



BLUEPRINT

STRONGER COUNTIES. STRONGER AMERICA.

FEBRUARY 2022

VISION

HEALTHY, SAFE AND VIBRANT COUNTIES ACROSS AMERICA.

MISSION

STRENGTHEN AMERICA'S COUNTIES.

ABOUT NACo

THE NATIONAL ASSOCIATION OF COUNTIES (NACO)

STRENGTHENS AMERICA'S 3,069 COUNTIES, serving nearly 40,000 county elected officials and 3.6 million county employees.

Founded in 1935, NACo unites county officials to:

- Advocate county priorities in federal policymaking
- Promote exemplary county policies and practices
- Nurture leadership skills and expand knowledge networks
- Optimize county and taxpayer resources and cost savings, and
- Enrich the public's understanding of county government.

OUR MISSION IS SIMPLE:
STRENGTHEN AMERICA'S 3,069 COUNTIES

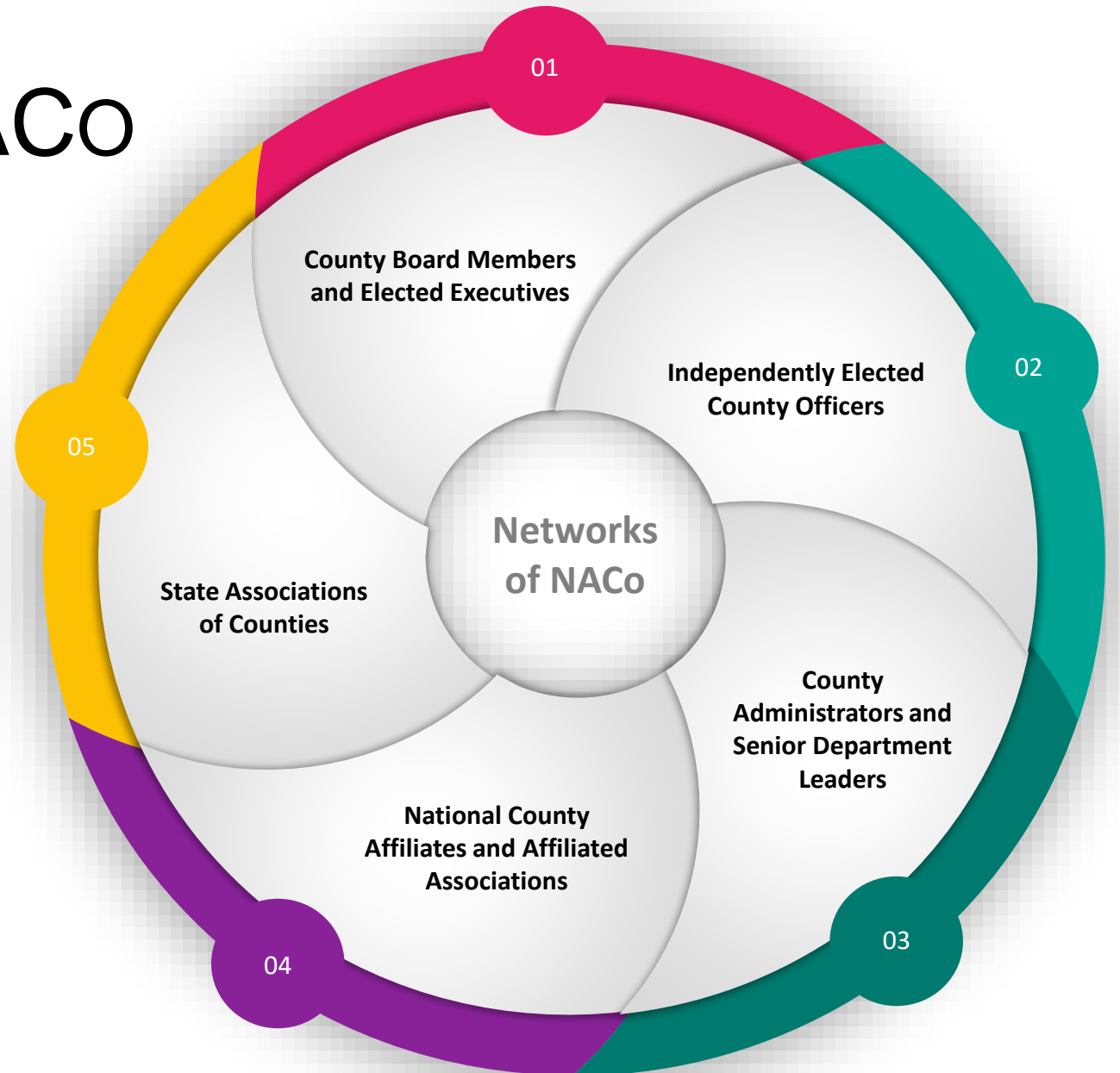
The NACo Blueprint is focused on harnessing the collective powers, knowledge and innovations of county officials to address issues affecting America's counties, ultimately helping people and places to thrive.

1634 | 1935 | 2022

NETWORKS OF NACo

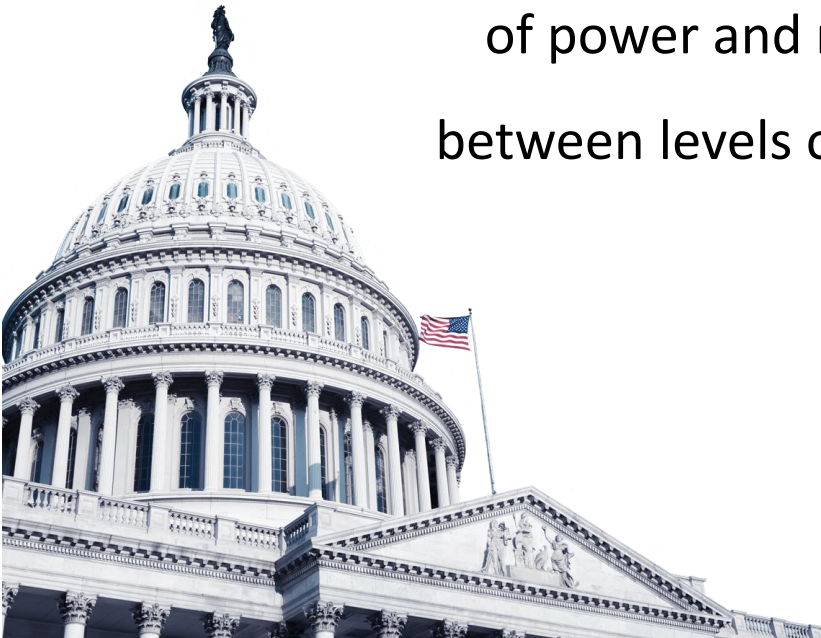
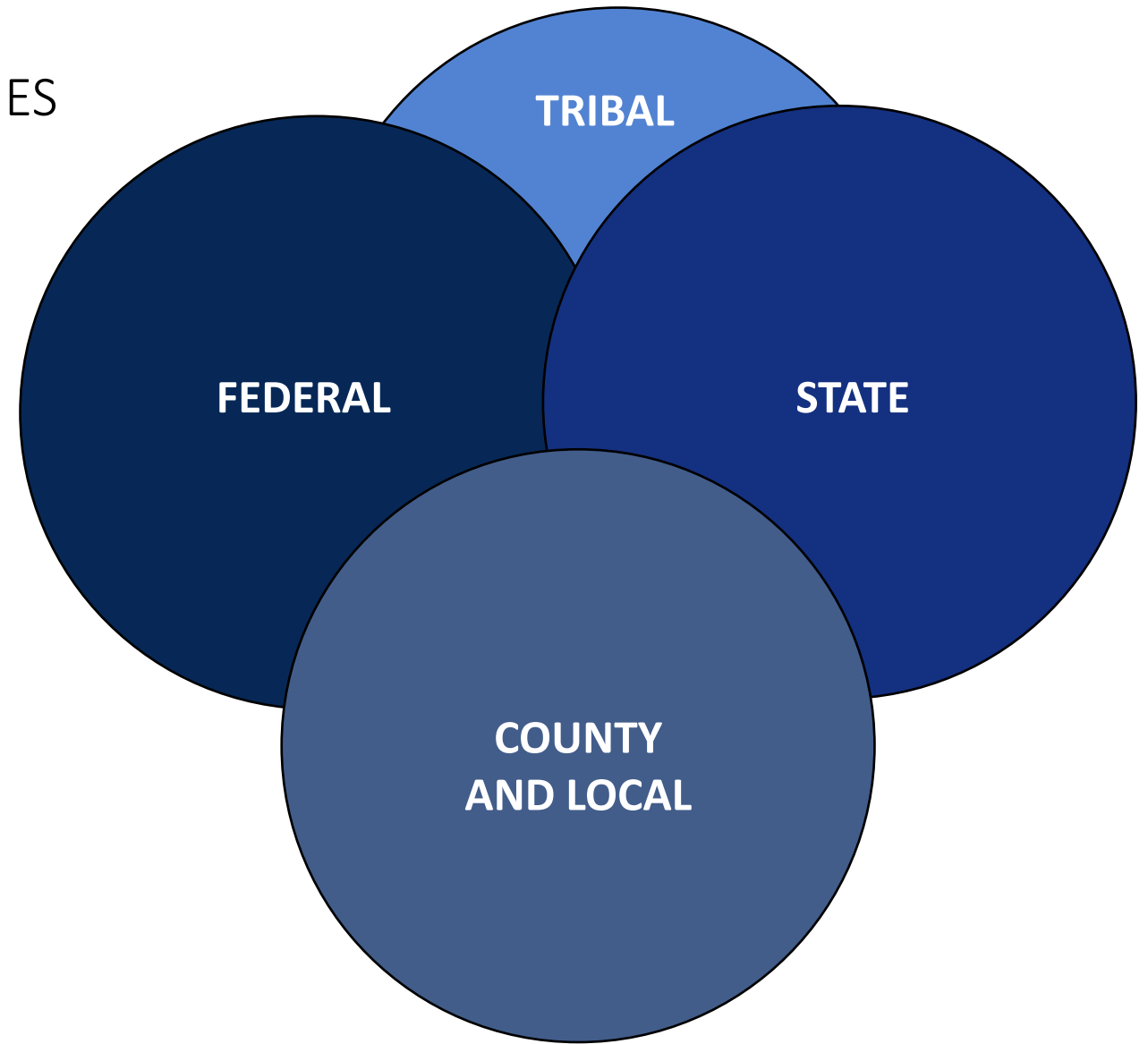
NACo brings elected and appointed county officials together with a shared mission of strengthening America's counties.

Networks emerge when nodes connect to other nodes...



THE ROLE OF NACo & AMERICA'S COUNTIES IN OUR INTERGOVERNMENTAL SYSTEM

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

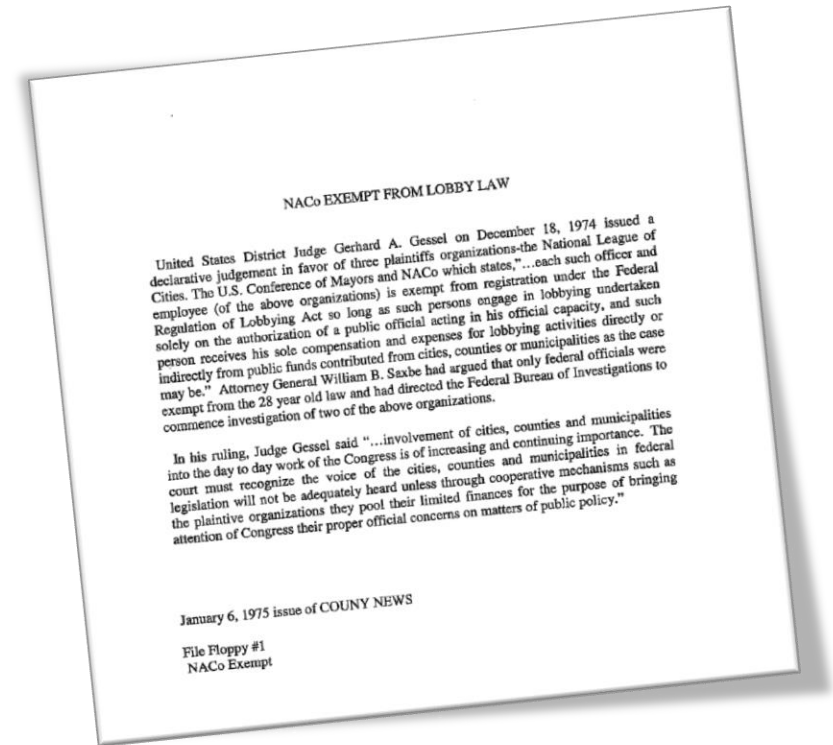


BIG 7 COALITION: STATE AND LOCAL GOVERNMENT ASSOCIATIONS

As national representatives of **general-purpose state and local governments**, led by our publicly elected officials, our associations are distinguished from the larger world of nonprofits and special interest groups, mainly by our governmental membership and our connections to governmental policy. As public entities, our collective missions are to represent the broader, public interest in public affairs.

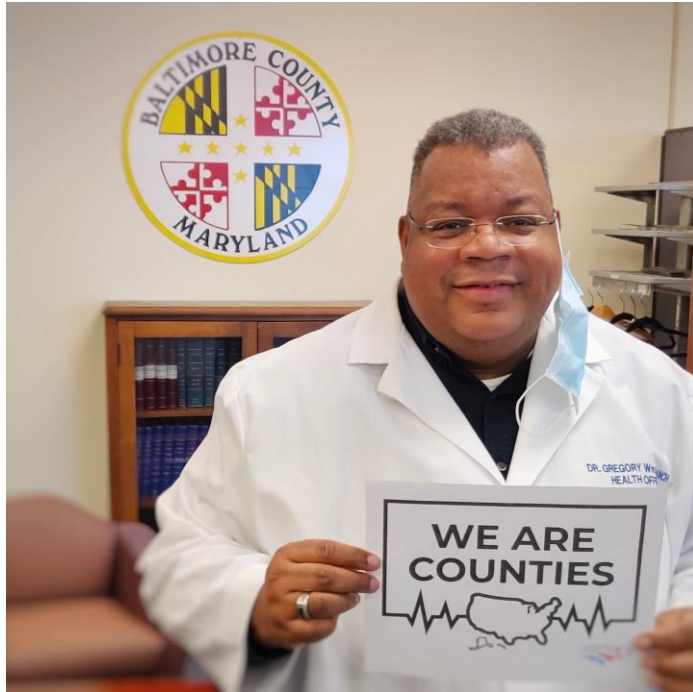
The White House and each federal department has an office assigned specifically as liaisons to the Big 7 and our individual memberships:

- National Association of **Counties**
- Council of **State Governments**
- National Conference of **State Legislatures**
- National **Governors** Association
- National League of **Cities**
- U.S. Conference of **Mayors** (2021-2022 Chair)
- International **City/County Management** Association
(Only non-elected official group)



NACo and our county officials are *not* lobbyists or a special interest group. We are part of our nation's intergovernmental system of public elected officials.

WE ARE COUNTIES



NEARLY 40,000 ELECTED OFFICIALS AND 3.6 MILLION EMPLOYEES

SERVE THE AMERICAN PUBLIC

COUNTIES MATTER



SERVICES INCLUDE

ROADS & BRIDGES	CORONERS
AIRPORTS	FINANCIAL ASSISTANCE
PUBLIC TRANSPORTATION	VIOLENCE PREVENTION
CONSTRUCTION OF PUBLIC FACILITIES	FOOD AND NUTRITION SERVICES
UTILITIES LIKE GAS & ELECTRICITY	EARLY CHILDHOOD DEVELOPMENT
SOLID WASTE RECYCLING & MANAGEMENT	WORKFORCE TRAINING AND DEVELOPMENT
WATER & SEWAGE	VETERAN SERVICES
TELECOMMUNICATIONS	SENIOR SERVICES AND ELDER CARE
HOSPITALS & HEALTH CLINICS	BEHAVIORAL AND PHYSICAL HEALTH SERVICES
PUBLIC HEALTH	MEDICAL COVERAGE
BEHAVIORAL & MENTAL HEALTH	PARENT EDUCATION AND SUPPORT
SUBSTANCE ABUSE TREATMENT	CHILD WELFARE, FOSTER CARE AND ADOPTION
IMMUNIZATIONS & PREVENTION	HOMELESSNESS AND HOUSING SUPPORT
INDIGENT HEALTHCARE	SERVICES FOR INDIVIDUALS WITH DISABILITIES
HEALTH CODE INSPECTIONS	RECORD KEEPING
NURSING HOMES	TAX ASSESSMENTS & COLLECTION
SHERIFFS DEPARTMENTS	911 CALL CENTERS
COUNTY POLICE DEPARTMENTS	ELECTIONS AND POLLING PLACES
COUNTY COURTS	RECREATION AND PARKS
JAILS & CORRECTIONAL FACILITIES	ARTS PROGRAMS
JUVENILE DETENTION & JUSTICE SERVICES	HOUSING
EMERGENCY MANAGEMENT PERSONNEL	COMMUNITY AND ECONOMIC DEVELOPMENT
PAID & VOLUNTEER FIREFIGHTERS	
DISTRICT ATTORNEYS	
PUBLIC DEFENDERS	

JUSTICE & PUBLIC SAFETY

SERVICES INCLUDE

- JAIL DEPARTMENTS
- COUNTY POLICE DEPARTMENTS
- COUNTY COURTS
- JAILS & CORRECTIONAL FACILITIES
- JUVENILE DETENTION & JUSTICE SERVICES
- JUVENILE PROBATION DEPARTMENTS
- PROBATION DEPARTMENTS
- PUBLIC DEFENDERS
- DISTRICT ATTORNEYS

COUNTIES
Operate 95% of all local jails
Invest over \$25 BILLION in 3,845 police and sheriff's departments
Invest nearly \$93 BILLION total in justice and public safety services, including 911 call centers

JUSTICE & PUBLIC SAFETY

COUNTIES
Are involved in providing public health through 1,543 local health departments
Support over 900 hospitals
Spend more than \$1,000 each

COMMUNITY HEALTH

COUNTIES
Employ over 257,000 human services professionals
Invest over \$58 BILLION in federal, state and local funds to human services while serving as the frontline safety net
Counties are in 35 STATES. Nine county refer to as service officers

HUMAN SERVICES

75%

75% of counties provide services to children and youth

HUMAN SERVICES

SERVICES INCLUDE

- FAMILY SERVICES
- PUBLIC PROTECTION
- PROBATION AND JUVENILE SERVICES
- CHILD CARE SERVICES
- WELFARE OF FAMILIES AND DEPENDENTS
- FOSTER CARE
- JUVENILE CORRECTION AND CARE
- SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES
- WORKING WOMEN
- FAMILY SUPPORT AND COUNSELING
- CHILD NEGLECT, ABUSE AND CARE
- ADULTS WITH MENTAL ILLNESS, SUBSTANCE ABUSE AND MENTAL ILLNESS
- SERVICES FOR ELDERLY AND DISABLED

COUNTIES
Own and maintain 40% of America's road miles
Over 38% of bridges
Are involved in the operation of 34% of public airports
...and 78% of public transportation systems

TRANSPORTATION & INFRASTRUCTURE

TRANSPORTATION & INFRASTRUCTURE

SERVICES INCLUDE

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

46% of counties have a public transportation system

38% of counties have a public transportation system

78% of counties have a public transportation system



TRADITIONAL COUNTY LANDSCAPE



**FEDERALISM AND
INTERGOVERNMENTAL
RELATIONS**



**COUNTY ADVOCACY
AND POLICY
DEVELOPMENT**



**COUNTY GOVERNANCE,
ADMINISTRATION AND
OPERATIONS**



**COUNTY
RESIDENTS CARE
AND SERVICES**



**COUNTY ECONOMIES,
COMPETITIVENESS AND
OPPORTUNITY**



**COUNTY DATA,
TECHNOLOGY AND
SECURITY**



**COUNTY COMMUNITY AND
PUBLIC INFRASTRUCTURE**

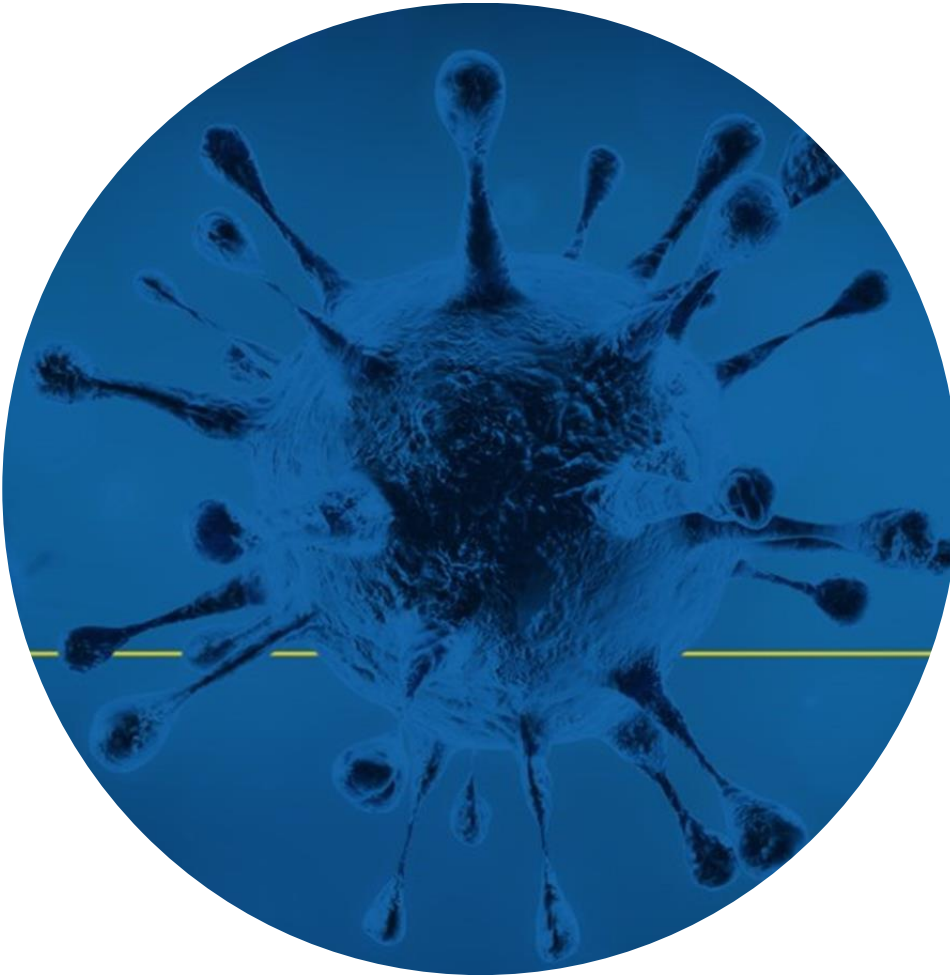


**COUNTY PUBLIC SAFETY
AND EMERGENCY
MANAGEMENT**



**COUNTY CIVIC
EDUCATION AND
PUBLIC TRUST &
ENGAGEMENT**

THE AFTERSHOCKS of the COVID-19 PANDEMIC



PREDICTABLE AND
UNPREDICTABLE
AFTERSHOCKS

resilience:

**“an ability to recover
from or adjust easily to
misfortune or change.”**

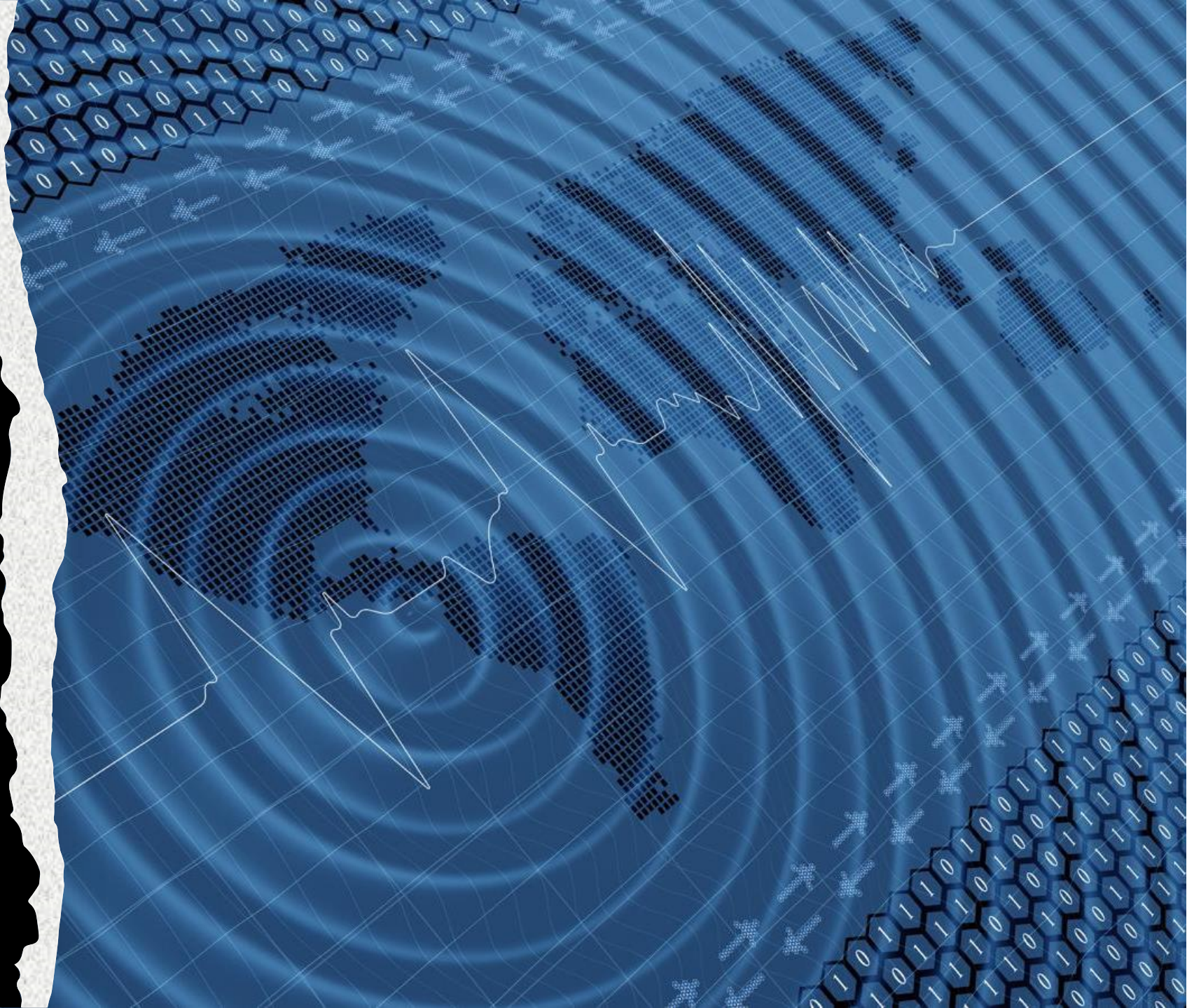
- Meriam-Webster Dictionary

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aftershock:

**“an aftereffect of a distressing
or traumatic event.”**

- Meriam-Webster Dictionary



PERFORMANCE PRIORITIES

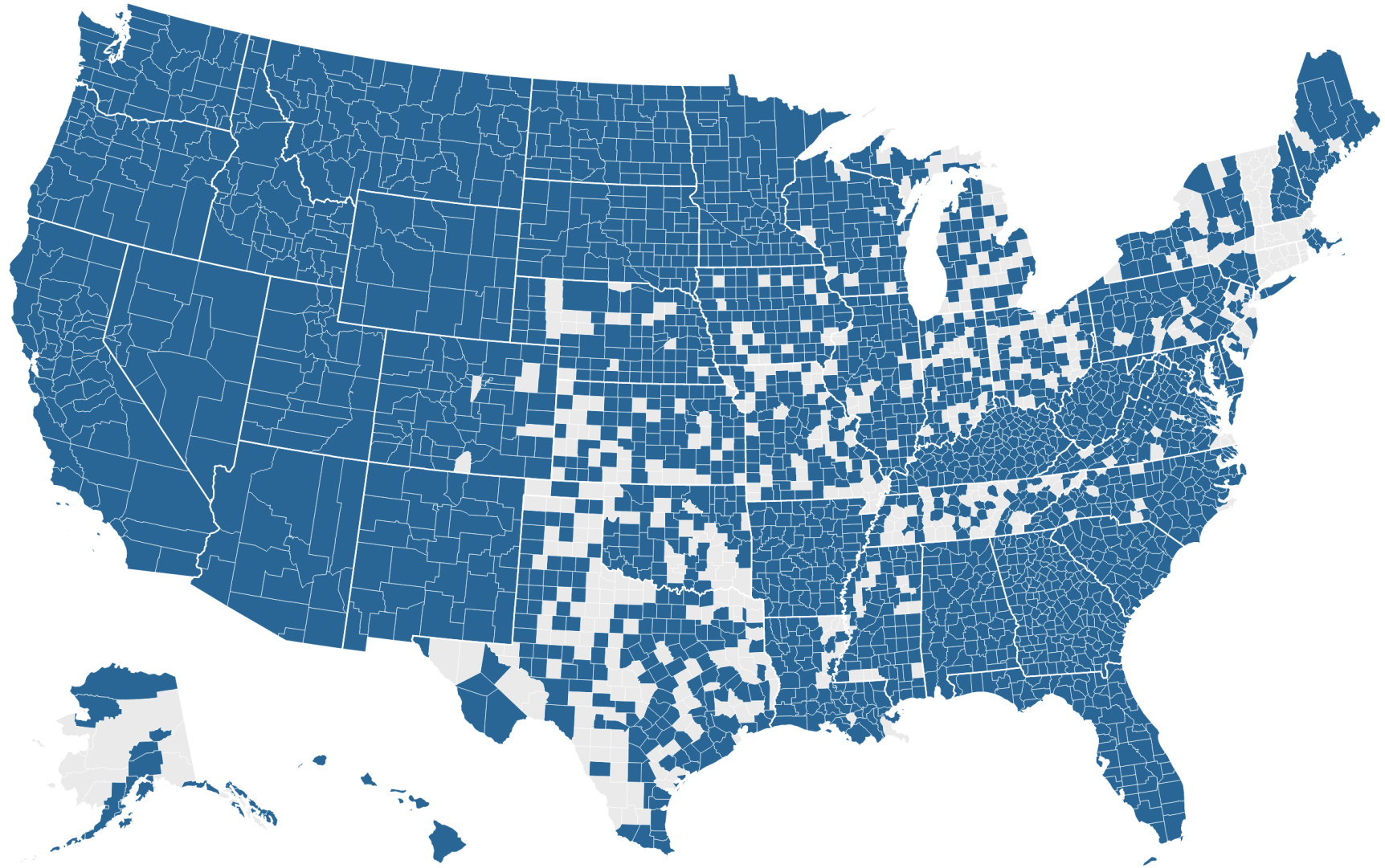
The NACo Blueprint focuses and aligns the association on five long-term performance priorities.



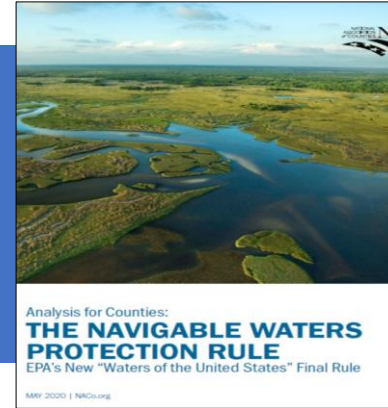
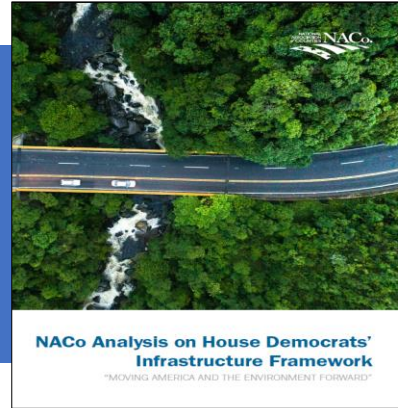
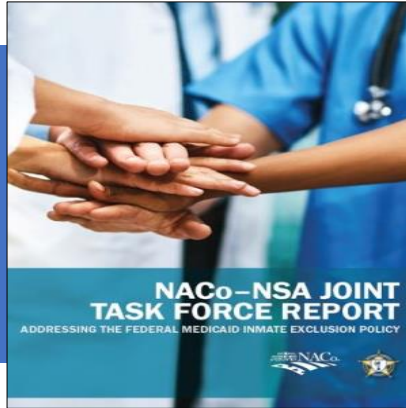
- 01** Inspire exemplary **county leadership**
- 02** Achieve county priorities in **national policymaking**
- 03** Amplify county solutions in **public service excellence**
- 04** Optimize county and NACo **resources and cost savings**
- 05** Perform as a **preeminent association**

2,580
MEMBER COUNTIES:

A NEW ALL-TIME
MEMBERSHIP HIGH
IN THE ASSOCIATION'S
86 YEAR HISTORY



2022 NACo FEDERAL POLICY PRIORITIES



The NACo Board approved **11 national policy priorities** for 2022:

1. Restore the Balance of Federalism and **Optimize Intergovernmental Partnerships**
2. Pass Legislation to **Provide Additional Flexibility For American Rescue Plan Act's Fiscal Recovery Funds**
3. Successful Implementation and Execution of the **Bipartisan Infrastructure Investments and Jobs Act** for County Governments
4. Promote **Mental Health and Substance Use Treatment** and Address Essential Criminal Justice Reforms
5. Secure the Inclusion of **County Priorities in Farm Bill Reauthorization** Legislation
6. Boost **Advanced Broadband Deployment** and Accessibility While Preserving Local Decision-Making
7. Support **Full Funding for Payments In Lieu of Taxes (PILT)** and the **Secure Rural Schools (SRS)** Program
8. Promote County Priorities and local decision-making in Future **U.S. Environmental Protection Agency (EPA) and Other Federal Rulemaking**
9. Maintain **Election Integrity** and Strengthen Election Safety
10. Enhance **Community Resilience** Through Regional and Local Disaster Preparedness
11. Promote **Workforce Opportunities** and Supportive Services for County Residents to Support Economic Recovery

TELLING THE COUNTY STORY



COVID-19 RECOVERY CLEARINGHOUSE

- State & Local Fiscal Recovery Funds: Treasury Rules and FAQs
- ARP Recovery Fund Virtual Meetups
- Untold Stories Campaign: Highlighting the Human Impact



NETWORKS OF NACo:

- County-led practical solutions and initiatives
- Cohort-driven networks focused on specific priority issues and themes
- County storytelling, knowledge exchange & resource extension



NEW NACo BOARD-APPROVED INITIATIVE:

- Federal Fellowship Program
- NAPA Center for Intergovernmental Studies
- NACo Counties Matter: Past, Present and Future – Book & Social Media

COVID-19 RECOVERY CLEARINGHOUSE

In a major victory for America's counties, the State and Local Coronavirus Fiscal Recovery Funds legislation, part of the American Rescue Plan Act, was signed into law by President Biden on March 11. The legislation includes \$65.1 billion in direct, flexible aid to every county in America, as well as other crucial investments in local communities.



How Can We Help?

Use the form below to ask a question, and NACo staff will respond via email. Please also explore our curated resources, including guidance, FAQs and more:

- Latest Resources
- NACo Recovery Fund FAQs
- Your County's ARP Allocation
- NACo ARPA Analysis

[ASK A QUESTION](#)

State & Local Fiscal Recovery Funds

Find your county's estimated allocation, NACo's legislative analysis and more

[LEARN MORE](#)

American Rescue Plan Act Funding Breakdown

This interactive tool helps navigate the roughly \$1.5 trillion in county related funding from the American Rescue Plan Act of 2021

[LEARN MORE](#)

COVID-19 Vaccine Distribution

Explore key considerations for counties in COVID-19 vaccine distribution plans

[LEARN MORE](#)

Share Your Story

How is your county responding to the coronavirus pandemic and driving the recovery in your community. Use the form below to share how your county is using federal relief funds with NACo.

For resources to share your story with local media [click here](#).

[SHARE YOUR STORY](#)

COUNTY INVESTMENTS OF AMERICAN RESCUE PLAN RECOVERY FUNDS

The State and Local Coronavirus Fiscal Recovery Fund, part of the American Rescue Plan Act (ARPA), with NACo helped develop and strongly advocated to pass, allocates \$65.1 billion directly to every county across the nation. These funds provide direct, flexible aid for every county, parish and borough in America. Counties are on the front lines in delivering this aid to residents and are a driving force connecting communities and strengthening the economy. Below, find analysis and trends of county investment priorities, share how your county is supporting your residents and explore our database of county ARPA Recovery Fund investment plans.

COUNTY INVESTMENT PLAN DATABASE

RECOVERY FUND RESOURCE HUB

SHARE YOUR STORY

EXPLORE COUNTY EXAMPLES

The following collection of planned ARPA Recovery Fund investments is sourced from official county documents such as the SLFRF Recovery Plan Performance Reports, county press releases or other county budgeting materials. The summaries and numbers below provide a brief overview of a county's current planned investments. To date, NACo has collected 187 plans, 150 of which are Recovery Plans. SLFRF Recovery Plans contain detailed project performance data, including information on efforts to improve equity and engage communities for counties with populations above 250,000.

For questions or to submit your county's plan, email research@naco.org.

filter by topic **Justice & Public Safety** by county size **- Any -** by state **- Any -** SLFRF Recovery Plans only ☐



FAYETTE COUNTY, GA.

2020 POPULATION: 119,194

DESCRIPTION:

Fayette County has proposed \$11.2 million for upgraded electronic water meters designed to detect



LOUISVILLE JEFFERSON COUNTY METRO GOVERNMENT, KY.

2020 POPULATION: 782,969

DESCRIPTION:



HENNEPIN COUNTY, MINN.

2020 POPULATION: 1,281,565

DESCRIPTION:

Hennepin County has allocated \$350,000 for vaccine incentives, \$1.5 million to address food

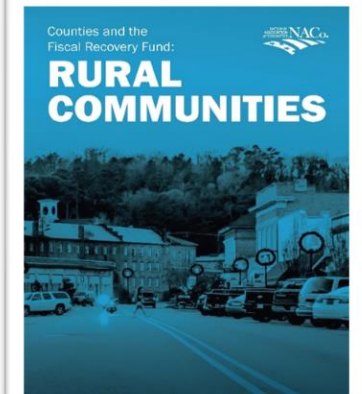
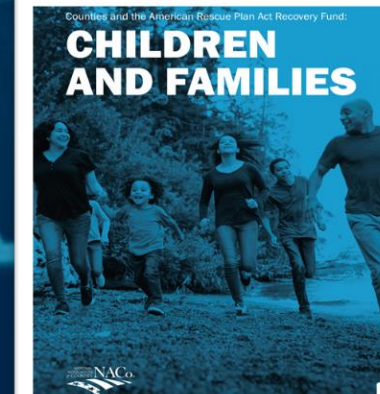
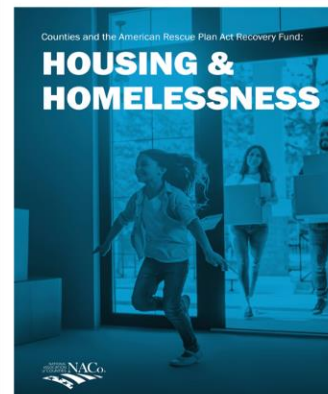


FULTON COUNTY, GA.

2020 POPULATION: 1,066,710

DESCRIPTION:

Fulton County has allocated \$6.8 million for COVID-19 vaccinations, \$17 million for a behavioral health



NATIONAL ASSOCIATION OF COUNTIES

OVERVIEW OF U.S. TREASURY FINAL RULE FOR ARPA FISCAL RECOVERY FUND

FEBRUARY 2022

Overview of U.S. Treasury's Final Rule for ARPA Fiscal Recovery Fund

Overview of U.S. Treasury's Final Rule for ARPA Fiscal Recovery Fund



Support Public Health Response

Fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff



Replace Public Sector Revenue Loss

Use funds to provide government services to the extent of the reduction in revenue experienced due to the pandemic



Water and Sewer Infrastructure

Make necessary investments to improve access to clean drinking water and invest in wastewater and stormwater infrastructure



Address Negative Economic Impacts

Respond to economic harms to workers, families, small businesses, impacted industries, and the public sector



Premium Pay for Essential Workers

Offer additional support to those who have and will bear the greatest health risks because of their service in critical infrastructure sectors



Broadband Infrastructure

Make necessary investments to provide unserved or underserved locations with new or expanded broadband access



117TH CONGRESS
1ST SESSION

S. 3011

II

To amend title VI of the Social Security Act to allow States and local governments to use coronavirus relief funds provided under the American Rescue Plan Act for infrastructure projects, improve the Local Assistance and Tribal Consistency Fund, provide Tribal governments with more time to use Coronavirus Relief Fund payments, and for other purposes.

IN THE SENATE OF THE UNITED STATES

OCTOBER 19, 2021

Mr. CORNYN (for himself, Mr. PADILLA, Mr. WYDEN, Ms. MURKOWSKI, Mrs. MITCHELL, Mr. KELLY, Mr. KENNEDY, and Mrs. SILMEEEN) introduced the following bill, which was read twice, considered, read the third time, and passed

A BILL

To amend title VI of the Social Security Act to allow States and local governments to use coronavirus relief funds provided under the American Rescue Plan Act for infrastructure projects, improve the Local Assistance and Tribal Consistency Fund, provide Tribal governments with more time to use Coronavirus Relief Fund payments, and for other purposes.

1 Be it enacted by the Senate and House of Representa-
2 tives of the United States of America in Congress assembled,

NACo LEGISLATIVE ANALYSIS: STATE, LOCAL, TRIBAL AND TERRITORIAL FISCAL RECOVERY, INFRASTRUCTURE AND DISASTER RELIEF FLEXIBILITY ACT (S. 3011)



FEDERAL TRANSPORTATION & INFRASTRUCTURE POLICY HUB FOR COUNTIES

By Jessica Jennings Jul. 20, 2021

Tags: Transportation & Infrastructure



[Federal Transportation & Infrastructure Policy Hub for Counties \(naco.org\)](https://naco.org/federal-transportation-and-infrastructure-policy-hub-for-counties)

THOUGHT LEADERSHIP



Community Health
and Justice

Counties Getting Started:
A Prenatal-to-Three Guidebook



Technology
Xchange



Resilient Economies
and Counties



Children, Youth
and Families



County Operations,
Data Analytics
and Research,
and Policy and
Practice Trends

NACo COUNTY INNOVATION NETWORKS



PROGRAMS AND PRACTICES

CHILDREN, YOUTH AND FAMILIES

PRITZKER INFANTS & TODDLERS COLLAB.

POST SECONDARY EDUCATION STUDY

RESILIENT ECONOMIES AND COMMUNITIES

RESILIENT COUNTIES ADVISORY BOARD

RURAL ECON. DEV. INNOVATION (REDI)

ARTS AND CULTURE COMMISSION

ECON MOBILITY LEADERS NETWORK

WILDFIRE RESILIENCE

LOCAL ECONOMIES & FUTURE OF WORK

SOLMART: SOLAR ENERGY PRACTICES

CREATIVE COUNTIES PLACEMAKING INIT.

MILITARY INSTALLATIONS

COMMUNITY HEALTH AND JUSTICE

HEALTHY COUNTIES ADVISORY BOARD

HEALTHIEST CITIES AND COUNTIES

STEPPING UP INITIATIVE

HEALTH, HOUSING & EQUITY

EQUITABLE COMMUNITIES

DEI WORKING GROUP & NETWORK

SAFETY & JUSTICE CHALLENGE

STATE-LEVEL JUSTICE POLICYMAKING

PEW ADVISOR

DATA DRIVEN JUSTICE (DDJ)

JUSTICE COUNTS

NSI ADVISOR

ORIGINAL RESEARCH AND DATA ANALYTICS

COUNTY ECONOMIES

COUNTY STRUCTURE ANALYSIS

COUNTY EXPLORER DATA TOOLS

AM. RESCUE PLAN: COUNTY IMPACT

COUNTY FINANCE ANALYSIS

DIGITAL PAYMENTS PROJECT

COVID-19 COUNTY IMPACTS

COUNTY WORKFORCE TRENDS

KNOWLEDGE MANAGEMENT AND LEADERSHIP PROGRAMS

STATE POLICY TRENDS ANALYSIS

COUNTY TECH XCHANGE

COUNTY LEADERSHIP INSTITUTE

BUSINESS OF COUNTIES

KNOWLEDGE MNGMT FORUM

DEFERRED COMPENSATION

HIGH PERFORMANCE LEADERSHIP ACDMY

ELECTED EXECUTIVES ON INNOVATION



COMMUNICATIONS PLATFORMS

INTERNAL NACO STAFF COORDINATION

POLICY STEERING COMMITTEES

COUNTY NEWS AND NACO.ORG

LUCC, RAC, WIR & GULF STATES

CONFERENCES

NACO MEMBER REGIONS

PEER NETWORKS AND EXCHANGES

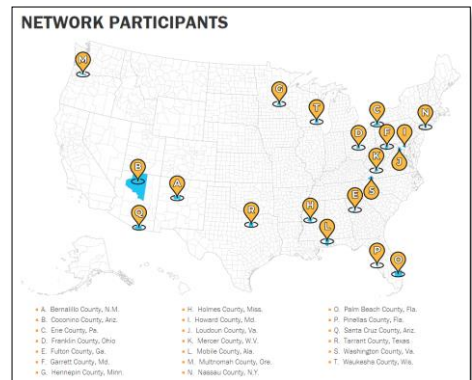
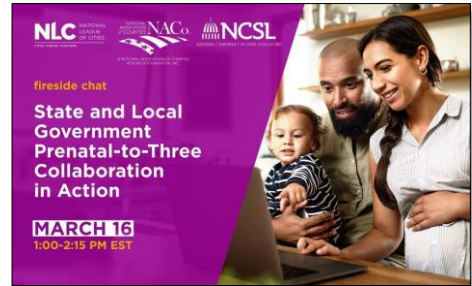
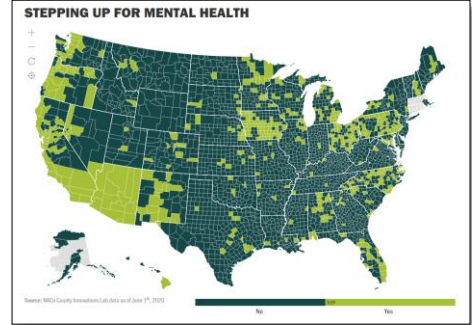
NACO AD HOC COMMITTEES

STATE ASSNS. AND AFFILIATES

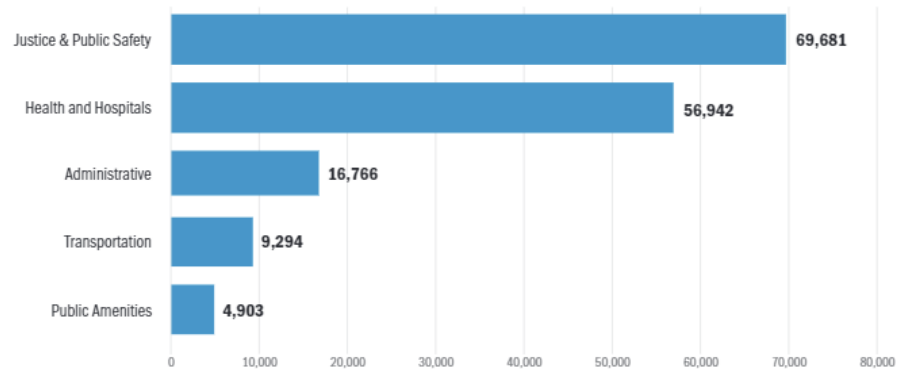
COUNTY TECH XCHANGE



COUNTY RESEARCH STUDIES

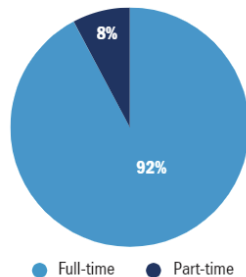


TEXAS COUNTY GOVERNMENT EMPLOYEES BY TOP FUNCTIONAL CATEGORIES



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

TEXAS COUNTIES EMPLOY 166,564 GOVERNMENT EMPLOYEES



ARRIVING SOON!

STATE-BY-STATE COUNTY GOVERNANCE PROFILES

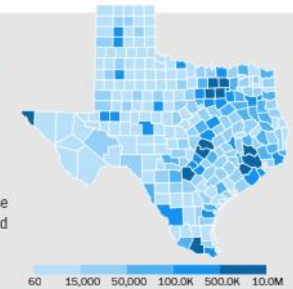


TEXAS COUNTY GOVERNMENT OVERVIEW

Countries	Government Form	Governing Body Size	Population (2020)
254	Reformed ¹	5	29.1 million ²

County Authority

Dillon's Rule: Texas counties are all governed by Dillon's rule and therefore can only exercise the powers and authorities that have been explicitly granted by the state legislature and those reasonably implied therefrom.



TOP REVENUE SOURCES FOR TEXAS COUNTIES



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

¹Government Form refers to the distribution of executive decision making authority in a county. "Traditional" county states mandate that counties exercise executive decision making power solely through the board of elected officials (commissioners, supervisors, etc.). "Reformed" county states mandate that counties employ an elected or appointed county executive, manager or similar position to take on at least some of the county's executive decision making authority. "Mixed" county states means that some counties in that state are "traditional" and some are "reformed."

²NACo Analysis of U.S. Census Bureau - 2020 Decennial Census

County Government Overview: Texas

Summary of County Services

Services counties MUST provide:

- Maintain an emergency management program.
- Provide safe and suitable jails and local court systems.
- Conduct certain elections and record and maintain public records.

Services counties CAN provide:

- Purchase, construct and operate parks, playgrounds or historical museums.
- Enforce rules for the maintenance of county roads.
- Establish community mental health centers.

Services counties CANNOT provide:

- Deliver gas and electric utilities as these are generally provided by municipalities or other providers.

National Association of Counties (NACo) | Page 1

THE STEPPING UP INITIATIVE

More than 550 counties have committed to reducing the number of people with mental illnesses in our county jails

A PARTNERSHIP
OF NACO,
COUNCIL OF STATE
GOVERNMENTS
AND AMERICAN
PSYCHIATRIC
ASSOCIATION
FOUNDATION

Take Action Now:
The Stepping Up
Initiative
(stepuptogether.org)



BROADBAND TASK FORCE:

High-Speed Internet Is Essential
For All Counties



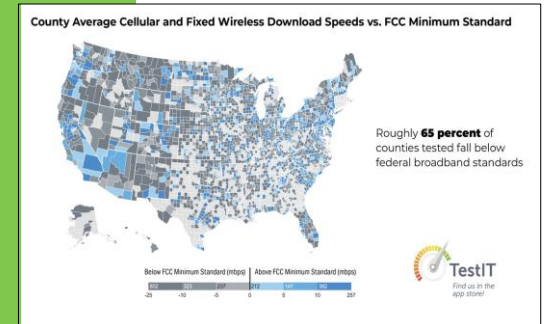
July 2021

BROADBAND

N A C o National Task Force

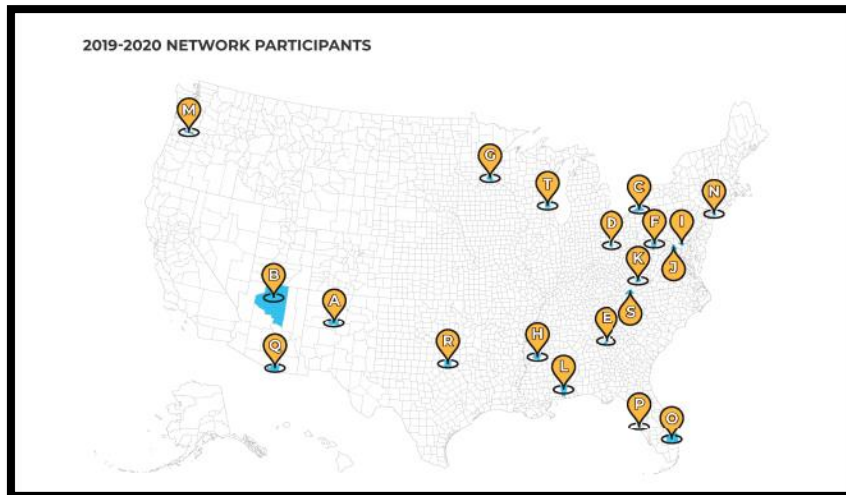
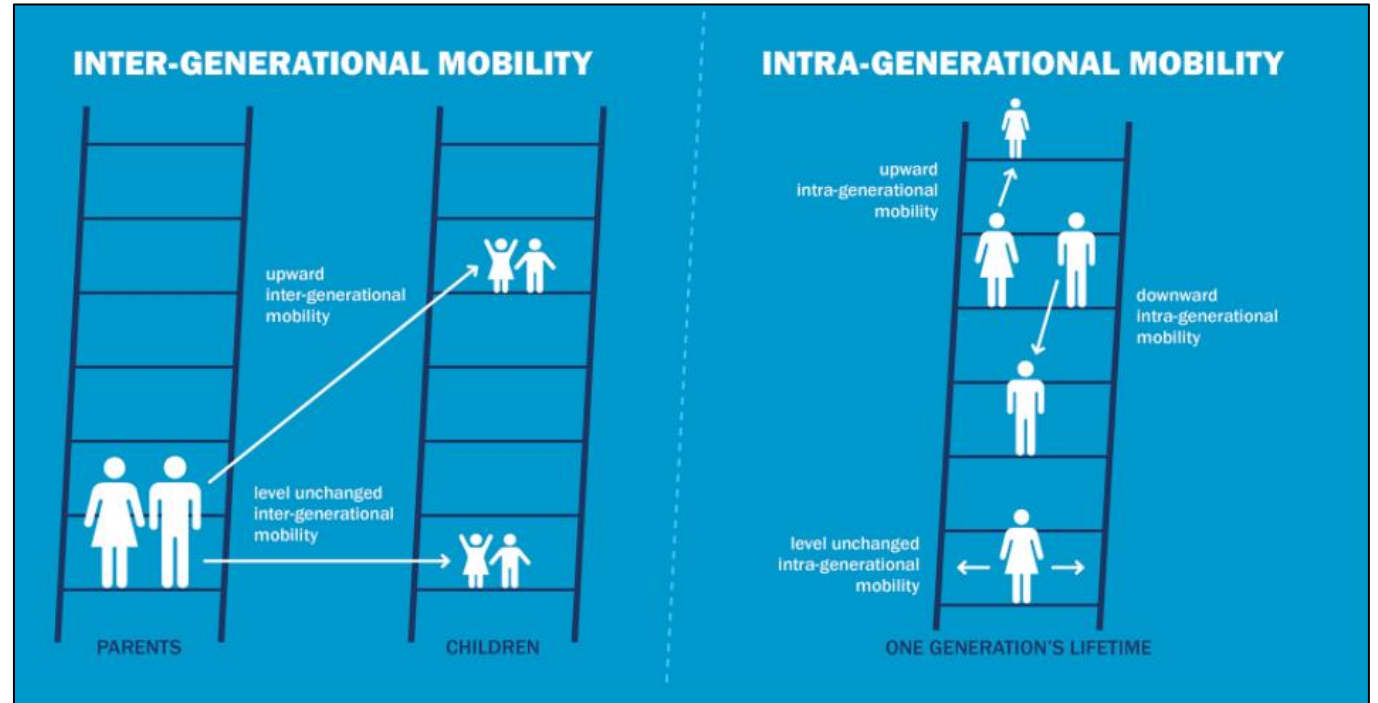
Today, reliable, fast, and
affordable high-speed
internet is as fundamental
as acquiring electricity
in the first half of the
20th century.

BEYOND BEING A BASIC NECESSITY,
HIGH-SPEED BROADBAND IS ALSO
AN ACCELERATOR OF OPPORTUNITY
IN TODAY'S CONNECTED WORLD.



COUNTY LEVERS TO DRIVE ECONOMIC MOBILITY

EXECUTIVE SUMMARY | NOVEMBER 2021



A helicopter is shown in flight, dropping a bucket of water onto a forest fire. The scene is filled with thick smoke and the silhouettes of evergreen trees. The helicopter is positioned in the upper center of the frame, with a bucket hanging from its hoist. The fire is visible at the bottom, with a plume of white smoke rising from it. The background is a dense forest of tall, dark evergreen trees.

COUNTY WILDFIRE PLAYBOOK

A County Leadership Guide to Help
Communities Become More Fire Adapted and
Learn to Live with Wildland Fire

County Wildfire
Playbook

An aerial photograph of a winding river flowing through a valley. The river is a deep blue-green color, contrasting with the surrounding landscape. On the left bank, there is a road and some dry, yellowish vegetation. On the right bank, there are green fields, some trees, and a small cluster of buildings. The background shows rolling hills under a clear blue sky with a few wispy clouds.

COUNTIES AND MILITARY INSTALLATIONS 101

LEVERAGING THE FARM BILL TO PROMOTE COMPATIBLE
LAND USE AND COMMUNITY DEVELOPMENT

NACo Tech Xchange Telework Toolkit

Oct. 1, 2020

JOIN NACo's TECH XCHANGE TO ACCESS THE REPORT

The coronavirus (COVID-19) pandemic has really placed remote work in the county HR and IT spotlight, necessitating the need even more for a guide on best practices and options in telework. Developed for counties and by counties, this toolkit contains sections on:

- Determining Policy
- Assessing Employee Readiness
- Monitoring the Employee
- Assessing the Remote Environment
- Providing Employee Guidance
- Defining the Process

Templates and other resources are provided to round out the toolkit. This is a guide that can be used across the county and in collaboration with human resources, the technology department and senior level directors of the county.

To gain access, a county must be a member of the NACo Tech Xchange. Please complete the form on the NACo Tech Xchange webpage, providing your county's main IT contact. NACo staff will respond promptly and provide you with the Telework Toolkit. If you have any questions, contact Rita Reynolds, NACo CTO, at rreynolds@naco.org



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NACo CYBER SECURITY PRIORITIES AND BEST PRACTICES



Fighting cyberattacks in local government has become even more difficult in recent months due to attacks such as the SolarWinds breach and Microsoft Exchange (email) exploit, as well as the current pandemic environment and resulting increases in cloud adoption and remote work. These recent events coupled with the rise in ransomware, IoT devices and user credential harvesting, are raising the security bar for what counties need to implement and what they should be doing with end users as it pertains to cyber security. The National Association of Counties through the NACo Telecommunications and Technology Policy Steering Committee established the following priorities:

- Funding assistance in any form deemed necessary to provide for the information technology resources required to adequately provide security at all levels;
- Funding assistance for basic security awareness training of employees and advanced security training for information technology professionals within local government including assistance in the completion of advance certification and degree programs;
- Cooperative efforts in information sharing among all federal, state, and local governments in addition to private sector organizations regarding breaches, potential threats, threat levels, and any techniques that would assist in the prevention or mitigation of cyber related threats;
- Collaborative efforts in the form of committees or task forces that are inclusive of local government membership with federal agencies such as the Department of Homeland Security and subprograms such as NCC, US-CERT, and ICS-CERT;
- Creation of programs and initiatives that designate local government Cybersecurity liaisons and/or representatives that serve in conjunction with federal agencies such as the Department of Homeland Security

Further, in working with the NACo Tech Xchange, as well as national resources and other county IT leadership, it has become apparent how important funding and related resources are needed by counties. This is especially evident in the small to mid-size counties, who face the greatest challenges with implementing and maintaining cyber best practices. Specifically, the following are best practices that are the most important for county cyber needs that exist today to address the increasing onslaught of Cyber Attacks.



Cost



Cyber Defense Impact



Workload Effort

The icons represent the percentage of cost, impact on cyber defenses and workload effort needed to implement the priority. The more complete the outer circle of the icon is, the higher the percentage of cost, impact or workload, but also is dependent on current county circumstances.

MFA (Multi-Factor Authentication)



It is a proven fact that multi-factor authentication significantly decreases the amount of successful cyber-attacks on a county. Depending on the main technology platform that a county has implemented for end user authentication, will determine the cost, as well as time and resources needed. And let us not forget the education with end users. MFA solutions alone can run into hundreds of thousands of dollars, depending on the size of the county.

DMARC (Domain-based Message Authentication, Reporting and Conformance)



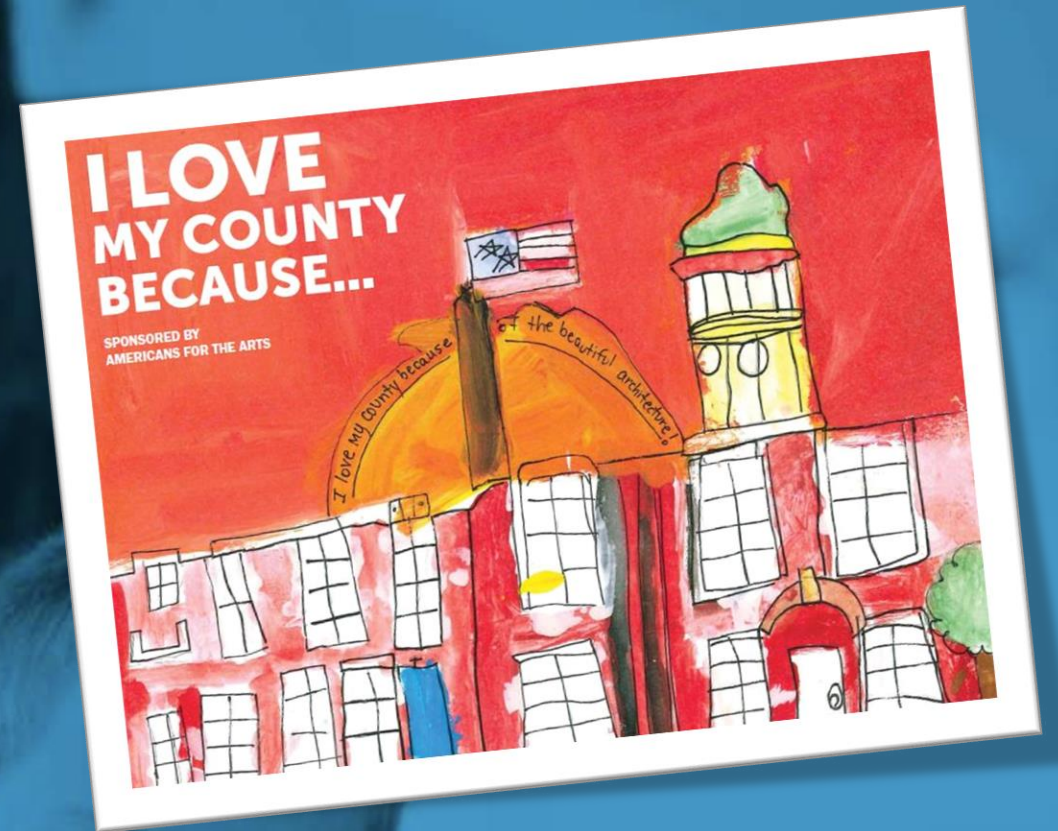
DMARC is an email authentication protocol. The percentage of local government implementing this security feature is on the low side. The main cost associated with DMARC is hiring the resource to handle implementation of the feature on a county's existing infrastructure or training current IT staff to do so.

NACo Cyberattack Simulations

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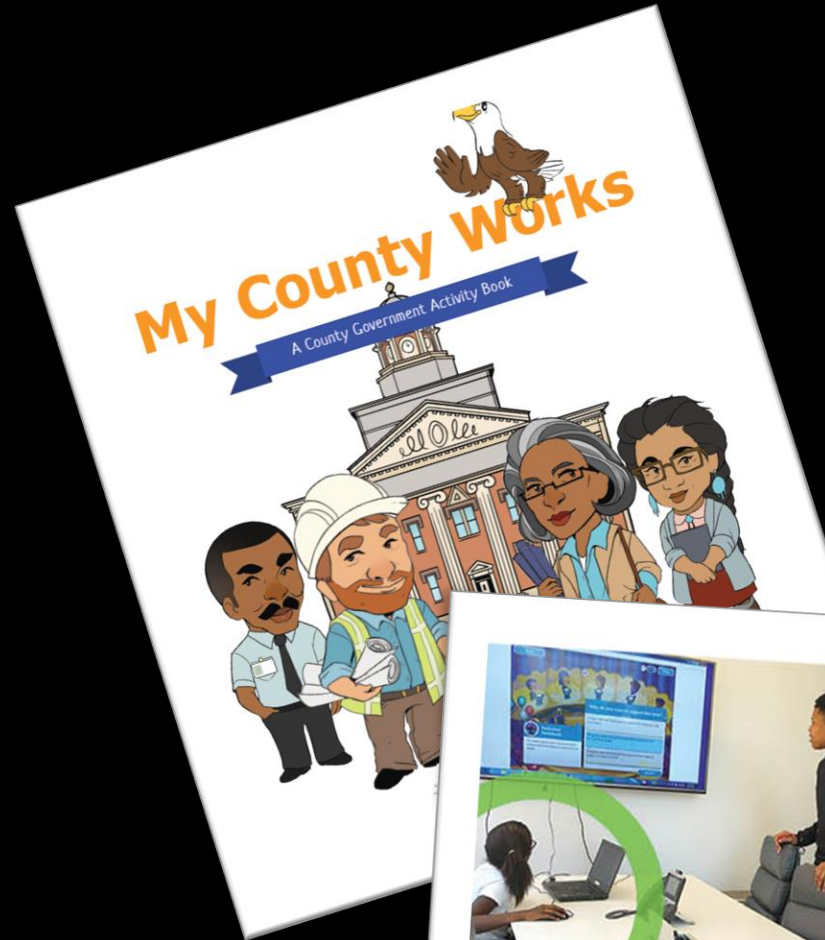
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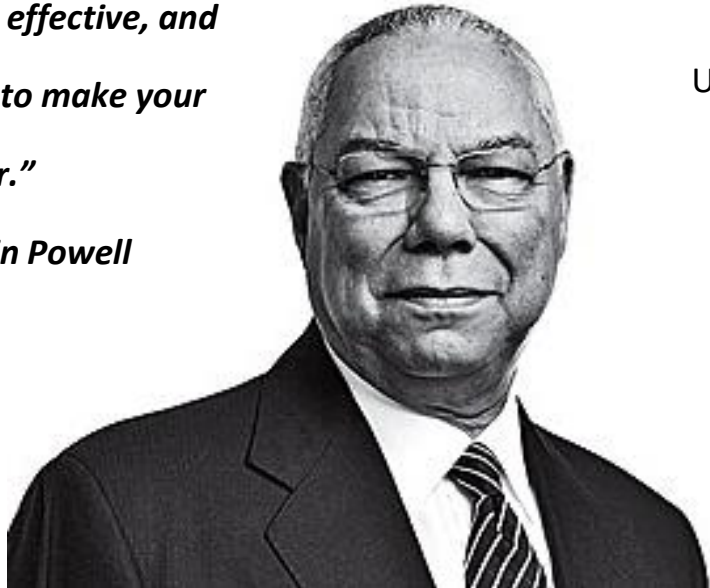


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WWW.NACO.ORG/SKILLS

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