

Strategic Plan 2017-2019



Washington Association
of COUNTY OFFICIALS

Adopted by the Board of Trustees on December 14, 2016

Amended March 9, 2017

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Representing the **Executive Branch** of County Government Since 1960

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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 2017-2019 'WACO Legislative Advocacy Strategic 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. Evaluate 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. Develop an annual survey to be sent to WACO membership to assess if WACO's priorities of education, communication and legislation are being met.
- C. Increase WACO's visibility and value proposition
 - 1. Be visible at and add value to 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 with the Washington State Association of Counties (WSAC), Association of Washington

Cities (AWC), Public Education Group, Public Port Association, and others to develop high value legislative positions.

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.
- B. Share the story with every Washington State Legislator and stakeholders
 - 1. Develop materials and messages to educate other elected officials about what each member's responsibility is and how it relates to the responsibility of running their office.
- C. Provide communications support and training to WACO members
 - 1. Support WACO members in their work of sharing the story with local media and stakeholders.

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. Address employee salary and benefits annually as part of the budget process.
- B. Diversify revenue
 - 1. Investigate other revenue opportunities for the organization.
- C. Create policy, target goals, and reasonable contribution methodologies for the Reserve Fund

Goal 5. Maintain an Efficient 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.

Acknowledgements

Strategic Planning Committee

- Debbie Adelstein, Whatcom County Auditor (Chair)
- Peggy Semprimoznik, Lincoln County Clerk
- Mike Lonergan, Pierce County Assessor-Treasurer
- Alan Botzheim, Pend Oreille Sheriff
- Tammie Ownbey, WACO President

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