it to become an active member of NACo.

NACo's Vision is: "Achieve healthy, vibrant and safe counties across America." The best way to achieve this vision is for you and other county officials to be actively involved in the association. Make your commitment today.

If you have questions or need more information about a program, please do not hesitate to contact us. I look forward to working with you and having a long, mutually beneficial partnership with your county.

Best regards,



Matthew D. Chase
Executive Director



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OVERVIEW

National Association of Counties (NACo)

The National Association of Counties (NACo) unites America's 3,069 county governments. Founded in 1935, NACo brings county officials together to advocate with a collective voice on national policy, exchange ideas and build new leadership skills, pursue transformational county solutions, enrich the public's understanding of county government and exercise exemplary leadership in public service.

Founded in 1935, NACo provides the elected and appointed leaders from the nation's 3,069 counties with the knowledge, skills and tools necessary to advance fiscally responsible, quality-driven and results-oriented policies and services to build healthy, vibrant, safe and fiscally resilient counties. NACo is the only national organization that represents county governments in the United States.

Headquartered on Capitol Hill in Washington, D.C., NACo is a full-service association offering a wide range of products and services geared to address the needs of elected and appointed county leaders. In August 2006, NACo was named one of nine remarkable associations in the United States by the American Society of Association Executives and The Center for Association Leadership because of our commitment to members and purpose.

NACo's dedicated and skilled staff comprise the following departments: Executive Management, Legislative Affairs, Public Affairs, County Solutions and Innovations, Research, Financial Services Corporation and Finance and Administration.

NACo is involved in a number of issues and special projects that deal with homeland security, transportation, energy and environmental management, economic development, public safety, health services, workforce development, drug abuse, access to health care, criminal justice, and more.

NACo understands the importance of strong public-private partnerships and is committed to assisting counties and businesses explore new, innovative ways of working together. Through the NACo Financial Services Corporation, NACo offers county employees a way to save for retirement, cooperative purchasing and county reinsurance programs. In addition, businesses can participate through NACo's Premier Corporate Membership Program and through sponsorship opportunities.

County officials and their staffs also participate through NACo's 25 affiliates. These organizations are composed of officials who share similar responsibilities, interests or knowledge areas. To keep county officials informed, NACo publishes a biweekly newspaper, *County News*, which has a print version with a circulation of 38,000 and an online version. Both focus on issues and actions that affect counties in Washington, D.C. and throughout the country.

NACo's steering committees, whose members include county officials from every region of the country, are charged on an annual basis with evaluating issues and policies. Their policy development process leads to the publication of the *American County Platform*, which NACo uses as a guide to deliver county government's message to the Administration, Congress and the American public.



NACo's value is priceless. CDBG grants that NACo has lobbied for have brought significant funding to Marion over the last 15 years. The training received from NACo has left me better equipped to serve my people back home. Without NACo, Marion County would be a lot less productive than we are now."



– Calvin Newsom
SUPERVISOR, MARION COUNTY, MISS.

NACo Structure

NACo's governance structure includes a Board of Directors, officers and Executive Committee, standing committees, and steering committees. Each body serves important administrative and policy-related functions. The Board of Directors meets four times a year at the Legislative Conference, Western Interstate Region Conference and the Annual Conference: County Solutions and Idea Marketplace, as well as at a Fall meeting. Policy, budget and administrative issues are discussed and decided at these meetings.

BOARD OF DIRECTORS

NACo's Board of Directors comprises elected and appointed county officials from active member counties who are nominated by their state associations or affiliates or appointed by the NACo president at the Annual Conference and elected by the NACo membership. The board is composed of:

- state association representatives
- affiliate representatives
- officers
- regional representatives
- the Large Urban County Caucus chair, Rural Action Caucus chair and Western Interstate Region chair
- presidential at-large appointments, and
- past presidents currently serving as elected officials.

The role of the Board of Directors is to supervise, manage and control the business and property of the association; determine NACo's objectives as identified by its members; and to monitor NACo's success in fulfilling its mission.

OFFICERS OF THE ASSOCIATION

NACo has four officers. The officers of the association are elected officials of active member counties. Each officer is elected at the Annual Conference by those members qualified to vote under Article XII of the NACo Bylaws. The four officers are president, first vice president, second vice president and immediate past president.

The role of the officers is to exercise all powers of authority as granted by the Board of Directors and to be responsible for the assets and affairs of the association.

2015-2016 NACo Officers

- President Sallie Clark, Commissioner, El Paso County, Colo.
- First Vice President Bryan Desloge, Commissioner, Leon County, Fla.
- Second Vice President Roy Charles Brooks, Commissioner, Tarrant County, Texas
- Immediate Past President Riki Hokama, Council Member, Maui County, Hawaii

PRESIDENTIAL APPOINTMENT PROCESS

The NACo president makes the following appointments to serve during his/her presidential year:

- steering committee leadership - chair, vice chairs, subcommittee chairs and subcommittee vice chairs on ten steering committees
- Rural Action Caucus and Large Urban County Caucus - chairs, vice chairs and members
- at-large appointments to the Board of Directors - ten appointments to add balance with respect to any inequities between urban and rural, gender, geography and minority representation
- standing committees - chairs, vice chairs and members as appropriate and in accordance with NACo bylaws, and
- ad hoc committees - chairs, vice chairs and members in accordance with NACo and/or committee bylaws..

NOTE: State associations of counties are responsible for nominating the general steering committee membership. The NACo president only appoints the steering committee leadership.

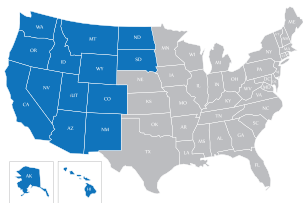
The Presidential Appointments Application Form is to be completed by anyone who wants to be considered for a leadership or committee appointment. The application form is available online at NACo's website by May 1st each year.

NACo REGIONAL REPRESENTATIVES

There are four NACo regions: West, Central, South and Northeast. Each region has a representative who has a seat on the NACo Board of Directors.

Each regional caucus is chaired by the elected regional representative from that region. Each regional representative serves for two years and there are no limits on how many terms he/she may serve, but he/she must be from a NACo member county. Each state is allowed only one vote during each regional representative election.

● West Region



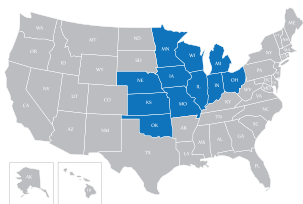
15 states: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming.

Regional representative: Hon. Tim Josi, Commissioner, Tillamook County, Ore.

2010 population: 73,432,324

NACo member counties: 544

● Central Region



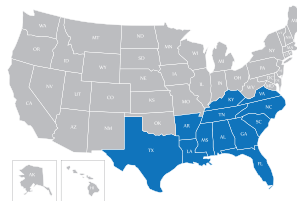
11 states: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Oklahoma and Wisconsin.

Regional representative: Hon. Cindy Bobbitt, Commissioner, Grant County, Okla.

2010 population: 69,191,581

NACo member counties: 679

● South Region



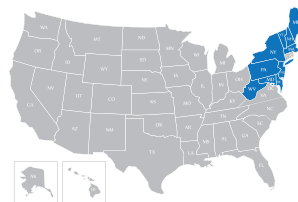
12 states: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas and Virginia.

Regional representative: Hon. Merceria Ludgood, Commissioner, Mobile County, Ala.

2010 population: 101,678,190

NACo member counties: 862

● Northeast Region



10 states (including D.C.): Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Vermont and West Virginia

Regional representative: Hon. Christian Leinbach, Commission Chair, Berks County, Pa.

2010 population: 59,816,779

NACo member counties: 195

Note: Connecticut and Rhode Island would also be a part of the Northeast Region, but do not have functioning county government.

Each representative is responsible for sharing NACo information with his/her region, which may include NACo programs, membership services and opportunities, current legislative/advocacy information relative to his/her region, and the importance of NACo membership.

For more information about the Board of Directors, the officers, the presidential appointment process or committee structure:

Jamie Richards

Executive Assistant

jrichards@naco.org | 202.942.4258

NACo Committees

BOARD ELECTED COMMITTEE

Audit Committee

The Audit Committee is elected by the Board of Directors from its membership. It consists of five members. The term of office is three years with at least one member being elected each year. The committee assists the Board of Directors in ensuring:

- integrity of the financial statements through quarterly and annual review
- compliance with legal and regulatory requirements
- independent auditors' qualifications, independence and performance, and
- internal auditor's qualifications and performance.

STANDING COMMITTEES



Finance Committee — The Finance Committee consists of 13 persons from active member counties who serve staggered three-year terms. The first vice president of NACo serves as the chair.

The committee works at the direction and request of the NACo officers and prepares reports discussing financial policy and its implications for the officers' deliberation.



Programs and Services Committee — The Programs and Services Committee consists of not more than 27 members from active member counties who

serve three-year terms. The committee works at the direction and request of the NACo officers and prepares reports and recommendations about the need for and effectiveness of new or existing association member programs and services for the officers' deliberation.



Information Technology Committee

— The Information Technology Committee consists of not more than 25 members from active member

counties. The committee works at the direction and request of the NACo officers and provides concept, quality control and policy advice regarding information technology training, education and research activities for the officers' deliberation.

In addition, the Information Technology Committee hosts one-day technology summits in conjunction with the NACo Legislative Conference and Annual Conference to educate elected officials on pressing technology and innovation issues.



Membership Committee — The

Membership Committee consists of at least one person from each state that has active member counties. Members of NACo and state associations of

counties' staff members are eligible to serve on this committee. The committee works at the direction and request of the NACo officers to help retain and recruit members of NACo and to develop programs and services designed to increase membership.



POLICY STEERING COMMITTEES

Every spring, NACo calls for steering committee nominations through the state associations of counties. Nomination forms are sent to the state associations, along with a list of the current steering committee members from their state and a sample announcement they may use to notify their membership about the process and the deadlines for submitting nominations.

Approximately one month before the NACo Annual Conference, county officials must submit their completed nomination forms to their state associations of counties. Affiliate nominations to steering committees must also follow the same process. Applicants are urged to mark their first and second choices of steering committees on the nomination form.

NACo will make every effort to accommodate the nominee's first choice of steering committee assignments. NACo will consider the state and regional balance on the steering committees and ensure that, at a minimum, the membership of each steering committee is at least two-thirds elected county officials. Only eight county officials from a state may be appointed to any one steering committee and no more than two persons from a county may serve on any one steering committee.

Committee appointees will serve on the committee for one year and cannot serve on more than one steering committee during that year. As with any other NACo

member, however, the appointee is welcome to attend any other steering committee meeting to learn about its issues.

Prior to the mailing of the appointment letters, the NACo staff will review the new steering committee rosters to ensure that there is geographic and demographic diversity within each committee and that the above guidelines for membership by a state or county are followed.

Once appointments are finalized, the NACo president will send each appointee a letter confirming his/her appointment to a steering committee and a fact sheet outlining the roles and responsibilities of a committee member.

Steering Committee Roles and Responsibilities

Each policy steering committee has members who are nominated by state associations of counties, parishes or boroughs and appointed by the NACo president for one year. The committee leadership are appointed by the NACo president for one year. At least two-thirds of the members of each steering committee must be elected officials. Steering committees are responsible for studying issues, recommending new policy positions and carrying out the American County Platform.

Committees review problems facing counties, identify areas of concern and make suggestions for federal, state and county involvement. These committees build county and state support for recommended revisions



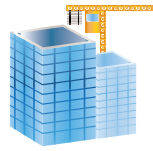
in federal rules and regulations and assist in building state association participation in policy formulation and implementation processes. Committees also advise the NACo Board on priorities, strategies and tactics involving federal legislation, rules and regulations, and they participate in special rallies, conferences and meetings of the association to advance the objectives of the committee.

Platform amendments and resolutions from member counties are submitted to the appropriate steering committee for review and recommendation. At least one NACo staff member is assigned to each steering committee to work with the committee chair in arranging meetings and determining agendas. Each steering committee reviews legislation and issues within its jurisdiction. Committees usually meet at the Annual and Legislative Conferences with conference calls and webinars in between. In many cases, informal arrangements are made for joint consideration of certain issues.

The 10 steering committees are:



Agriculture & Rural Affairs — All matters pertaining to legislation affecting the economy of agricultural counties, rural development programs, and conservation and environmental programs affecting agriculture. In addition, the committee is responsible for oversight of platform amendments and resolutions from other steering committees that have a significant impact on rural counties.



Community, Economic & Workforce Development — All matters pertaining to general community development and redevelopment; residential, commercial and industrial development; housing programs; public works; and economic development.



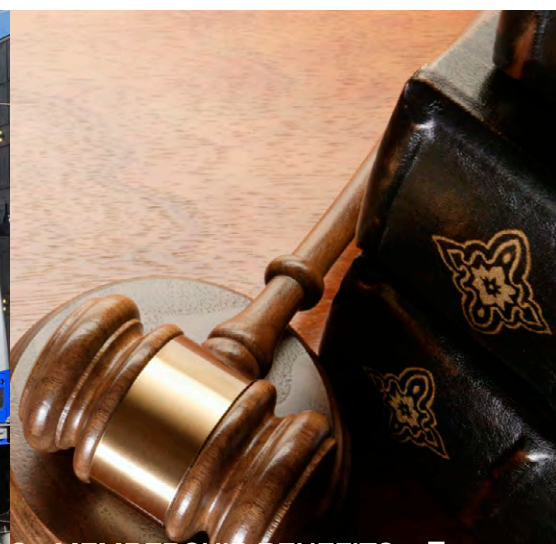
Environment, Energy & Land Use — All matters pertaining to air, water and noise pollution control; solid and hazardous waste management and disposal; and the preservation and proper utilization of water resources, energy and the use of land resources including comprehensive planning.



Finance, Pensions & Intergovernmental Affairs — All matters pertaining to the financial resources of counties, fiscal management, federal assistance, pensions, municipal borrowing, county revenues, elections, federal budget, federal tax reform and Native American issues.



Health — All matters pertaining to health care delivery and financing, including indigent care, health care for the uninsured, Medicaid, Medicare, mental health, substance abuse and developmental disabilities.





Human Services & Education —

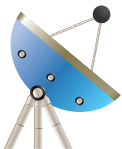
All matters pertaining to income maintenance, older Americans, child welfare, child care, food stamps, education, low-income energy assistance, immigrants, refugees, domestic violence, administration of county welfare programs, rights of the disabled, de-institutionalization and community action.



Justice & Public Safety — All matters pertaining to criminal justice and public safety systems, including criminal justice planning, law enforcement, courts, corrections, juvenile justice, emergency management and many aspects of homeland security.



Public Lands — All matters relating to federally owned public lands, including federal land management programs to improve forest and rangeland health and reduce the risk of wildland fire, Payment in Lieu of Taxes (PILT), and other revenue sharing programs and addressing “gateway community” issues to maintain community character, quality of life and sustainable economic development.



Telecommunications & Technology

— All matters pertaining to telecommunications and technology policy, including, but not limited to broadband, telecommunications, cellular and other land mobile telecommunications and geospatial data.



Transportation — All matters pertaining to comprehensive transportation planning, highway finance and safety, airport development, public transportation and railroads.

In addition to the 10 policy areas governed by steering committees, there are occasionally issues which impact the jurisdictions of several steering committees. Because these areas are not appropriate for limited consideration, they are often referred to special task forces for broader policy as needed above that offered initially by a single steering committee. These task forces, or other special review bodies like steering committees, report their findings to the Board of Directors and the membership as a whole. Where

permanent policy is required, the policies adopted may be inserted into appropriate locations within the platform. Temporary or other impermanent policies are treated as general resolutions.

NACo Affiliates

NACo affiliate organizations represent departments within the county government structure. There are procedures and criteria in place for completing the application process to become an affiliate, which includes a vote of the membership at the NACo Annual Conference: County Solutions and Idea Marketplace and the completion of a Memorandum of Understanding. Each affiliate may have one representative on the NACo Board of Directors.

IAAO —	International Association of Assessing Officers
IAEM —	International Association of Emergency Managers
IAFC —	International Association of Fire Chiefs
NACA —	National Association of County Administrators
NACAP —	National Association of County Aging Programs
NACBHD —	National Association of County Behavioral Health and Developmental Disability Directors
NACCA —	National Association of County Civil Attorneys
NACCED —	National Association for County, Community & Economic Development
NACCHO —	National Association of County & City Health Officials
NACE —	National Association of County Engineers
NACHFa —	National Association of County Health Facilities
NACHSA —	National Association of County Human Services Administrators
NACIO —	National Association of County Information Officers
NACIRO —	National Association of County Intergovernmental Relation Officials
NACP —	National Association of County Planners
NACPRO —	National Association of County Park & Recreation Officials
NACRC —	National Association of County Recorders, Election Officials & Clerks

NACS –	National Association of County Surveyors
NACCTFO –	National Association of County Collectors, Treasurers & Finance Officers
NACVSO –	National Association of County Veterans Service Officers
NALBOH –	National Association of Local Boards of Health
NAVPLG –	National Association of Volunteer Programs in Local Government
NCCAE –	National Council of County Association Executives
NSA –	National Sheriffs' Association
NWA –	National Workforce Association

NACo AFFILIATED ASSOCIATIONS

NABCO –	National Association of Black County Officials
NAHCO –	National Association of Hispanic County Officials
NCRCO –	National Conference of Republican County Officials
NDCO –	National Democratic County Officials
NOBCO –	National Organization of Black County Officials
WON –	Women of NACo Leadership Network

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For more information about NACo affiliates and services, contact:

Jamie Richards
Executive Assistant
jrichards@naco.org | 202.942.4258

NACo's Premier Corporate Member Program

NACo has a rich history of successful ventures working in conjunction with our corporate partners, and much of the financial health of our organization is due to our entrepreneurial relationships with the private sector. These partnerships have also delivered value at the county level through enhanced knowledge and unique solutions to problems.

The Premier Corporate Member Program is designed to build long-lasting partnerships that provide value to both the counties and the corporate members. This is accomplished by bringing together county officials and corporate representatives to exchange information and build relationships based on an understanding of one another's issues, priorities and timelines.

In addition, Premier Corporate members support NACo through:

- participation in NACo Committees (Information Technology, Telecommunications & Technology, GIS, Healthcare, etc.)
- sponsorship of NACo events and meetings, and
- participation in exhibits and education sessions at the Annual and Legislative Conferences.

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For more information on the NACo Corporate Programs, contact:

Tony Jamison
Business Development Associate
tjamison@naco.org | 202.661.884



NATIONAL ASSOCIATION
OF COUNTIES

Rally on Surface
Transportation
Reauthorization

NACO National Association of Counties

NACo REPRESENTS

NACo Legislative Affairs Department

The NACo Legislative Affairs Department is the center for policy development and advocacy on county issues in Washington, D.C. With our headquarters on Capitol Hill, NACo is the only national organization that represents county governments before Congress and the Administration. We provide members with insight into our legislative and regulatory efforts and information about the policy steering committees and our vital policy development process.

The Legislative Affairs Department also staffs the 10 steering committees which formulate NACo policy positions and our two caucuses, the Large Urban County Caucus and Rural Action Caucus, which help advocate for these positions. The department also provides liaison functions with the Western Interstate Region (WIR).

BENEFITS TO COUNTY GOVERNMENT

- Lobbying on Capitol Hill for county positions on national issues
- Represent county positions before federal agencies and commissions
- Provide members with timely information about legislative and regulatory matters
- Manage an active and grassroots lobbying effort
- Assist in the development of legislative and regulatory policies based on county concerns and needs

- Work within the advocacy community in Washington, D.C. to promote counties and county policy positions on a national scale

For more information about the Legislative Affairs Department or NACo's advocacy or policy process, contact:

Deborah Cox
Legislative Director
dc Cox@naco.org | 202.942.4286

NACo Key Legislative Priorities

The members support federal policies and programs that provide the tools, resources and solutions needed to spur job growth, improve quality of life and increase the economic competitiveness of America's local counties and communities.

The nation's 3,069 county governments provide the essential building blocks to create healthy, vibrant, safe and resilient communities. This includes supporting and maintaining key public infrastructure, transportation and economic development assets; creating and sustaining a skilled workforce to meet the needs of business; promoting public health and public safety to protect our citizens and implementing a broad portfolio of federal, state and local programs in a cost-effective and accountable manner.



NACo is the front line of defense for counties, preventing our federal government from creating laws that can cause county government to provide funding for unfunded mandates. The prescription discount card enables



counties to help citizens afford medication at a reduced cost, decreasing health care cost. No requirements, easy access...and the most politically advantageous action I have ever taken... NACo has a plethora of information that is at your fingertips."

– Marc Hamlin
DISTRICT CLERK, BRAZOS COUNTY, TEXAS



People depend on counties to provide services that protect their homes, schools and neighborhoods. Counties maintain safe roads, bridges, airports and transit systems and ensure that we have clean water and effective wastewater systems. Counties operate our courts and jails, and maintain our parks and recreation programs, libraries and recycling facilities.

Counties provide access to health care, especially for the uninsured and indigent, and serve as the community “safety net” for our children, elderly, disabled, mentally ill and other vulnerable populations. Counties are also instrumental in moving their communities forward by providing the business conditions, critical infrastructure and capital necessary for private industry to flourish.

At a time when federal, state and local budgets have been slashed, counties have had to balance their budgets while continuing to shoulder responsibility for the critical programs and services that people, industry and communities depend upon. Therefore, we urge Congress and the Administration to establish a sustainable path forward for our country by adopting a balanced approach to deficit reduction.

NACo’s Board of Directors, 10 Steering Committees, Large Urban County Caucus (LUCC) and Rural Action Caucus (RAC) have adopted the key priorities listed below which are consistent with our efforts to hold counties harmless while seeking common ground on fiscal responsibility issues and job creation. We will advocate for these and other priorities throughout the year. The issues below are equally important and are not presented in priority order.

PROTECT COUNTIES AGAINST UNFUNDED AND UNDERFUNDED MANDATES

NACo members urge federal policymakers to replace with: Protect the Tax-Exempt Status of Municipal Bonds. NACo supports the preservation of the federal deductibility of local property and income taxes and the tax-exempt status of municipal bonds that provide critical funding for public facilities, infrastructure and development. Provisions like the tax exemption for municipal bond interest have been part of the federal tax code for over 100 years, helping finance more than \$3.7 trillion in public works projects.

PROTECT THE FEDERAL-STATE-LOCAL PARTNERSHIP FOR MEDICAID

NACo supports maintaining the federal-state-local structure for financing and delivering Medicaid services. Counties continue to be concerned about measures that would further shift federal and state Medicaid costs to counties including cuts, caps or block grants.

SUPPORT LONG-TERM TRANSPORTATION FUNDING AND COUNTY PRIORITIES IN MAP-21 REAUTHORIZATION

NACo urges Congress to fix the Highway Trust Fund and pass a multi-year surface transportation bill that supports county roads, bridges and transit systems. Key priorities include allocating more funding for locally owned infrastructure, increasing local decision making authority, expediting project delivery and prioritizing investments that increase safety.

PROTECT COUNTY INTERESTS IN FEDERAL “WATERS OF THE U.S.” RULEMAKING

NACo supports efforts to prevent the redefinition of “waters of the U.S.” that would result in the federal regulation of all public safety ditches. The U.S. Environmental Protection Agency and the U.S. Army Corps of Engineers have proposed to broaden the existing definition; this would increase the number of county owned and maintained public safety infrastructure that would fall under federal permitting authority. NACo has called on the federal government to withdraw the proposal until further analysis has been completed.

SUPPORT COUNTY AUTHORITY TO COLLECT EXISTING SALES TAX

NACo supports legislative to permit the collection of existing sales and use taxes from remote sellers. The issue of taxing remote sales has compounded in recent years due to the extraordinary development of the Internet as a retail marketplace. As a result, state and local governments have lost billions in uncollected sales taxes and Main Street businesses find themselves at a significant competitive disadvantage to various online sellers.

SUPPORT THE PAYMENT IN LIEU OF TAXES (PILT) AND SECURE RURAL SCHOOLS (SRS) PROGRAMS

NACo supports extending full mandatory funding for the Payment in Lieu of Taxes (PILT) program as well as legislative efforts to reform and fund the Secure Rural Schools (SRS) program. PILT compensates counties for tax-exempt federal land within their boundaries, while SRS provides payments to counties to compensate for significant declines in federal revenue sharing due to reduced revenue generating activities within the National Forest System. Even though the federal government does not pay property tax on public land, counties must still provide essential services for their residents and those who visit public lands each year.

Support Comprehensive Immigration Reform
NACo supports comprehensive immigration reform that includes a modernized legal immigration system, establishes a temporary worker program, provides and earned path to citizenship and enhances border security while taking into consideration the financial impacts of immigration on county governments.



Large Urban County Caucus

NACo's Large Urban County Caucus (LUCC) was established in the early 1990's to assist leaders in America's metropolitan counties and to address the challenges that urban counties face.

LUCC counties range from 500,000 residents to 10 million. Nearly half of the nation's population reside and work in these metropolitan counties. Since its inception, LUCC has served as a catalyst for improving the quality of life for residents in urban counties and advocates on the key issues impacting these counties. Each year LUCC hosts an annual legislative fly-in and regional policy meeting to educate members of Congress and share best practices for effective governance. LUCC also hosts a breakfast for urban county elected officials at both the NACo Legislative Conference and Annual Conference.

The caucus leadership and members work with the Administration, Congress and corporate partners to:

- discuss and identify urban challenges
- provide input for the development of national solutions
- advocate for solutions to problems facing large urban counties
- educate policymakers, the media and the public
- create a better understanding of how existing and proposed policies affect urban counties
- establish priority issues and annually adopt a focused, targeted lobbying effort, and
- develop strategies, plans and tools for support of these efforts.

For more information about LUCC, contact:

Paul Beddoe

Deputy Legislative Director

pbeddoe@naco.org | 202.942.4234



Rural Action Caucus

In 1997, NACo commissioned a task force to recommend the development of the Rural Action Caucus (RAC) to become the voice for America's rural counties on Capitol Hill, and with the Administration and federal agencies.

Since that time, RAC has grown into a bi-partisan coalition of rural elected officials throughout the nation. The caucus is a catalyst for improving the quality of life in rural America by identifying rural issues, providing input in developing national programs and policies and advocating for rural-friendly policies in federal agencies and on Capitol Hill.

The caucus is not only the rural advocacy arm of NACo, but also serves as the conduit for technical and programmatic assistance through the NACo County Solutions and Innovations Department. RAC, with the help of NACo's rural membership, continues to strive to improve conditions in rural counties through effective federal advocacy efforts.

The caucus leadership and members work with the Administration, Congress and corporate partners to:

- discuss and identify rural challenges
- provide input for the development of national solutions
- advocate for solutions to problems facing rural counties
- educate policymakers, the media and the public
- create a better understanding of how existing and proposed policies affect rural counties
- establish priority issues and annually adopt a focused, targeted lobbying effort, and
- develop strategies, plans and tools for support of these efforts.

For more information about the Rural Action Caucus, contact:

www.naco.org/ruralcounties

Arthur Scott

Associate Legislative Director

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Western Interstate Region

The Western Interstate Region (WIR) is dedicated to the promotion of Western interests within NACo. These interests include public land issues (use and conservation), community stability, economic development and the promotion of the traditional Western way of life. WIR is made up of counties from the 15 western states with membership funded through the individual state associations.

The WIR has four main strategic goals:

- actively promote responsible land management and environmental policies for the West through greater public participation and collaboration in decision-making, focus on outcomes rather than just programs and recognize the need for a variety of tools beyond regulation
- actively pursue equitable payment for county expenses associated with public lands not subject to tax, including full funding for PILT
- sustain the Western quality of life by working with NACo's RAC to promote rural-friendly policies, provide tools for managing growth, protect existing economic engines and infrastructure and promote new ones, and
- actively promote county officials as "conveners" by providing a catalyst for county and community problem-solving; bring divergent groups together; and court local, state and federal officials as part of the problem-solving process.

WIR holds an annual conference every May.

For more information about the Western Interstate Region, contact:

Chris Marklund

Associate Legislative Director

cmarklund@naco.org | 202.942.4207



NACo SAVES

NACo Saves Counties Money

NACo offers valuable programs and services to counties, county residents, county employees and retirees, often through partnerships with state associations. County residents save money on their prescription medication, health services and dental procedures. County employees benefit from retirement savings plans and financial planning services. Additional programs that offer products and services at the best possible pricing include cooperative purchasing, financing for public and private activities, corporate member programs, compliance services and county reinsurance.

NACo and its affiliates offer the following programs:

PROGRAMS TO HELP COUNTY RESIDENTS

- Live Healthy: U.S. Counties

PROGRAMS TO HELP COUNTY EMPLOYEES

- Deferred Compensation Program
- Post Employment Health Plans
- Defined Contribution Program
- Deferred Compensation Match Program
- Stand-Alone Retirement Plans

PROGRAMS TO HELP COUNTIES SAVE

- U.S. Communities Government Purchasing Alliance—nationally bid cooperative purchasing for all counties
- Public Finance Authority
- County Reinsurance, Limited
- eConnectDirect
- Grants Clearinghouse

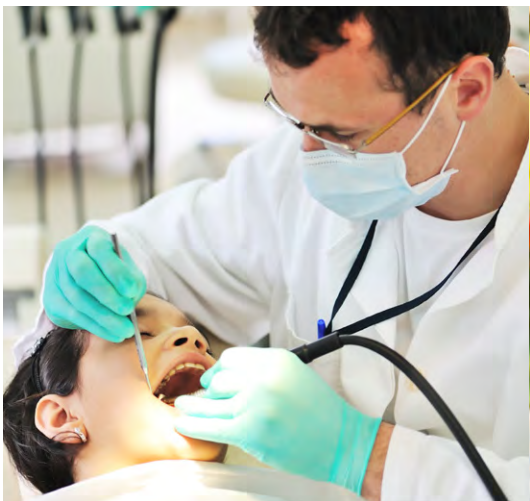
Live Healthy: U.S. Counties

The NACo Live Healthy: U.S. Counties Program provides relief to uninsured and underinsured Americans who face high prescription, health and dental costs. The program is free to NACo member counties and it has been offering real savings to county residents across the country since 2004. These programs are not prescription, health or dental insurance but rather discounts for savings on treatments, procedures and supplies.

The Live Healthy: U.S. Counties Program, which is administered by CVS Caremark, includes discounts on prescriptions, dental care, vision care, LASIK & PRK vision procedures, hearing aids & screenings, prepaid lab work, prepaid diagnostic imaging and diabetic supplies. A resident can begin saving on prescriptions as soon as he/she receives a free prescription discount card. To add additional health or dental services, memberships are available on a monthly or annual subscription basis for both individuals and families and discounts are available immediately upon enrollment.

LIVE HEALTHY: U.S. COUNTIES PROGRAM FEES

NACo	MONTHLY INDV	MONTHLY FAMILY	ANNUAL INDV	ANNUAL FAMILY
 Prescription	Free	Free	Free	Free
 Health	\$6.95	\$8.95	\$69.00	\$79.00
 Dental	\$6.95	\$8.95	\$69.00	\$79.00
 Health + Dental	\$13.90	\$17.90	\$138.00	\$158.00



BENEFITS TO COUNTIES AND THEIR RESIDENTS

- Everyone is accepted
- More than 46 million prescriptions have been filled for residents in 1,400 counties
- Prescription savings of more than \$600 million
- Individual prescription savings of up to 75 percent and overall average savings of 24 percent.
- Savings of 15 – 70% for residents on the additional health services
- No cost to the county for administering the program
- A network of 68,000+ pharmacies nationwide that accept the discount card, including both local pharmacies and national chains
- 54,000 optometrists and 8,000 ophthalmologists accept the health discount card nationally
- Save 15% to 50% on most dental procedures
- 110,000 general dentists and specialists accept the dental card nationally
- A marketing reimbursement fee option can earn the county \$1 every time a resident uses the prescription card to save money

For more information on the Live Healthy U.S. Counties Program, contact:

Andrew Goldschmidt

Director of Membership Marketing
agoldschmidt@naco.org | 202.942.4221

Deferred Compensation Program



NACo, in partnership with Nationwide Retirement Solutions (NRS) and 39 state associations of counties, offers a program that helps county employees save for their retirement through a Section 457 deferred compensation program. The NACo program, through the Defined Contribution and Retirement Advisory Committee, is the only national deferred compensation program that has oversight by a committee of its participants.

NACo's Deferred Compensation Program is the largest supplemental retirement income program available to county employees. More than 345,000 county employees from more than 3,000 county entities currently participate in the program.

The NACo Deferred Compensation Program offers county employees a way to save and invest for their retirement today while postponing the payment of federal (and in many cases, state) income taxes. The program gives county employees the opportunity to voluntarily contribute a portion of their wages to a special account and to direct these contributions to a variety of investment options. The fixed investment option has been judged by independent consultants to offer the best return to participants when compared to competitors' programs. Thus, the program offers county employees a valuable savings alternative that can be used to supplement their retirement income.



The program also gives county governments an additional benefit option to offer to their employees.

EMPLOYEE BENEFITS

- Helps public employees to save for their future at no cost to their employer
- Enables public employees to reduce current taxes
- Institutes a systematic savings program for public employees
- Makes it easy for employees to save through automatic contribution deductions
- Contributions from employees grow on a tax-deferred basis
- Employees are 100% vested in their accounts

BENEFITS TO COUNTIES

- Helps to recruit and retain quality personnel
- Usually less expensive to maintain than defined benefit plans
- Flexibility in program design
- Helps employees plan for their retirement

For more information about the NACo Deferred Compensation Program:

Joel Griffith

Program Manager, NACo FSC

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U.S. Communities Government Purchasing Alliance



The U.S. Communities Government Purchasing Alliance (GPA) provides local government access to nationally bid contracts. These contracts provide significant reductions in price and guaranteed delivery features. Counties use this service as a non-exclusive alternative for purchasing commodities and services. More than 55,000 counties, cities, schools, special districts, nonprofits and higher education institutions are currently registered to use the program.

U.S. Communities utilizes the resources of county and city purchasing directors and agents. Each contract provided through the program is publicly solicited by a lead public agency on behalf of all other local and state agencies in the nation. Each lead public agency takes responsibility for structuring the bid documents, assembling a national team of experts to review responses, documenting the bid tallies and awarding the contract to one or more qualified firms. A master inter-local government agreement provides all public agencies access to each of these contracts. This competitive selection process meets the legal purchasing requirements of most state statutes.

Product lines presently offered under the program include office and school supplies, technology products and services, office furniture, electrical and data communications, maintenance, repair and operations equipment and materials, rental equipment,



NACo has been a wonderful partner. Fairfax County, Virginia, saves over \$1 million dollars a year participating in the U.S. Communities program. NACo has also helped elected officials govern in small and large counties in Virginia.”

– **Gerry Hyland**
SUPERVISOR
FAIRFAX COUNTY, VA.



school classroom furniture, janitorial supplies, park and playground equipment, athletic field turf and installation, elevator service and repair, physical education equipment, office machines and copiers, roofing materials and installation, public safety and disaster recovery solutions, uniforms and service apparel, institutional food and auto parts and supplies.

U.S. Communities has served counties, cities, schools, special districts and all local governments since 1999. U.S. Communities focuses on offering local governments a combination of high value pricing and professional expertise to best accommodate their operational and purchasing needs. This program is sponsored by NACo, the U.S. Conference of Mayors, the National Institute of Governmental Purchasing, the National League of Cities, the Association of School Business Officials International and more than 70 state associations of counties, state leagues of cities, purchasing official associations, and statewide school associations.

BENEFITS TO COUNTIES

- Substantial discounts
- Electronic and volume discounts
- Increased savings
- Smaller governments enjoy the same base discounts as larger entities
- All contracts are non-exclusive
- Electronic marketplace for purchases
- No fee for participating
- Administrative savings through piggybacking on existing contracts
- No delivery fees on most commodities

U.S. COMMUNITIES SUPPLIERS

Facilities Solutions

Cintas • Empire Today • Applied Industrial Technologies
Home Depot • HD Supply • Graybar • Kone
Garland • DBS • Hertz Equipment Rental • SupplyWorks
Trane

Office and School Solutions

Game Time • Independent Stationers • Haworth
Herman Miller • Knoll • Kompan • Virco • Fisher Science
US Games/BSN Sports

Specialty Solutions

ACRO • Alvarez & Marsal • Democracy Live • HotelPlanner
• Premier/ McKesson and AmerisourceBergen •
Safeware-Mallory • Premier/ U.S. Foods • BI Incorporated
• Columbia ParCar • Club Car • Car Quest • Service Wear •

Tradition Energy • TAPCO

Technology Solutions

Insight • Ricoh Savin Lanier • Graybar • Unicom • Kronos •
DLT Solutions

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For more information on the U.S. Communities program, contact:

Sarah Lindsay

Program Manager, NACo Financial Services Corporation
slindsay@naco.org | 202.942.4228

Defined Contribution Program

The NACo Financial Services Center (FSC), Nationwide Retirement Solutions (NRS) and state associations of counties have partnered to provide county employees with Section 401(a) defined contribution retirement programs. These programs allow a county to provide employees with a retirement program that guarantees a specific contribution from the employer each pay period while allowing the employee to manage the investment of those contributions. Defined contribution retirement programs are often used when a county is transitioning from a defined benefit retirement program.

The NACo Defined Contribution Retirement Program includes an option to create a matching funds incentive for deferred compensation. In a match program, the county sets up a 401 (a) account for employees and agrees to contribute a specific amount to this account each year as long as the employee contributes at least a like amount to the deferred compensation program, thus helping county employees save for their own retirement. The program also gives county governments an additional benefit option to offer to their employees.

EMPLOYEE BENEFITS

- Helps public employees save for their retirement
- Enables public employees to reduce current taxes
- Institutes a systematic savings program for public employees
- Automatic contribution deductions make it easy for employees to save
- An employee's account and its earnings grow on a tax-deferred basis
- Employees are 100% vested in their accounts



EMPLOYEE BENEFITS

- Helps to recruit and retain quality personnel
- Usually less expensive to maintain than defined benefit plans
- Employer contributions are not subject to Federal Insurance Contributions Act (FICA)
- Flexibility in program design
- Helps the county manage unfunded liabilities that are more prevalent with defined benefit plans

For more information about the Defined Contribution Retirement Plans, contact:

David Thompson

President and Managing Director, NACo FSC
dthompson@naco.org | 202.942.4240

Public Finance Authority

PFA PUBLIC FINANCE AUTHORITY™

Begun in 2010, the Public Finance Authority (PFA) is a unique governmental entity that can finance tax-exempt conduit bonds for public and private activities that benefit public agencies on a multi-state basis. The PFA presents a new approach to traditional bond finance as the national and streamlined processes it offers will drive down costs of issuance and improve the access of many communities to tax-exempt finance for projects that provide public benefit, contribute to social and economic growth, and improve the overall quality of life in communities throughout the country.

For more information on the Public Finance Authority program, contact:

David Thompson

President and Managing Director, NACo FSC
dthompson@naco.org | 202.942.4240

Post Employment Health Plans

The NACo Financial Services Center (FSC), Nationwide Retirement Solutions (NRS) and state associations of counties, in partnership, provide county employees with a Post Employment Health Plan (PEHP) program. This program allows a county to create a tax-free trust for employees that can be used to pay for health-related costs after the employee retires or leaves employment. Employers can use paid time off, a percentage payroll, or a regular dollar contribution to fund the plans. Employers may offer this benefit to all employees or to employees in similar classifications.

The county does not pay FICA taxes and the employees do not pay income taxes on these funds. The employee may only use these funds to pay for qualified medical costs such as health insurance premiums, hospitalization, prescription drugs and skilled nursing care. Dependents of the employee may also qualify to use the funds. The program also gives county governments an additional benefit to offer to their employees.

PEHP is a viable solution to help counties comply with accounting and reporting requirements (GASB 45) concerning retiree health care liabilities.

BENEFITS TO COUNTIES

- Provides employers with a long term solution to retiree health care
- Creates a tax-free benefit for employees
- Assures health care for employees after they leave employment
- Allows a county to set up early retirement incentives for specific classifications
- Requires a minimum amount of administrative time by the county

For more information on Post Employment Health Plans:

Joel Griffith

Program Manager, NACo FSC
jgriffith@naco.org | 202.942.4238

eConnectDirect®

NACo has partnered with Multi-Bank Securities, Inc. (MBS), endorsing eConnectDirect® as an essential tool for members to manage their fixed-income investment needs. This tool gives county treasurers and finance officers visibility to thousands of fixed-income offerings in a market with little transparency. It arms local government investors with the necessary tools and confidence to select and transact within the fixed-income marketplace. While eConnectDirect® allows investors to be self-sufficient, the service also allows them to work with a licensed MBS account executive in a dynamic, collaborative way by working side-by-side on investment strategies and decisions.

For more information on eConnectDirect, contact:

Joel Griffith

Program Manager, NACo FSC

jgriffith@naco.org | 202.942.4238

County Reinsurance, Limited

County Reinsurance, Limited (CRL) was created in 1997 to serve the self-insured pools of the various state associations of counties. CRL is a captive reinsurance company owned by its members. CRL's state of domicile is Vermont, and has administrative offices in North Carolina. CRL provides property, liability and workers' compensation reinsurance to select state association pools.

For more information on the County Reinsurance, Limited program, contact:

Phil Bell, CPCU, ARM, ARe

philip.bell@countyreinsurance.org | 336-354-4053

The Grants Clearinghouse

The NACo Grants Clearinghouse is a one-stop shop for grants information, featuring up-to-date listings of nearly 1,000 federal, state, corporate and foundation grants available to counties and community-based organizations. The new tool boasts enhanced search features, including the ability to search by category, eligibility, funder type and state, as well as any search word or search term. Each grant entry includes critical information, including a summary, funding history and contact information.

The clearinghouse is powered and continuously maintained by Grants Office, a national grants development services firm that provides federal, state and private foundation funding intelligence and proposal development services to a wide range of public entities, including counties and cities, preK-12 schools, institutions of higher education and hospitals.

For more information on the Grants Clearinghouse, contact:

Coleman Davis

Innovation Coordinator

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NACo PROVIDES

County Solutions & Innovation

The NACo County Solutions & Innovation Department provides information, training and assistance to counties on a wide range of issues in order to increase knowledge, build capacity and foster innovative practices in county programs. This department provides an in-depth look at individual issues that are important for America's counties.

The services available to counties vary by project, but may include workshops, webinars, special educational forums, newsletters, publications, toolkits, access to databases of county policies, programs and best practices and competitively awarded small grants, and individualized technical and consulting assistance.

Topics covered by current projects include:

- disaster preparedness and community resilience
- economic development
- health reform implementation
- public and community health advancement
- rural health
- jail population management
- pipeline safety
- transportation and infrastructure
- wetlands restoration and coastal resources management
- efficient and sustainable government operations
- energy efficiency and renewable energy

For additional information about County Solutions and Innovation, contact:

Dan Gillison

Director of County Solutions and Innovation
dgillison@naco.org | 202.942.4278

Health, Human Services and Justice Programs

HEALTH

NACo's Healthy Counties Initiative was launched in 2011 to enhance public/private partnerships in county health. The initiative is guided by an advisory board comprising health leaders within the NACo membership along with corporate partners representing various health sectors. The advisory board provides input and expertise and is charged with identifying priorities and activities for program implementation.

A new initiative in partnership with the Robert Wood Johnson Foundation will enable NACo to provide expanded outreach to counties regarding the *County Health Rankings*, including a series of community dialogues about advanced community health goals in specific communities.

NACo also maintains efforts to provide members with resources and information to ensure that counties' priorities and concerns are recognized and that any challenges are addressed as health reform implementation continues.

SMART JUSTICE

County governments are a crucial partner in justice and corrections systems. The nation's counties continue to balance public safety with fiscal responsibilities. Local jail population management is an ever-present issue for county officials. NACo's robust programming in the justice area includes information, technical assistance and other services that span across the justice spectrum. Current work includes reentry, supportive housing, indigent defense, criminal justice coordinating councils and jail population management resources.

NACo's Smart Justice efforts aim to build knowledge and capacity for successful justice policies and practices among the nation's counties. Smart Justice projects enhance partnerships among public, private and philanthropic leaders along with national experts to promote safer communities and utilize taxpayer money more effectively and efficiently.

NACo is a partner in a U.S. Department of Justice, Bureau

of Justice Statistics project which will collect data on indigent defense systems across the country. The census will provide expenditure and other data that may help shape policy and assist counties in addressing their indigent defense systems.

Due to strained fiscal environments, state and local governments are seeking ways to balance budgets and reduce costs. Many states are considering or have begun reducing prison populations. NACo is exploring opportunities local governments may have as well as the increased burden and responsibility local jails and corrections experience with this practice.

Jail health care costs are an ever-increasing item for counties. Given that many individuals will be eligible for Medicaid and other coverage in 2014, NACo, with support from the Public Welfare Foundation (PWF), is exploring opportunities and best practices for counties to enroll pretrial populations in health care coverage. On average, two-thirds of a county jail's population is held pretrial. NACo's work with PWF also provides opportunities to address jail population while maintaining public safety.

NACo has started a new partnership with the MacArthur Foundation to assist counties in exploring juvenile justice reforms. Under the the Foundation's Models for Change initiative, NACo will provide information and assistance to county leaders on effective reforms to improve juvenile justice.

For additional information about health and justice programs, contact:

Maeghan Gilmore

Program Director, County Solutions & Innovation
mgilmore@naco.org | 202.942.4261

Technology and Innovation

County governments are highly dependent on technology. County constituents continue to put pressure on county governments to provide services through electronic channels. Consequently, county governments rely increasingly on information technology to help them lower operational costs, make better management decisions and enhance service delivery.

The Office of the Chief Innovation Officer and the County Solutions and Innovation (CSI) division focus on exposing county officials to information technology through education and training as well as providing guidance and identifying county best practices where appropriate.

BENEFITS TO COUNTY GOVERNMENT

- Educate county elected officials on technologies relevant to county government
- Educate county elected officials on technology and innovation best practices
- Form partnerships with IT-specific Premier Corporate Members to demonstrate technology best practices
- Form partnerships with federal, state and local government organizations in support of county interests

COUNTY INNOVATION NETWORK

The County Innovation Network (COIN) is a peer-to-peer knowledge exchange designed by NACo and Solutionize Inc. COIN is available for the use of county and local government leaders, officials and their teams, to make their day-to-day work more efficient and effective through knowledge sharing and collaboration nationally. NACo steers the community direction and governance, and Solutionize developed the service, manages and



evolves it. The partnership has developed usage policies and governance processes that will ensure optimum collaboration and communications, while meeting strict privacy requirements.

COIN provides the following services, which are available only to local government and affiliate organizations' members:

- Information Exchange – this online service allows COIN members to share and access documents like best practices, whitepapers, research, and county documents, e.g. RFI, RFP
- Helping Hands – the online service where COIN members can connect to practitioners in different practice areas who have volunteered to answer questions from members in their areas of expertise
- Community Hot Topics – conversations around key topics of interest starting with: Technology and Innovation; Resilient Counties; Green Government; Smart Justice; Cyber for Counties; Healthy Counties; Large Urban Issues; Rural Issues; Transportation and Infrastructure; Leadership; Veterans and Military Service
- Top of Mind – postings to spark conversations about topics of immediate interest, and
- Groups – members can create groups comprised of members having the same interests and goals to discuss, collaborate and share resources exclusively for the members of the group.

COIN provides additional benefits for NACo members: specifically, access to the NACo App Store and the ability to share knowledge across County membership solutions that have been developed by other NACo members

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For more information about NACo's technology and innovation initiatives, contact:

Bert Jarreau
Chief Innovation Officer
bjarreau@naco.org | 202.942.4248

Community & Economic Development and Transportation & Infrastructure Programs

To help counties implement innovative and effective local programs, NACo provides members with information, training and assistance to engage counties and their multi-sector partners who are bound by a common interest in growing stronger, more competitive, more resilient counties and communities. The Community and Economic Development practice area at NACo supports county leaders seeking to develop and implement creative, innovative, locally driven strategies that will foster economic growth and ensure long-term county resiliency.

As part of NACo President Linda Langston's presidential initiative, Resilient Counties, NACo provides outreach, training and assistance to counties on all aspects of community and economic resilience. Through a partnership with Motorola Solutions Foundation and other supporters, NACo will release additional printed and web-based resources about resiliency issues.

Through a partnership with the U.S. Department of Housing and Urban Development, the National Association of Development Organizations and other entities, NACo is working to expand the capacity of counties and their regional partners in rural areas to implement planning practices that will shape stronger, more resilient and more dynamic communities as part of NACo's *Capacity Building for Sustainable Communities Program*. This initiative focuses on the establishment of a peer exchange network, workshops, and research of model tools and case studies.

NACo and EPA's ENERGY STAR program have a partnership to bring counties energy efficiency tools and resources. Through the *ENERGY STAR Challenge*, counties work to improve the energy performance of their own buildings in addition to leveraging their relationships with other sectors of the community to help spread the energy efficiency message. NACo offers participating counties free assistance in entering their energy use data for all buildings into the cost-free online tool called Portfolio Manager, which allows counties to track and benchmark building energy use.



The NACo *Green Government Initiative* provides comprehensive resources for local governments on all things green, including energy, air quality, transportation, water quality, land use, purchasing and recycling. NACo serves as a catalyst between local governments and the private sector to facilitate green government best practices, products and policies that result in financial and environmental savings. NACo has launched www.naco.org/greencounties as the go-to resource for county governments on this emerging issue area.

Through a partnership with the Ford Foundation, NACo is providing resources and tools to support counties in innovative approaches to economic development. Using the *WealthWorks* framework developed by Ford and other partners, NACo is working with county leaders to advance community prosperity and self-reliance, strengthen existing and emerging sectors and increase jobs and incomes for lower-income residents and firms.

Through the *Digital Coast Partnership*, NACo provides support to coastal counties through training and peer networking to better assist counties in coastal management activities. NACo works with the National Oceanic and Atmospheric Administration's (NOAA) Coastal Services Center and seven other stakeholder organizations to provide data and information resources for anyone working to preserve coastal communities and natural resources. *Digital Coast* is an effective resource enabling county and local stakeholders to promote resilience, build knowledge and capacity, facilitate decision-making, conduct public outreach and education and achieve local natural resource management goals.

NACo provides information and training related to transportation and infrastructure development, including the transportation planning process, freight and goods movement, performance measurement, safety and the connections among land use planning, economic development and transportation planning. Additionally, NACo provides support and information to counties on pipeline development and pipeline safety. Look for a webinar series and factsheet series to be released in 2014.

For more information on community and economic development and/or transportation and infrastructure programs, contact:

Kathy Nothstine
Program Director
knothstine@naco.org | 202.661.8807

Research Department

County governments are constantly in the public spotlight because they provide vital services to their residents. The Research Department's mission is to provide the research and data tools necessary to support and enhance the activities of county governments in the United States.

The Research Department provides resources to enhance county activities and policies, to show the role of counties at the state and national level, and the impact of federal policies on counties. To illustrate the role of counties in the U.S. federalist system, NACo publishes data-driven

research products that document the form and function of the country's 3,069 counties in numerous policy areas. These studies provide NACo membership with the data and analysis necessary to improve their decision-making process and inform a narrative about the role as well as the diversity of counties.

NACo focuses on three complementary strands of research:

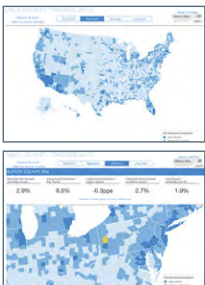
WHY COUNTIES MATTER PAPER SERIES

In 2013, NACo started a "Why Counties Matter" campaign to educate the public, media and policy-makers on counties' role in the daily life of their residents. Current products include an infographic, a brochure and a web product on *Five Things to Know about Counties*. The *Why Counties Matter Paper Series* provides a baseline for NACo's research, policy and network building activities, documenting the counties' authority and structure, challenges and best practices implemented by counties in a range of policy areas.

TRENDS ANALYSIS PAPER SERIES

The studies in this line of research assess common trends across counties and identify the dynamics within each county. These reports will serve as a platform for a number of research products that will help counties examine their own performance and benchmark against their state and other, similarly sized counties. These additional products include individual county data profiles with the analyzed indicators and a web-based map interactive that will provide the data in a user-friendly format.

● County Tracker 2013: On the Path to Recovery



To stay current on how counties are faring in the current economic recovery, NACo produced a first-of-its kind analysis of the trends in counties' jobs, unemployment rates, output and housing prices. NACo released this analysis, together with the county data profiles and map interactive in January 2014, available at www.naco.org/countytracker.

● County Intelligence Connection (CIC) 2.0

The CIC 2.0 database, including 61 individual datasets, has been a significant asset to NACo members and staff.

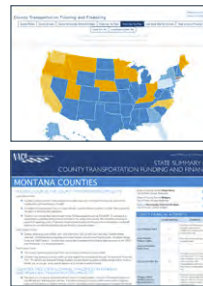
POLICY RESEARCH PAPER SERIES

Policy changes enacted by Congress and the Administration have a significant impact on local governments, such as counties. NACo examines the effect of federal policies on counties and informs the federal debate on a number of issues of interest to counties with reports such as:

● Municipal Bonds Build America

In June 2013, NACo released a study examining the impact of a cap or repeal of the tax-exempt status of municipal bond interest on counties and their residents. County and state data profiles and a web-based map interactive accompany the report, available at www.naco.org/muni-bonds.

● The Road Ahead: County Transportation Funding and Financing



In February 2014, NACo released a study examining county transportation funding sources, challenges and solutions across the 48 states with county governments. State level data profiles and a web-based map interactive accompany the report, available at www.naco.org/countytransportation.

For more information regarding NACo's Research Department, contact:

Emilia Istrate

Director of Research

eistrate@naco.org | 202.942.4285

Educational Services

NACo's Educational Services Division offers education and training opportunities that support county leaders and the county government workforce. This division focuses on skills building and professional development from which all county workers can benefit. Products and services include publications, conference workshops, leadership training seminars, Web-based programming and an annual County Leadership Institute.

AWARDS

The Annual NACo *Achievement Awards* program recognizes innovative county government programs

across the country. The selected counties receive national recognition through a NACo *Achievement Award* and are included in NACo's online database of best practices, shared with counties throughout the nation. These award-winning programs become the basis for NACo's Model County Database and examples of innovative county programs in NACo's research publications.

The *Annual County Arts and Culture Award* program recognizes county programs that have used arts and cultural activities to address not only the quality of life, but also social problems in their communities. The Awards program looks for outstanding arts and historical preservation programs and innovative funding processes in financing arts and culture programs.

THE COUNTY LEADERSHIP INSTITUTE

The County Leadership Institute (CLI) is an intensive, three and a half day residential program, offered annually by invitation to emerging county leaders nominated by their state association executive directors. Designed to tap into a passion for making a difference, the institute experience explores and develops leadership within the individual for the rewarding, and sometimes risky, work that it is. CLI partners with Cambridge Leadership Associates for curriculum and activities that include faculty presentations and dialogue, small group activities, peer consultations and local site visits. On completion of the Institute, attendees join the CLI Alumni group for ongoing networking.

NACo VIRTUAL LEARNING COMMUNITY

The Web-based education sessions offered by NACo are composed of three main tracks that inform our members of what is happening on Capitol Hill, sharing ideas that work for counties in a collaborative setting, and educating NACo's members using professional development and leadership building. NACo webinars are offered in all three categories below:

- **County Ideas that Work!**

Features webinars and live programs that focus on best practices for counties and promotes improvement of county programs, services and business practices.

- **Quick News You Can Use**

Creates a dialogue among county officials on current legislative issues that are of major importance to NACo's counties.

- **Leadership Development**

Empowers county leaders to perform at their fullest potential by enhancing their professional development, decision-making and communication skills.

Webinars on Demand are also offered free of charge! If you miss a NACo webinar, don't fret, more than 60 free webinars are offered each year to NACo members. Log on to www.naco.org/webinars to access a full listing of archived webinars.



Live Learning at NACo Conferences: The programs at NACo's Legislative Conference and NACo Annual Conference: County Solutions and Idea Marketplace include workshops designed to build member capacity for more satisfying, effective leadership that meets the challenge of governance in a complex and diverse society. At the same time, the networking builds relationships with other members who share interests, concerns and experiences.

Annual Conference: Attendees benefit from a wide range of workshops with topics that may include ways in which the county can save time and money, leadership development, and ways the county can find solutions to problems.

Legislative Conference: Attendees benefit from workshops on current topics that are affected by decisions being made on Capitol Hill and by the Administration.

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For more information on NACo's Education and Training Services, contact:

Shaunda Ragland
Professional Development,
Education and Training Associate
sragland@naco.org | 202.942.4225

NACo Conferences

NACo holds three major conferences annually. All of our conferences and events give members the opportunity to learn and gather information to help improve the effectiveness of their counties. The cornerstone of the NACo conferences is our Annual Conference, held each year in July. It is at this event that NACo members come together to elect new officers and conduct the business of the association. Each conference has its own personality and individual focus.

LEGISLATIVE CONFERENCE

- Provides the opportunity to voice county concerns in a national forum in the nation's capital
- Hear presentations regarding county issues in the federal arena
- Participate in educational workshops and legislative and policy discussions
- Discuss legislative priorities and network with other county and federal officials

- Participate in committee meetings determining the future steps of NACo
- Take the opportunity to meet with members of Congress and the Administration
- Network with peers and federal agencies

WESTERN INTERSTATE REGION (WIR) CONFERENCE

- Join other county officials to discuss specific legislation and issues that affect the western counties of the United States
- Participate in educational sessions tailored to concerns of the attendees from this geographic region
- Network and share ideas with your peers

ANNUAL CONFERENCE: COUNTY SOLUTIONS AND IDEA MARKETPLACE

- Provides the opportunity to network with county officials representing 75 percent of the nation's population
- Hear from nationally recognized speakers and county government experts
- Hear policy discussions by Administration officials on matters that affect county government
- Learn and participate in a wide variety of educational sessions and forums led by local government and topical experts
- Meet with more than 200 different companies that supply services and products to state and local government
- Conduct strategic discussions about challenges your county deals with on a day-to-day basis
- Get involved with the lobbying agenda of NACo
- Learn about federal grant opportunities that will benefit your county and constituents
- Learn about cost savings opportunities provided by the U.S. Communities Government Purchasing Alliance
- Find out about tools and information regarding county programs that NACo offers
- Take part in the election of new NACo officials — including the NACo president

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For more information about NACo conferences, contact:

Amanda Clark
Senior Manager, Conferences & Meetings
aclark@naco.org | 202.661.8804

HOW DO WE WANT TO BE POSITIONED FOR THE FUTURE?

- Tell our story
- Prepare our members
- Put our positions into context of county responsibilities and political environment
- Match facts and data with rhetoric and policies
- Be present and engage at all phases of policymaking process
- Be political, not partisan



NACo PROMOTES

NACo Promotes Counties and County Issues

The Public Affairs Department works with NACo members and staff from other departments to promote NACo and county issues and raise public awareness of the roles and responsibilities of county governments.

The goal is to help the Administration and Congress, as well as the American people, to understand what counties do, how they fit in the government structure and “Why Counties Matter.” NACo has produced a “Why Counties Matter” video and infographic explaining the key role counties play in health care, transportation, public safety and jails, emergency management, courts, solid waste management, record keeping, emergency response, and much more. The video and infographic can be viewed on the NACo website – www.naco.org.

NACo uses social media, mainstream media, and in-house publications and methods to deliver the county message. The NACo Facebook, YouTube and Twitter accounts spread the word about counties and NACo events, policies and activities. Here are some of the tools that NACo uses to promote counties and keep its members informed:

- *County News* –NACo’s printed and online newspaper sent to 38,000 members biweekly covering legislative action in Washington and news from counties across the country
- NACo website– the website contains a vast amount of information about counties and NACo’s programs and services
- National County Government Month – an annual celebration to raise awareness about counties
- Counties Work – an online game that helps students learn about county government by running their own county, and
- media relations – secures media coverage for county issues, county officials and NACo.

National County Government Month

National County Government Month (NCGM), held each April, is an annual celebration of county government. Since 1991, NACo has encouraged counties to actively promote the services and programs they offer. Counties can schedule activities any time during the month. NCGM is an excellent opportunity for your county to highlight effective county programs and raise public awareness and understanding about the various services provided to the community.



The strength of the program resides with you at the county level. Counties participate in NCGM by hosting a variety of community outreach events and activities. These include: tours of county facilities, recognition ceremonies for county employees and volunteers, distribution of information about county programs and services, sponsoring student essay or art contests, meetings with business and community leaders, news media and social media outreach and adoption of NCGM resolutions by the county board.

NACo develops a unique theme each year and produces a helpful booklet offering ideas and suggestions for events to hold during the celebration. Counties are encouraged to plan events around this theme. Recent examples include “Ready and Resilient Counties: Prepare. Respond. Thrive,” “Smart Justice: Creating Safer Communities” and “Healthy Counties, Healthy Families.” The booklet is mailed to each county. All materials, including logos, posters and sample proclamations, are available to download from the NACo website.

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For more information on Public Affairs Programs, contact:

Brian Namey
Director of Public Affairs
bnamey@naco.org | 202.942.4220

County News

How will federal legislation and regulations affect your county? How do other counties deal with the same problems your county is experiencing? *County News*, NACo's official and award-winning publication, and its Internet version, bring you the news from Washington, D.C. and from counties across the country.

It helps you stay on top of what you need to know as a county official and keeps you in the loop on NACo's newest programs and services. You can use *County News* to recruit staff through its popular Job Market classified ads section (discounted rates are available for member counties). You can highlight a special program from your county, or ask other counties for their insights on a particular problem.

County News is mailed to your office every two weeks and is available on the Internet at www.naco.org/countynews. A digest of the latest stories from *County News* and about NACo, with links to *County News* on the Internet, is also emailed to your desktop every two weeks. For the most up-to-date *County News* submission and publication dates, please visit www.naco.org/countynews. Stories should be submitted via e-mail to cnews@naco.org.

For more information about *County News*, contact:

Beverly Schlotterbeck
County News Executive Editor
cnews@naco.org | 202.942.4249

JobsOnline

JobsOnline is a fee-based job-listing service available on NACo's website. It allows NACo members—and others—to post their job openings quickly on the Internet. Job-opening notices are uploaded on NACo's website within 24 hours of their receipt at NACo. Discounts are available for NACo members.

For more information about JobsOnline, contact:

Alix Kashdan
Associate for Digital Media
edassist@naco.org | 202.942.4266
www.naco.org/JobsOnline

Media Relations

Active participation of NACo members like you is essential to the success of the association. We can help you effectively communicate your NACo responsibilities and activities to the people you represent back home.

Members who attend the Legislative Conference, Annual Conference and Western Interstate Region Conference will receive a "take-home" news release. The news release will describe the conference's purpose, highlights and accomplishments. The release will feature your activities and accomplishments and provide you the opportunity to add a quote or shape it to suit your needs.

In addition, take-home news releases will be made available for members participating in organized "fly-in" advocacy efforts on Capitol Hill and with Administration officials. The release will describe the significance of the lobbying effort, list the officials you met with and the issues discussed. Again, you will be free to add your own quote and shape the news release to meet your individual needs.

Other NACo news releases will be prepared for members upon request. For example, we will prepare a news release exclusively for you if you are appointed to a NACo committee or taskforce or speak at a NACo workshop or meeting.

In addition, the *NACo Media Relations Guide for Counties* was developed to assist you in strengthening communications skills. The guide describes the essential elements of effective communications plans, explains the various tools available (news releases, op-eds, video, Twitter, Facebook) and offers practical tips on speaking with a reporter and crisis communications management. It is available in the media tools for county officials section of the website or a free hard copy can be mailed to you.

For more information about NACo media relations, contact:

Brian Namey
Director of Public Affairs
bnamey@naco.org | 202.942.4220

Social Networking

Social media leverages web technology to organically spread media, information and knowledge through digital interactions. Think Facebook, YouTube and Twitter, to name a few—these are some of the social media tools that enable such interactions.

NACo uses social media as another tool in its communications tool belt. We want to communicate the association's value as far and wide as possible, and both connect and engage our audiences with NACo's broad range of events, programs and services. Social media amplifies that message and engagement.

Counties can make use of NACo's social media channels to stay up-to-date on the latest from the association. Find new publications and the latest research, learn about and track legislation that impacts local government, register for information-packed events, further your education with educational tools and webinars, learn about county government functions and best practices, and network with your peers—all through the digital spaces you frequent the most. Let NACo's vast array of knowledge, events and services come to you.

Social media provides another opportunity for all involved stakeholders to interact and network with each other, in addition to NACo's events, conferences and webinars. By posting knowledge and information, sharing insight with other users and participating in interest-based groups, social media interaction creates a record of activity for constituents back home to show how NACo is helping you grow to better serve your community.

Get the most out of your NACo membership! Use NACo's social media channels to network with your peers and stay up-to-date with the latest information, events, research and advocacy affecting counties and the association.

Members can follow NACo's social media presence at the following links:

- Facebook: facebook/NACoDC
- YouTube: youtube.com/NACoVideo
- Twitter: twitter.com/NACoTweets
- LinkedIn: linkedin.com/in/NACoDC

For more information about Social Networking, contact:

Matthew Fellows
New Media Manager
mfellows@naco.org | 202.942.4205

Counties Work

In July 2011, NACo launched an online interactive game, "Counties Work," to educate students, grades 6-12, about the important role and functions of county government by letting them run their own county. A curriculum, "County Solutions," and Web question are also available to assist teachers with preparing lessons on county government. Play the game at www.naco.org/countieswork.

For more information about Counties Work, contact:

Brian Namey
Director of Public Affairs
bnamey@naco.org | 202.942.4220



WHY COUNTIES MATTER!

COUNTIES ARE INVOLVED
IN THE OPERATION OF
30% of public
airports

COUNTIES INVEST
\$52.2
BILLION
in construction
of public facilities
annually

COUNTIES OWN
228,238
bridges

COUNTIES OWN AND MAINTAIN
45% of America's
roads

COUNTIES INVEST
\$106.3 BILLION
IN BUILDING INFRASTRUCTURE
AND MAINTAINING AND OPERATING
PUBLIC WORKS ANNUALLY

COUNTIES ARE INVOLVED
in **27%**
of public
transit
systems

COUNTIES INVEST
\$18.6 BILLION
in sewage and solid
waste management
annually

COUNTIES SUPPORT

960 HOSPITALS WITH A TOTAL
OF **96,228** BEDS
THAT SERVE MORE THAN
14 MILLION
PATIENT DAYS

COUNTIES ARE INVOLVED

in promoting
public health
through more than
1,550 local
health departments

COUNTIES INVEST
\$70.2 BILLION

TOTAL in justice and public
safety services annually, of
which ...

THERE ARE
3,105
county police
and sheriffs
departments

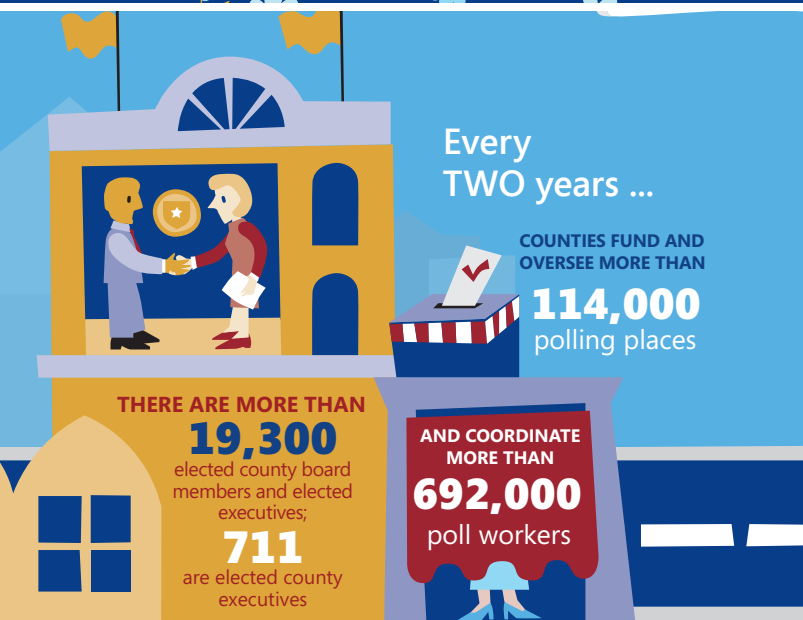
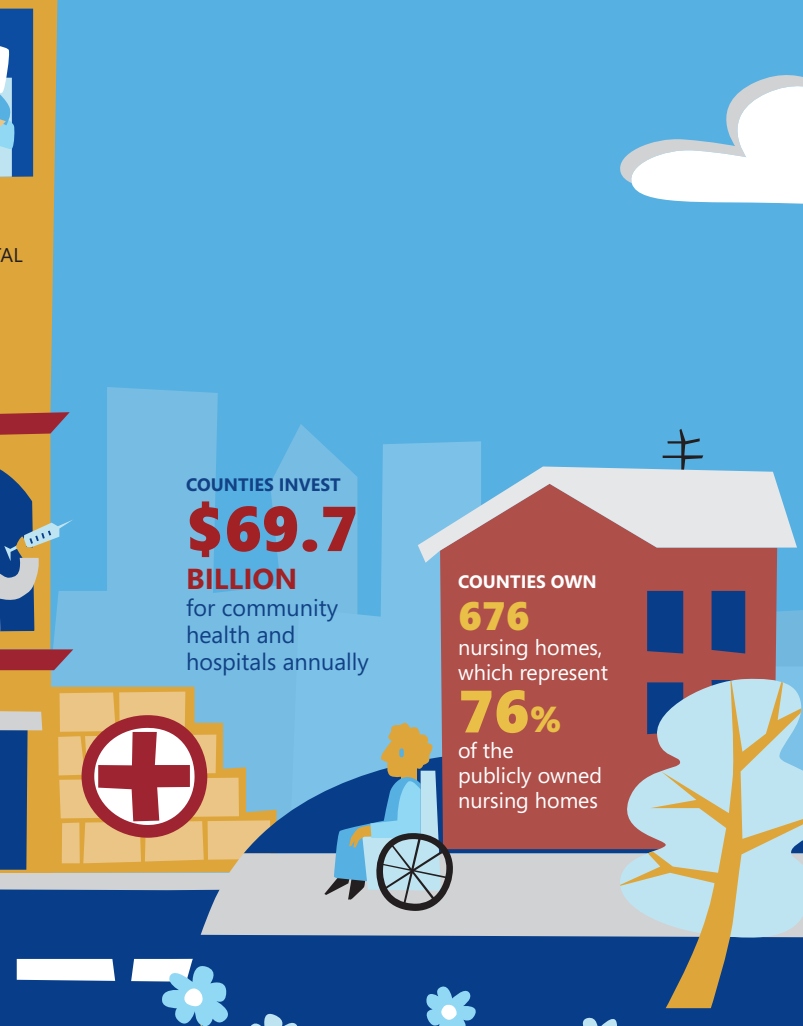
\$30.2 BILLION
IS SPENT ON
POLICE AND SHERIFFS
DEPARTMENTS

\$23.3 BILLION
IS SPENT ON
CORRECTIONAL FACILITIES

11.6 MILLION
people were
admitted to county
and other local jails
in 2012

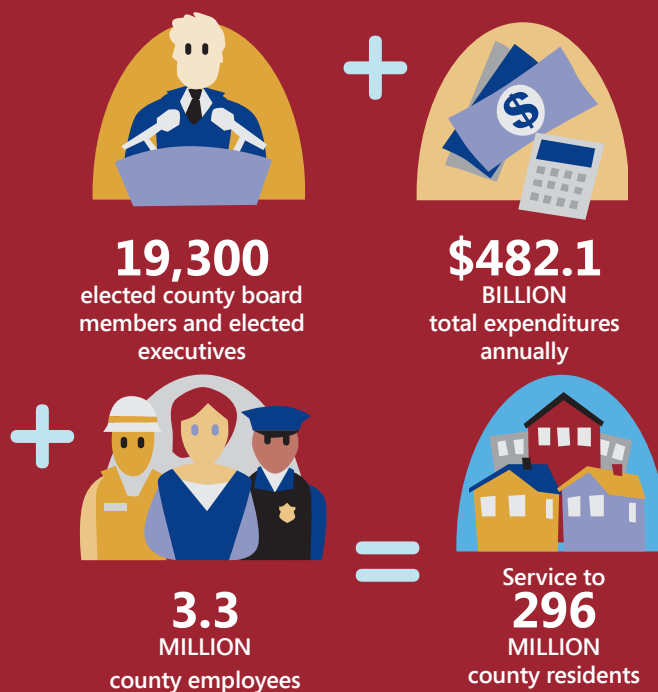
ANNUALLY, COUNTIES INVEST
\$25.6 BILLION

\$16.7 BILLION
IS SPENT ON
COUNTY COURTS
AND LEGAL
SERVICES
ANNUALLY

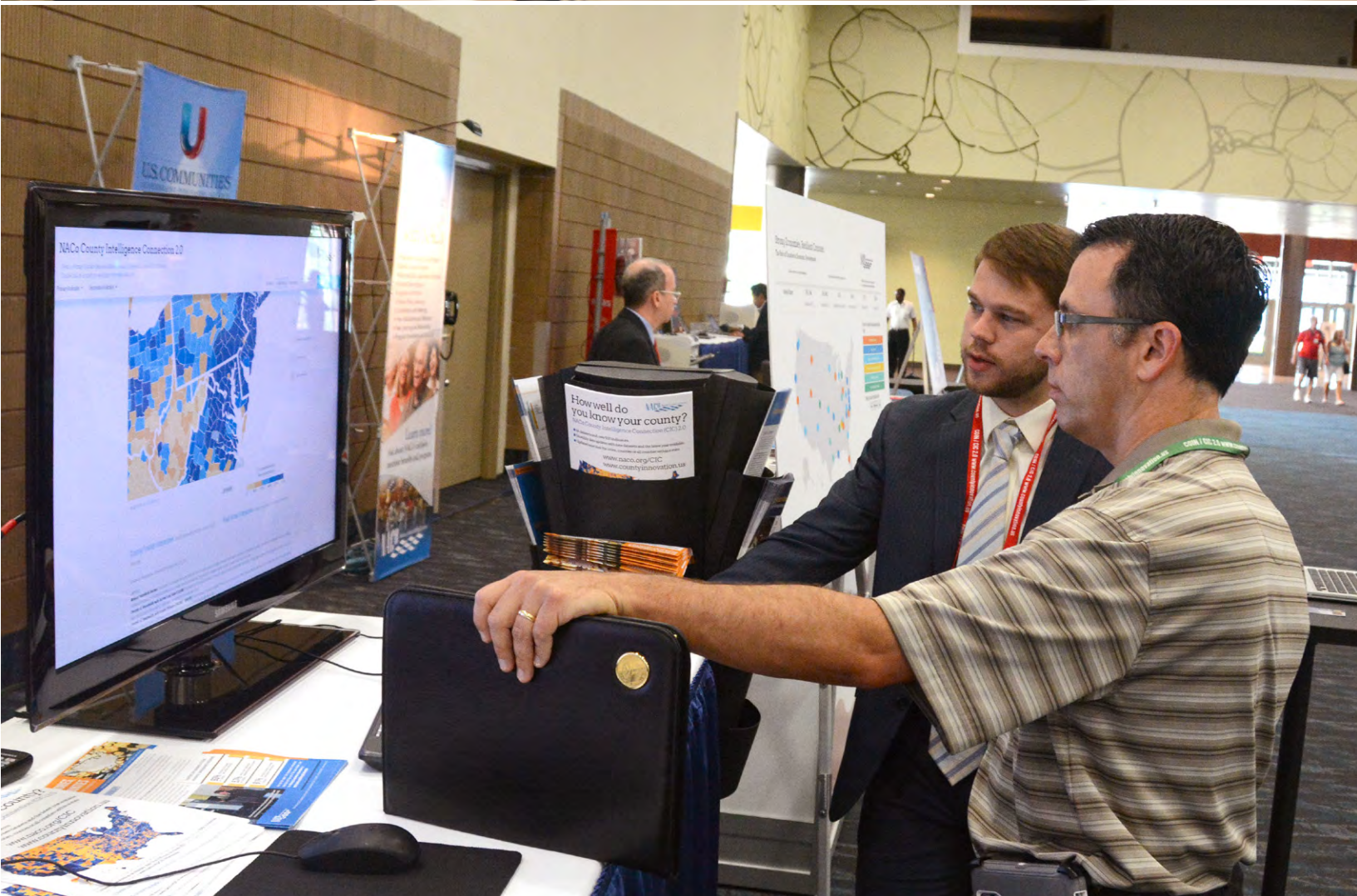
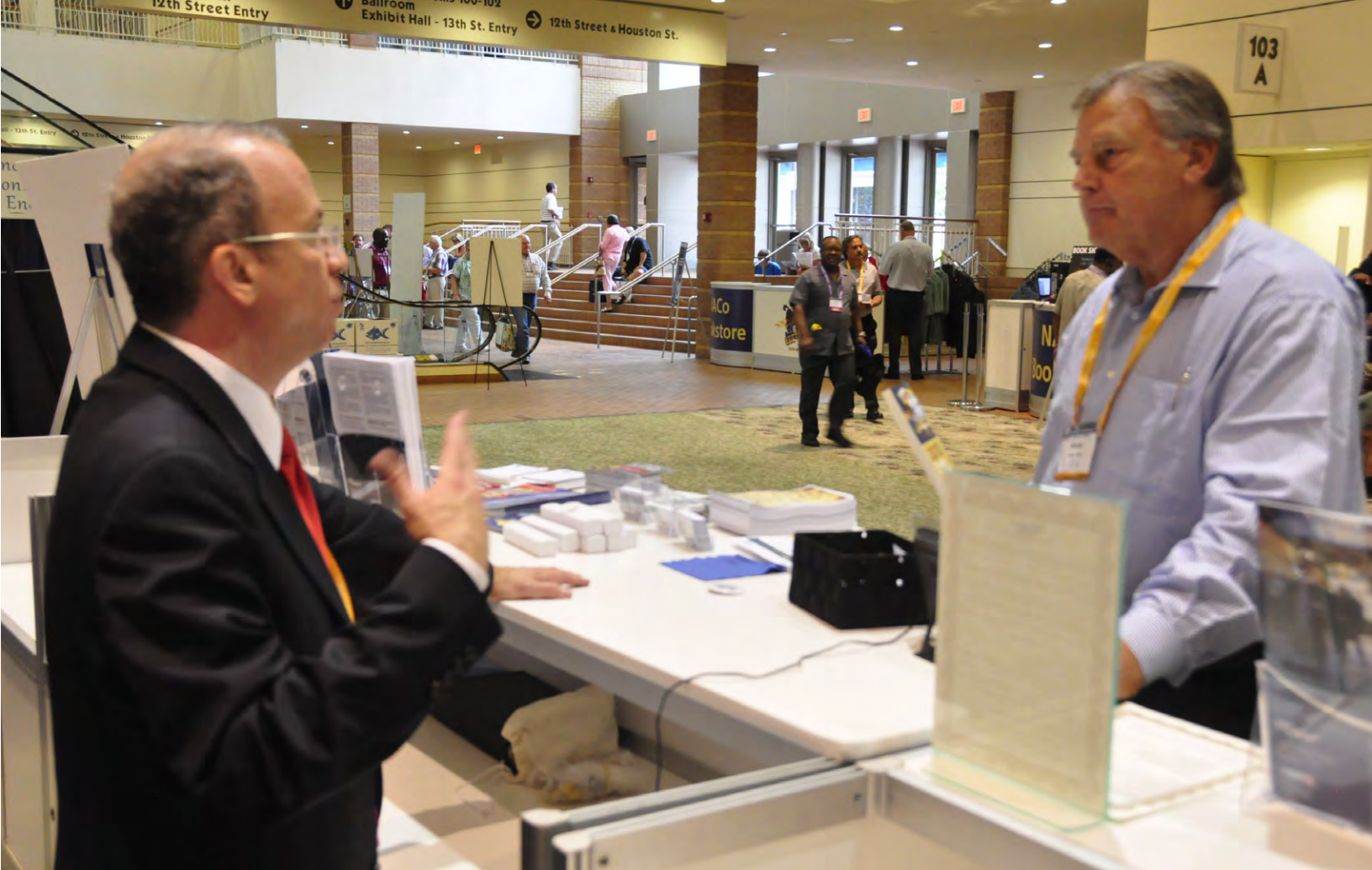


THE DIVERSITY OF COUNTIES

No two counties are exactly the same. Counties are one of America's oldest forms of government, dating back to 1634 when the first county governments were established in Virginia. Ever since, county governments continue to evolve and adapt to changing environments and populations, with Petersburg Borough, Alaska, incorporating as recently as 2013. Counties are diverse in the way they are structured and how they deliver services to their communities. States decide counties' roles and responsibilities. States can allow counties to govern themselves by granting them home rule authority, which gives counties varying degrees of power to decide their own structural, functional and fiscal organization. Counties' demographic, geographic and economic characteristics dictate how they deliver services to their communities. The organization and structure of counties are tailored to fit their communities' needs and characteristics.



- * Los Angeles County invests \$18.9 billion annually — or more than 23 of our state governments each year.
- * If Cook County, Ill., were a state, it would be bigger than 30 states in population.
- * Almost two-thirds of counties have less than 50,000 residents.
- * One in four acres of county land is federally owned. In the West, one in two acres of county land is federally owned.



I AM BETTER INFORMED

public policies
vision
bridges
jails vibrant
jobs and the economy
county solutions
PILT
dental and health care
voice of counties
financial services
political
informative
resiliency
mental health
america's counties
local
innovation
research
lobbying
non-partisan
represents county government
leadership
responsible
green legislation
enhance understanding
media
empower county leaders
front line of defense for counties
smart justice
network
diversity
residents
citizens
national
cost savings
knowledge
important issues
health
ahead
courts
transportation
technology
valuable information
collaboration
federal regulations
cost-effective
conferences
communities
future needs
new ideas



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nacopodcasts.org



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