



Board of Directors Handbook

2023 - 2024

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Executive Director's Message

Thank you for your service as a county commissioner. Your willingness to serve on the Association's board is a testament to your commitment to leading your home county and all counties across the state. The Association appreciates the guidance and leadership this board provides as we position North Carolina's 100 counties to thrive and excel.

We are honored that you joined our 2023-2024 Board of Directors and are eager to partner with you on new and ongoing initiatives throughout the year.

This handbook is a resource guide that describes the Association's board, what it does, and how you can best serve North Carolina's counties through your service on the board. This handbook provides essential information for your tenure as a board member and highlights some of the Association resources available to you. We are happy to help in any way we can, so please let us know how we can best serve you as you set the direction for the Association.

Your Association is continuing to develop and grow its capacities in our mission to empower all 100 counties. As part of that overall direction, this board will be overseeing a number of exciting initiatives and developments in the coming year. This includes NCACC's Strategic Member Services, which is our department providing ongoing technical assistance to counties regarding the American Rescue Plan Act and opioid settlement funding. Under President Johnnie Carswell's direction, the Association will also be undertaking the One More Thing initiative, which is focused on empowering North Carolina counties to invest opioid settlement dollars for the greatest impact.


We hope you find this handbook useful throughout your term as a board member. We are here for you, and we'll work closely with your executive officers to ensure the board is kept informed and engaged each step of the way. Please call on me and our staff if there is anything we can do to help. Thank you for your public service and continued commitment to North Carolina's counties!

Sincerely,

A handwritten signature in black ink that reads "Kevin Leonard". The signature is fluid and cursive, with the first name "Kevin" and last name "Leonard" clearly distinguishable.

Kevin Leonard
NCACC Executive Director

Board of Directors Overview

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	Todd McNeill	Ashe	Steering Committee Chair: Environment	toddmcneill@ashecountygov.com	(336) 846-5501

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Board of Directors

Overview

The 2023-2024 Board of Directors is comprised of 50 members, including 48 commissioners, one county manager and the Association's Executive Director.

The Association is viewed as the collective voice of county government. Article I, Section 2 of the Association's Constitution states, "...all counties must band themselves together and work for the common good." One of the biggest mindset shifts for Board members is that when you are on the Association Board, you represent all 100 counties. When an issue comes before the Board, we ask that you think about how the issue impacts all 100 counties and the betterment of the state, as the scope of the impact is greater than one county alone.

Roles

- Executive Officers – elected by membership; Executive Director appointed by Board of Directors (6)
- District Directors – elected by district (two-year terms) (18)
- Steering Committee Chairs – appointed by NCACC President (7)
- At-large Directors – appointed by NCACC President (5)
- Past Presidents – appointed by NCACC President (5)
- NACo Board Members – elected by NCACC caucus or appointed by NACo President (2)
- Representative of the Risk Management Pools Board of Trustees (1)
- Representative of County Managers (non-voting) (1)
- Legislative Goals Co-Chairs – appointed by NCACC President in even-numbered years for two-year terms (2)
- Special Committee/Taskforce Chairs - appointed by the NCACC President (3)

Responsibilities

Excerpt from Association Constitution, Article IV, Section 4, re: duties of Board of Directors

Subject to the provision of this Constitution and to such action as may be taken from time to time by the Association at any annual

Roles & Responsibilities

or special meeting, the Board of Directors shall have general control and supervision over the affairs of the Association and shall be empowered to determine all questions of policy which may arise during the interval between meetings. The Board of Directors shall cause an annual audit to be made of the financial records of the Association. The Board of Directors shall meet at such time and place, after notice to each member of the Board, as may be designated by the President or by any three members thereof. A majority of the membership of the Board of Directors shall constitute a quorum thereof and any question may be decided by majority vote.

In addition to those officially outlined duties, the Board of Directors also hold the following responsibilities:

- Provide strategic direction and policy guidance at state and federal levels, including approving package of legislative goals to be presented to members at Legislative Goals Conference (in odd-numbered years)
- Serve as stewards of NCACC finances by approving and monitoring budget and financial performance
- Review Association participation in service programs, monitor programs' effectiveness, and identify new opportunities
- Take an active role in Association events and steering committees
- Provide input about education/service needs of counties and county commissioners
- Contribute to four goals of NCACC strategic plan:
 - Goal 1: Promote the positive impact of county government on the lives of people.
 - Goal 2: Enhance county leadership capabilities to address challenges, provide efficient and effective governance, and develop future leaders.
 - Goal 3: Empower counties to be strong, proactive, and effective voices on local, state, and national issues.
 - Goal 4: Facilitate and enhance relationships, collaboration, and strategic partnerships.
- Serve as ambassadors for good county government

How to Get Involved

Serving on the board provides opportunity to engage on a deeper level with the Association throughout the year. Below are some examples of how you can get involved.

Steering Committees

The Association has seven steering committees that meet regularly to consider information on emerging county-related issues and advise the NCACC Board of Directors in setting policy directives for the Association. New this year is the nomination process for Steering Committee membership, which will now be processed through nominations made to the Association and appointed by the NCACC President. Membership is open to all county commissioners. Additionally, commissioners, county staff, and affiliates are welcome to sign up for committee meetings as non-member attendees.

The focus areas for steering committees are:

- Agriculture
- Environment
- Justice and Public Safety
- Health and Human Services
- Public Education
- Tax and Finance
- General Government

County Advocacy Opportunities

There are events throughout the year created to give county commissioners an opportunity to speak with their legislators about issues impacting their counties. Board members are encouraged to attend as many of these as possible. A key event will be County Advocacy Days in Wake County in June. There are also quick response teams that ask for member engagement when there is a breaking legislative alert. This is an effective way to communicate with your legislators on county issues and impact legislation, and commissioners can sign up at www.ncacc.org/qrt.

Communications

The Association is committed to amplifying the voice of 100 counties to improve communities across the state. The communications team is always looking for commissioners who are experts or passionate

about issues to speak on behalf of counties and the Association. There are many ways to contribute in this avenue:

- Participate in video recordings on issues for video productions with 100 Strong Productions, the NCACC's film and video team
- Submit an article idea for NCACC's magazine, CountyQuarterly
- Share news from your county to be included in the NCACC Weekly Update e-newsletter

These are just some of the ways you can maximize your participation on the Board. We are always open for new ideas or ways to engage our Board. Please email communications@ncacc.org or reach out to NCACC staff with any questions or ideas.

NCACC Board Reimbursement Policy

In appreciation of your service on the NCACC Board of Directors, the NCACC will reimburse you for your expenses related to attendance at required meetings. The purpose of this policy is to ensure that (a) adequate cost controls are in place, (b) travel and other expenditures are appropriate, and (c) a uniform and consistent approach for the timely reimbursement of authorized expenses is provided.

General Travel Requirements

Mileage will be reimbursed at the current IRS rate for travel to/from all NCACC meetings. Parking fees and tolls related to the use of a personal or county vehicle to attend a meeting will also be reimbursed.

One hotel room, for up to two nights' lodging, depending on the length of the meeting, will be provided for all NCACC meetings in which a Board member is required to attend as part of his/her service on the Board of Directors. Whenever the distance to be traveled is too far to be reasonably attempted on the same day as the meeting, the NCACC will reimburse for one additional night's stay.

Personal meals for the Board member only will be reimbursed by the NCACC. A guest's meal expenses as part of a planned group function will be the responsibility of the NCACC.

Board Role Reimbursement

NCACC Board members who have been elected or appointed to the following roles will be reimbursed the cost of travel, meals, and/or lodging, but for no longer than the length of the event, plus one travel day before and/or after the event. Airfare will be booked by NCACC for all required air travel.

- NCACC Executive Officers will be reimbursed for any events, meetings, or conferences where these individuals attend in the capacity of an officer of the NCACC.
- NCACC Task Force Chairs will be reimbursed for Task Force meetings.
- NCACC Board members appointed to serve on the Legislative

Goals Committee will be reimbursed for the one Legislative Goals Committee meeting held prior to the NCACC Legislative Goals Conference.

- NCACC Board Members appointed to serve on the NACo Board will be reimbursed for the NACo Fall Board meeting and the NACo WIR Conference.

Expense Reports, Receipts, and Payments

Expense reports will be provided at each meeting and to each Board member electronically as needed. Reports may be submitted at the end of each meeting, via email (preferred) or mail and are due no later than 30 days after attending the meeting. Itemized receipts are required for all expenditures. Sign the form, indicating whether you are a covered person under the NC State Government Ethics Act. Reimbursement payments may be made to the Board member or the member's county. All payments will be reimbursed via ACH (Direct Deposit). Payment method exceptions may be made upon request.

Submitting Forms

Please send expense forms to Board Clerk and Executive Assistant, Abbey Thayer, at abbey.thayer@ncacc.org.

Key Dates

The Association knows how busy schedules are and we try to schedule events with as much notice as possible. Please save these dates to your calendar.

Board Meetings

October 20-21, 2023

January 19-20, 2024

May 17-18, 2024

August 7, 2024

117th Annual Conference

August 8-10, 2024, Forsyth County

Other Dates

Steering Committee Meetings

Virtual: November 8-16, 2023

In-Person, Wake County:

January 18-19, 2024

June 11, 2024

Full Details: www.ncacc.org/steeringcommittees

County Advocacy Days

June 11-12, Wake County

Association Overview

History and Purpose

The Association was founded in 1908 by Craven County Commissioner C.E. Foy with a vision to create an organization that would represent the interests of counties collectively. The first meeting was held in Carteret County in August 1908, and the News & Observer reported on August 20th the same year that, “Already it is evident that this organization will be one of the most powerful and useful ever organized in this State.” Commissioner Foy served as our president until 1911.

Today, all 100 counties are members of the Association and it is considered one of the most successful and active statewide local government associations in the nation. The Association advocates for county government before the executive, legislative and judicial branches of state government. Collectively through the Association, commissioners strive to preserve and protect the authority and ability of county governments to deliver the services for which they are responsible.

Vision and Mission

The Association adopted its vision and mission statements and four strategic goals in 2015 that help guide our work.

Vision

Empowering 100 counties to work together for the betterment of one state.

Mission

Our Association supports and promotes the well-being of all North Carolina counties through advocacy, education, research, and member services.

Strategic Plan Goals

Strategic Plan Goals

Goal 1 — Promote the positive impact of county government on the lives of people.

Goal 2 — Enhance county leadership capabilities to address challenges, provide efficient and effective governance, and develop future leaders.

Goal 3 — Empowering counties to be strong, proactive, and effective voices on local, state, and national issues

Goal 4 — Facilitate and enhance relationships, collaboration, and strategic partnerships.

Since the strategic plan was adopted, NCACC has taken a deliberate approach to align all Association activities, services, and offerings with our four strategic goals. NCACC is continually assessing the Association's advancement toward our strategic goals and will provide periodic updates on our progress toward achieving them.

Resources

The Association provides a variety of programs and resources including:

- **Advocacy** – Advocacy for county interests at the state legislature and federal level, policy expertise in key areas, reports on legislative developments, networking forums through Steering Committees, regular updates through the Legislative Brief every week, and County Advocacy Days
- **Research** – Surveys and reports on key county functions and indicators; data analysis on request, annual surveys including budget and tax surveys
- **American Rescue Plan Act Technical Assistance** - Help inform, and navigate issues, compliance and reporting measures related to Fiscal Recovery Funds
- **Education and Conferences** – Year-round education and training programs for county commissioners and staff, including Annual Conference; high school-age youth education on county government; coordination with UNC Center for Public Leadership and Governance on Local Elected Leaders Academy
- **Legal** – Consultation on legal issues impacting counties, analysis of legal impacts of proposed legislation
- **County Risk Group** – Property, liability and workers compensation insurance coverage, professional risk management counsel, safety training programs that include access to law enforcement risk control services, human resources legal helpline, as well as additional ancillary loss reduction programs to County Risk Group Members
- **Outreach Services** – Retreat facilitation and board leadership development, resource and consultation teams, recruitment assistance for vacant county positions, consultative services for county tax departments
- **Member Services** – Debt Setoff Program to collect on delinquent debt, EMS Medicaid Cost Settlement Program to reimburse on a portion of Medicaid eligible emergency ambulance services, endorsed services that provide cost-savings programs for counties
- **Publications** – CountyQuarterly magazine, weekly electronic newsletter NCACC Weekly Update, video and film productions

through 100 Strong Productions, electronic summaries and videos about county functions and Association events

- **North Carolina Property Tax Solution (NCPTS)** – Property tax software collaborative offered to all North Carolina counties with the goal of sharing, automating and improving property tax practices
- **Opioid Settlement Funds Technical Assistance** – Support and assist with strategic action planning, inform and educate, consult, provide guidance and assistance with reporting and compliance measures
- **Direct Capacity Assistance** – Provide temporary staff support through Strategic Project Coordinators to assist with capacity needs related to ARPA or opioid settlement funds, grants, budget and finance, or other operational areas; next generation county management development through NCACC-ICMA Fellowship Program (sunsets June 2024)
- **Finance and Budget Coaching and Resources** – Assess, coach and guide finance and budget teams. Prioritize counties on Local Government Commission's Unit Assistance List

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