



Washington Association  
of COUNTY OFFICIALS

# Work Plans For Strategic Plan

(Abridged Version)

Adopted by the Board of Trustees March 9, 2017

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.

**Actions/Strategies:**

1. Encourage members to attend legislative hearings on bills important to WACO.
2. Provide legislative training at each WACO conference.
3. WACO should be proactive and offer to provide legislative-related training at affiliate conferences.
4. WACO should develop off season legislative interactions
  - a. Coordinating county/region-wide meetings between WACO members and legislators
5. WACO should offer to provide affiliate-wide 'de-briefing' sessions to review legislative strategy and facilitate two-way discussions to identify ways to improve legislative strategy.
6. WACO should develop talking points for affiliate members on specific legislation.

Goal 1. Increase Member Participation and Demonstrate the Unique Value of WACO to members  
Objectives

- A. Enhance and expand legislative advocacy services to affiliates
  - 2. Annually evaluate the progress on the 2017-2019 'WACO Legislative Advocacy Strategic Plan' included in the Work Plan.

**Actions/Strategies:**

1. The Legislative Committee in conjunction with the Executive Director will annually review the 'WACO Legislative Advocacy Strategic Plan' progress.

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

- B. Provide high value opportunities for WACO members to engage with the organization.
  - 1. Maintain the WACO directory of officials.

**Actions/Strategies:**

1. Affiliate Trustees should report changes in officials to WACO staff for updating the Directory.

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

- B. Provide high value opportunities for WACO members to engage with the organization
  - 2. Evaluate leadership training opportunities to reduce duplicate training that affiliates are also offering. Redundant training at conference should be avoided.

**Actions/Strategies:**

1. Reduce training duplication that affiliates may already be getting through their affiliate meetings.

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

- B. Provide high value opportunities for WACO members to engage with the organization
  - 3. Involve members in Board projects, ad-hoc committees, and other key association work.

**Actions/Strategies:**

The Strategic Planning Committee acknowledges that several WACO Committees are comprised of non-Board members (including the Legislative Committee, Education Committee, and Personnel Committee).

1. The WACO President and Executive Director will examine NACO's 'Next Gen NACO' program to see if WACO could replicate a similar program for its members. They would develop a 'Next Gen WACO' program to establish opportunities for WACO members to become more aware of and involved in WACO opportunities and activities, and identify possible mentoring opportunities for new WACO members. The Next Gen WACO program would be presented to the WACO Board for approval. Next Gen WACO would meet at the WACO conference each year and would serve as a venue for the WACO President to review for committee appointments and for outgoing Board members to recruit for future WACO leadership positions.
2. In addition to 'Next Gen WACO' a separate meeting at each WACO conference would be organized for first term WACO members to reflect on their first years in office, discuss ideas for additional WACO services, and seek advice on how to better perform the functions of their office.
3. WACO could add a section to the WACO Conference (printed) program that gives a listing of WACO Committees, committee members, a brief summary of committee activities, and opportunities to get involved in those committees.

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

- B. Provide high value opportunities for WACO members to engage with the organization
  - 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.

**Actions/Strategies:**

1. Each January, the WACO Executive Director should send the annual survey to the membership. He can collate and analyze responses, which can be presented to the Board at its March meeting and to the membership during the Annual conference.

The Strategic Planning Committee acknowledges that some adjustments ought to be made to the survey from year to year to ensure that it gathers the right information, but, on the whole, such a survey provides the most value when it gives longitudinal data. To that end, the Strategic Planning Committee recommends that the Board not approve wholesale changes to the survey from one year to the next without sufficient reason.

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

- 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.

**Actions/Strategies:**

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

- C. Increase WACO's visibility and value proposition
  2. Celebrate and communicate WACO achievements and activities in a presentation at the annual conference.

**Actions/Strategies:**

1. The WACO Executive Director should make a presentation of the accomplishments at the annual conference.
2. The WACO Executive Director will produce an annual report for distribution.

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

- C. Increase WACO's visibility and value proposition
  3. Publicly acknowledge the professional accomplishments of WACO members and thank them for their WACO involvement.

**Actions/Strategies:**

1. Develop annual awards to be given each year at the Annual Conference.
2. The WACO Executive Director should ensure that the member services director offers a press release writing service to the WACO members, and ensure that the WACO members are aware of this offering.

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

- D. Maintain the "Courthouse Journal"

**Actions/Strategies:**

1. Maintain Courthouse Journal as a monthly newsletter to keep the entire membership informed and engaged.

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

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.

**Actions/Strategies:**

1. The Board will create a separate committee appointed by the WACO President, consisting of the number of members as determined by the WACO President, and that the committee be tasked with developing potential shared legislative themes that would fold into the WACO Legislative Package, and the committee report on its progress at each WACO Board meeting.

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.

**Actions/Strategies:**

1. The WACO staff should evaluate opportunities and develop online and/or printed materials to educate the public, the media, the Legislature, and other county officials on the work of WACO's members. Such materials could include the "Washington County Government" pamphlet, and mirroring similar efforts already undertaken by NACo.
2. Utilize Affiliate Trustees to get information to WACO about good news/personal accomplishments/retirements. WACO staff should facilitate this effort.

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
  2. Develop key messages for radio and newspaper communications and social media.

**Actions/Strategies:**

1. The WACO Executive Director should work with the Education Committee and the member services director to develop specific media messages consistent with the materials developed under Goal 3A1.

Goal 3. Increase Awareness about County Officials and Their Functions

Objectives

- 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.

**Actions/Strategies:**

1. The WACO Executive Director should develop a ‘WACO Leg Day on the Hill.’ The purpose of a ‘WACO Day on the Hill’ would be to generally educate all legislators on the overall functions of county government, and to specifically educate select legislators in depth on the county issues that they are most involved in.
2. Develop the event in consultation with the WACO Legislative Committee and work with any affiliate groups to plan such a function. Put in the budget to allow for any costs associated with it.
3. Seek a possible sponsor for this event.

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

**Objectives**

**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.

**Actions/Strategies:**

1. The Education Committee should evaluate opportunities and develop online and/or printed materials to educate the public, the media, the Legislature, and other county officials on the work of WACO’s members. Such materials could include the “Washington County Government” pamphlet, and mirroring similar efforts already undertaken by NACo.

**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.**

**Actions/Strategies:**

1. Budget proposals to the Board from the Budget Committee each year should take tangible steps toward providing the resources necessary to achieve the goals as specified in the Strategic Plan. The Strategic Planning Committee recognizes that it may be unreasonable to provide all the additional resources as called out in the Strategic Plan, but stresses that some progress can (and should) be made each year.
2. To improve stability of the receipt of allocation, the WACO Board should adopt the annual budget during the July meeting of the Board and publish each county’s allocation amount as soon as possible thereafter.
3. During its review of the Strategic Plan, the WACO Board should consider its progress toward providing the resources necessary to achieve the goals of the strategic plan. If the Board determines that the resources necessary are not available, the Board should consider revising the strategic plan to reflect the realities of WACO’s resources.

4. Encourage all members to talk to their commissioners/council each year to be proactive about supporting WACO.

Goal 4. Build a Sustainable WACO Budget

Objectives

- A. Develop and adopt an annual budget aligned with the Strategic Plan
  2. Develop methodologies to determine budget reductions and increases as necessary.

**Actions/Strategies:**

1. When preparing its budget proposals to the WACO Board, the Budget Committee should consider the progress of the Strategic Plan and the needs and circumstances of the organization to address the budget reductions and increases.

Goal 4. Build a Sustainable WACO Budget

Objectives

- A. Develop and adopt an annual budget aligned with the Strategic Plan
  3. Address employee salary and benefits annually as part of the budget process.

**Actions/Strategies:**

1. The Personnel Committee should review salary, benefits and staffing each year in March. The committee should give their recommendations to the Budget Committee in April for consideration when developing the budget.

Goal 4. Build a Sustainable WACO Budget

Objectives

- B. Diversify revenue
  1. Investigate other revenue opportunities for the organization.

**Actions/Strategies:**

1. The WACO Executive Director should investigate and propose non-reimbursement revenue opportunities for the Board to consider.

Goal 4. Build a Sustainable WACO Budget

Objectives

- C. Create policy, target goals, and reasonable contribution methodologies for the Reserve Fund.

**Actions/Strategies:**

Goal 5. Maintain an Efficient WACO Board Culture

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

1. Annually review the actions/strategies that related to the 3-Year Strategic Plan. There will be ongoing items that will continue to be worked on.

**Action/Strategies:**

1. The President shall be responsible for working with the Strategic Planning Committee to develop the action items for the current year's Work Plans implementing the Strategic Plan.

Goal 5. Maintain an Efficient WACO Board Culture

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

2. Identify progress against the Strategic Plan's Goals and Objectives at each Board meeting.

**Actions/Strategies:**

1. The WACO Executive Director will report on the progress of the Strategic Plan at each board meeting.
2. The WACO Executive Director, in conjunction with the President, will construct visual representations of the Strategic Plan with a visual tracking of our progress against the Plan.
3. The WACO Executive Director will report progress on the Strategic Plan in the Courthouse Journal.

Goal 5. Maintain an Efficient WACO Board Culture

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.

**Actions/Strategies:**

1. Maintain a list of WACO Committees, and the chair of each.

Goal 5. Maintain an Efficient WACO Board Culture

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

2. Define Board meeting processes that ensure that new ideas are identified and openly discussed.

**Actions/Strategies:**

Goal 5. Maintain an Efficient WACO Board Culture

C. Develop a program for evaluating Board effectiveness

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

**Actions/Strategies:**



1. The WACO Board shall review at every board meeting its effectiveness against the adopted strategic plan and the WACO Executive Director will present a report to the membership at the annual meeting.