

# Strategic Plan 2020-2022



Washington Association  
of COUNTY OFFICIALS

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## Strategic Plan 2017-2019

### Vision, Mission, and Values

#### Vision

*The Vision of the Washington Association of County Officials is to be a forum open to all county Assessors, Auditors, Clerks, Coroners, Prosecutors, Sheriffs, and Treasurers, where initiatives for better county government are nurtured and differences are reconciled; to act as a collective voice for all WACO members; and to serve as a conduit between WACO and local, state, and federal governments.*

#### Mission

*The Mission of the Washington Association of County Officials is to support each county official as he/she executes the constitutional and statutory duties and responsibilities of the office.*

#### Values

*Our organizational values are our standards. These values define how WACO will conduct its work.*

*Collaborative  
Competent  
Consistent  
Constructive*

*Efficient  
Inclusive  
Innovative  
Member-Driven*

*Non-Partisan  
Productive  
Professional  
Progressive*

*Respected  
Responsive  
Transparent  
Trusted*

## Goals and Objectives

### Goal 1. Increase Member Participation and Demonstrate the Unique Value of WACO to Members

#### Objectives

- A. Enhance and expand legislative advocacy services to affiliates
  - 1. Provide year-round legislative advocacy, advice and counsel for affiliates.
  - 2. Annually evaluate progress on the 'WACO Legislative Advocacy Action Plan' included in the Work Plan.
  
- B. Provide high value opportunities for WACO members to engage with the organization
  - 1. Maintain the WACO directory of officials.
  - 2. Provide non-redundant leadership training opportunities to reduce duplicate training that affiliates are also offering. Redundant training a conference should be avoided.
  - 3. Involve members in Board projects, ad-hoc committees, and other key association work.
  - 4. Conduct an annual survey to be sent to WACO membership to assess if WACO's priorities are being met.
  
- C. Increase WACO's visibility and value proposition
  - 1. Participate in every affiliate annual conference and any legislative conference of each affiliate.
  - 2. Celebrate and communicate WACO achievements and activities in a presentation at the annual conference.
  - 3. Publicly acknowledge the professional accomplishments of WACO members and thank them for their WACO involvement.
  
- D. Maintain the "Courthouse Journal"

## Goal 2. Create and Maintain a Shared Legislative Theme with Partner Associations

### Objectives

- A. Work closely with other public advocacy groups to develop legislative themes and action strategies
  - 1. Work closely with the Washington State Association of Counties (WSAC) and other identified stake holders to develop high value legislative positions when appropriate.

## Goal 3. Increase Awareness about County Officials and Their Functions

### Objectives

- A. Develop materials to effectively describe the work of county officials and county services
  - 1. Identify potential opportunities that tell the story.
  - 2. Develop key messages for radio and newspaper communications and social media. Also provide training to affiliates on how to develop such messages.
- B. Continue the conversation with every Washington State Legislator and stakeholders
  - 1. Develop materials, messages and policy objectives to educate other elected officials about what each member's responsibility is and how it relates to the responsibility of running their office.

## Goal 4. Build a Sustainable WACO Budget

### Objectives

- A. Develop and adopt an annual budget aligned with the Strategic Plan
  - 1. Determine allocation levels annually based on the Strategic Plan and budget process.

2. Develop methodologies to determine budget reductions and increases as necessary.
3. Review employee salary and benefits annually as part of the budget process.

B. Diversify revenue

1. Investigate other revenue opportunities for the organization.

## Goal 5. Maintain an Effective WACO Board Culture

### Objectives

A. Maintain a 3-Year Strategic Plan and annual review of work plans

1. Annually review the actions/strategies that relate to the 3-Year Strategic Plan. There will be ongoing items that will continue to be worked on.
2. Identify progress against the Strategic Plan's Goals and Objectives at each Board meeting.

B. Create clear roles, responsibilities, and procedures for Board meetings

1. Based on the Bylaws and Strategic Plan, identify specific responsibilities for the Board, Board Committees, and staff.
2. Define Board meeting processes that ensure that new ideas are identified and openly discussed.

C. Develop a program for evaluating Board effectiveness

1. Annually evaluate the Board's effectiveness against established criteria.

## Goal 6. Foster a Collaborative Culture of Excellence within the WACO Headquarters

### Objectives

A. Recruit and retain a Director and ensure WACO is fully staffed.

B. Build better channels of communication between WACO Headquarters and affiliates.

C. Explore and provide opportunities for employee career growth.

**Goal 7.** Provide Quality Communication and Education Opportunities that Support WACO Affiliates as Smart, Effective and Ethical Leaders; which Support a Greater Understanding of Our Respective Roles and which are not Redundant with Endeavors Undertaken by the Individual Affiliates

**Objectives**

- A. Create better Government Leaders (CPO program)
- B. Foster collaboration on legislation – shared goals
- C. Create knowledge and understanding in how legislation works.

## Acknowledgements

### Strategic Planning Committee

- Debbie Adelstein, Whatcom County Auditor (Chair)
- Linda Hjelle, Snohomish County Assessor (Co-Chair)
- Peggy Semprimoznik, Lincoln County Clerk
- Mike Lonergan, Pierce County Assessor-Treasurer
- Dianne Dorey, WACO President

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