

**Looking
Backward**

**Pressing
Forward**

Report of the 2015 Task Force

Meet the ACCA 2015 Task Force...

Hon. Freddie Armstead, Marengo County; chair, Finance and Taxation Steering Committee

Hon. Stanley Batemon, chair, St. Clair County; past president, ACCA

Hon. Mark Culver, chair, Houston County; past president, ACCA

Hon. Jerold Dean, Conecuh County; president, ACCA

Hon. James “Pappy” Dunn, Calhoun County; past president, ACCA

Hon. Joe Faulk, chair, Elmore County; first vice president, ACCA

Chris Green, CCA, administrator, Blount County; chair, County Administration Committee

Hon. Bruce Hamrick, chair, Walker County; past president, ACCA

Hon. Roger Hayes, Winston County; past president, ACCA

Hon. Charlie Harris, Pike County; chair, ACCA Minority Issues Committee

Henry Hawkins, engineer, Chambers County; chair, Rural Transportation Committee

Chris Heger, 9-1-1 director, Baldwin County; president, AAND

Kirk Keith, sales tax, Tuscaloosa County; president, CROAA

Sherrie Kelley, CCA, administrator, Coosa County; ACAA

Hon. Hardy McCollum, probate judge and chair, Tuscaloosa County; past president, ACCA

Chuck Murph, Monroe County; EMA director, AAEM

Hon. Larry Raughton, Randolph County; chair, Environmental Committee

Hon. Rhondel Rhone, Clarke County; past president, ACCA

Hon. Greg White, chair, Covington County; second vice president, ACCA

Philip Widner, engineer, DeKalb County; ACEA

Administrative Goals

Early in his tenure, ACCA President Rhondel Rhone appointed a broad-based group of county elected officials and employees to develop a working outline for the Association's activities in the coming years. The group was asked to create a roadmap to carry the Association through the next seven years.

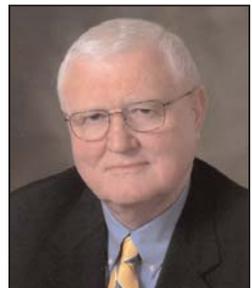


Hon. Rhondel Rhone

The Task Force's recommendations are based on surveys of the ACCA membership, its own evaluation of the Association's performance, consideration of activities conducted by sister Associations in other states and the leadership and insight of the members of the Task Force. The ACCA Board of Directors has approved the Administrative Report and presented it to the membership for consideration on Dec. 6, 2007.

All recommendations contained in the report are offered with the recognition that additional revenue and staff members will be necessary to reach the goals established for the next seven years. This report focuses only on the administrative goals of the Association and gives little attention to the financial considerations that must also be addressed.

Current ACCA President Jerold Dean has asked the Task Force to reconvene prior to the 2008 ACCA Annual Convention to develop recommendations regarding the revenue necessary for implementation of the goals contained herein. The financial recommendations will be presented to the membership for action during the 2008 Convention.



Hon. Jerold Dean

This report focuses on both short-term and long-term goals, recognizing the implementation of many of the goals can be undertaken within a reasonable amount of time, while others will be addressed as we move nearer to Jan. 1, 2015. The Board of

Directors recommends that steps be taken to implement the short-term goals immediately after the adoption of the report. Implementation of the long-term recommendations should be on a time schedule developed by the ACCA Board of Directors in the coming years.

Before considering the goals for the next several years, the Task Force evaluated the current services and programs administered by the Association.

According to membership surveys and discussions of the 2015 Task Force members, the most favorably rated services provided to the membership include:

- Lobbying
- Public Relations
- Training and Conference Activities
- Information Sharing/County Assistance
- Affiliate Management

The Task Force believes it is important that these activities be enhanced, the other services provided by the Association be improved and that any new programs be implemented with the same efficiency as those programs rated in such a positive manner by the Association.

Short-Term Goals and Implementation

Goal

The Association should emphasize the use of web and technology-based solutions to deliver many of the services now provided by more traditional means.

Implementation

Establishment of a website management program for those county commissions wishing to enhance the distribution of information via the Internet.

More fully utilize web-based information exchange with county officials and employees, to include establishment of discussion groups, a FAQ section on “acca-online” and utilization of web newsletters for all affiliate groups.



Utilize available technology to coordinate ACCA meetings and training activities in order to maximize the time of county officials and employees participating in the programs.

Provide access to standard operating procedures and policies, information sharing on successful county programs, bid specs and other resources through improvements in the Association’s website.

Initiate communication with state agencies in order to fully utilize technology to transfer information and carry out state-mandated functions.

Goal

The Association should emphasize improvement and expansion of the services it provides to assist counties with the purchase of goods and services.

Implementation



Establishment of a clearinghouse for exchange of bid specifications among all agencies of county government.

Expansion of the County Joint Bid Program to include the hiring of a staff director and the addition of other items to the bid process.

Increased emphasis on county participation in U.S. Communities and other similar purchasing programs.

Establish a method for the exchange of information on the evaluation and performance of vendors providing goods and services to county governments throughout Alabama.

Goal

The Association should enhance its position as the voice of county government in Alabama through the most consistent use of efforts to establish public awareness of the ACCA.

Implementation

The Association's visual identity has not been updated in recent memory, and the first step in creating a "brand" for the Association is to create a new ACCA logo. This includes not only a redesign of the logo itself, but also choosing a color or colors that imply strength, stability and corporate character and the establishment of a short mission phrase or slogan, for use on all printed materials.

The redesigned logo and new mission phrase on all official ACCA materials, including letterhead, envelopes, business cards, website, e-mails, newsletters, legislative updates, press releases and educational activities sponsored by the Association.

Utilizing the new brand (logo, mission phrase and colors) on all communications will elevate the general public's perception of the Association as the voice of county government in Alabama.

Goal

The Association should improve the delivery of training programs and activities to county officials and employees.

Implementation

Immediately establish a committee to evaluate the most effective and efficient method for the administration and delivery of the training programs for both elected officials and county employees.

Emphasize the importance of county "staff" participation in the training programs through the use of peer-to-peer recruitment and/or financial incentives for those completing the training programs.

Request the governing board of the Alabama Local Government Training Institute to consider the expansion of the board's role to include delivery of training for public employees.

Explore the appropriateness of seeking statutory requirements for certain public employees to complete minimum-level training programs.

Provide trainer resources for county department heads and others in order to facilitate their delivery of training programs on the local level for the county employees.



Goal

The Association should reevaluate its relationship with sponsoring and endorsing companies to maximize the positive impact on county government.

Implementation

Immediately establish a committee to establish criteria and offer suggestions for possible alterations to the Association's endorsement of businesses and products, including the consideration of endorsements in the areas of credit cards, long-distance service and wireless communication.

Establish a formal evaluation process for those businesses and products endorsed by the Association to determine the performance of the business, the appropriateness of the endorsement by the Association, and the financial impact of the endorsement.

Goal

The Association's recent successes in Legislative Relations are due in large measure to the involvement of county officials and employees; therefore, a renewed emphasis should be placed on enhancing the participation at the county-level.

Implementation

Further emphasize the Association's assistance with local legislation, to include more detailed monitoring of the movement of local legislation and more hands-on assistance with the development of content of local legislation.

Expand the attendance in the existing governmental relations training programs offered by the Association-sponsored education programs to ensure all elected officials and employees are exposed to the importance of participation in the legislative process.

Formalize the establishment of a legislative "captain" in each county to ensure the dissemination of information from the Association to other



elected officials and the communication with local legislators in a timely manner.

Evaluate and alter the current legislative communication procedures to achieve timely and effective communication with county officials and employees in order to maximize the use of ACCA staff time.

More actively involve ACCA members in the tracking and lobbying of specific legislation, to include the utilization of “mentor” teams composed of both veteran and new county commissioners.

Goal

The Association should assist the county commissions to raise the public’s awareness of the important role they play on the local level.

Implementation

Encourage the promotion of local programs and activities of the county commission by establishing the regular delivery of media releases and packets that can be utilized on the local level to promote county commission activities within the community.

Emphasize public speaking training for county elected officials.

Assist counties with their participation in County Government Week and other similar activities designed to draw public attention to the important role of county government in Alabama.



Goal

The Association should explore the available opportunities for “in-sourcing” of activities and products utilized by county government.

Implementation

Immediately establish a committee to evaluate the opportunities for the Association to provide to counties services that have been traditionally secured through the private sector.

Goal

In order to more fully involve the membership of the Association, the Board of Directors should emphasize the enhancement of member involvement in the governance of the Association’s activities.

Implementation



Emphasize the importance of board-member attendance and participation prior to each election of ACCA officers in order to ensure each district elects only those board and legislative committee members who are dedicated to actively participating in the leadership role.

Annually reevaluate the participation of individual board members as well as the participation of the membership in governance activities in order to offer suggested policy changes which will enhance the overall participation of the membership in the governance of the organization.

Implementation of Short-Term Recommendations

The implementation of the short-term recommendations will require the addition of ACCA staff members and, therefore, an enhancement of the Association's revenue stream. The following recommendations are made by the Task Force.

Enhancement of Association Staff

The addition of staff members, in the following priority order, is essential to the achievement of the goals established by the Task Force:

- Lobbying
- Legal Assistance
- Financial Administration
- Administrative Support
- Affiliate Services Coordinator
- Member Services (in the field staff)

Revenue Enhancements

The achievement of the goals established by the Task Force will also require additional revenue for the Association. At a minimum, the Task Force will consider the following alternatives for additional revenue before making further financial recommendations in the summer of 2008:

- Establish service fee for counties in Joint Bid Program
- Increase in ACCA Dues
- Enhance participation by counties in existing programs that produce ACCA revenue
- Reevaluate sponsorship/endorsement opportunities

- Administrative fee or other assistance from affiliate organizations
- Outsourcing of activities currently conducted by ACCA staff
- In-Sourcing of services

Long-Term Recommendations

The Task Force recommends the Association's Board of Directors give priority to the following activities as long-range projects that will enhance the role of the Association and further assist counties in the efforts to provide the best possible services at the local level:

Development of a training and resource manual for counties to utilize in making appointments to boards and commissions.

Establishment of a formal training for county attorneys, including possible CLE credit for county attorney training coordinated by the Association or the ALGTI.

Enhancement of the role of ACCA in NACo activities and Congressional issues by designating a staff person to review all NACo information, programs and activities and communicate with county officials on federal issues.

Enhancement of the Association's "research" activities to provide information to counties and to utilize the information in legislative and public relations activities.



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