

2022-2027

Strategic Plan:

Road to Achievement



ROAD TO ACHIEVEMENT

Construction Committee

ACCA DISTRICTS

- District 1 | Keith Davis, Walker
- District 2 | Dale Strong, Madison
- District 3 | Tim Burgess, Cherokee
- District 4 | Tommy Bowers, St. Clair
- District 5 | Jimmie Stephens, Jefferson
- District 6 | Allen Turner, Greene
- District 7 | Laura Cobb, Cleburne
- District 8 | Charlie Williams, Chambers
- District 9 | Isaiah Sankey, Montgomery
- District 10 | Billie Jo Underwood, Baldwin
- District 11 | Greg White, Covington
- District 12 | Merceria Ludgood, Mobile

ACCA INSURANCE FUNDS

- WCSIF | Doug Siquefield, Houston
- LSIF | Arthur Crawford, Hale

AFFILIATE ORGANIZATIONS

- ACAA | Rod Morgan, Coffee
- ACEA | DeAndrae Kimbrough, Perry
- AAEM | Ernie Baggett, Autauga
- AAND | Gordon Sandlin, Cullman
- CROAA | Terri Henderson, Montgomery

AT-LARGE MEMBERS

- At-Large | Richie Beyer, Elmore
- At-Large | Chad Scroggins, Shelby
- At-Large | Rhondel Rhone, Clarke
- At-Large | Collin Daly, Limestone
- At-Large | Bill English, Lee
- At-Large | Jerry Tingle, Tuscaloosa

ROAD TO ACHIEVEMENT

Construction Process

Early in his tenure, ACCA Immediate Past President Randy Vest appointed a group of county officials and employees from across the state to establish the “Road to Achievement” Construction Committee and charged the Committee with developing a working outline of strategic goals to guide the Association’s direction over the next five years.

The Committee’s final report was based on surveys of the Association’s membership, a critical review of the 2021 Strategic Plan Report Card, comments from the ACCA Board of Directors, and the leadership and insight of the Committee members based on the Association’s then-current performance.



All recommendations in this report were approved by a vote of the Association’s full membership at the December 2021 Legislative Conference. The objectives outlined herein are offered with the recognition that additional revenue and staff members may be necessary to reach the goals established for the next five years. This report only focuses on the administrative goals of the Association and gives little attention to the financial considerations that must also be addressed.

Current ACCA President Marcus Campbell has tasked the Association staff with identifying the Committee-recommended goals that could be undertaken within a reasonable amount of time. The Association staff is currently working to make tangible progress on the identified items ahead of the 2022 ACCA Annual Convention.



Recognizing the implementation of some of these goals are more long-term in nature, other items will be addressed as we move nearer to January 1, 2027. Implementation of the long-term recommendations will be on a schedule developed in the coming years by the Association’s Board of Directors.

Before considering goals for the next five years, the Committee evaluated the existing services and programs administered by the Association. According to membership surveys and discussions of the Committee members, the most highly regarded services provided to the membership include:

- Data and Information Sharing
- Legislative Representation and Public Advocacy
- Educational and Training Opportunities
- Legal Assistance and Support
- Cost-Saving Activities and Programs
- Leadership Development and Networking

The Association membership believes it important that these activities be enhanced, other services provided by the Association be improved, and any new programs be implemented with the same efficiency as existing Association programs.

ROAD TO ACHIEVEMENT

Goal #1

Travel the Road to Achievement by prioritizing the consistent collection, exchange & distribution of county data & research

GOAL ROADMAP

- Prioritize the financial and staffing resources necessary for the Association to implement an ongoing, comprehensive collection of county-by-county information to aid in the enhancement of county operations statewide
- Create and provide secure, easy access to a virtual repository comprised of county documents, records, and research for the educational and operational use of fellow county officials and employees
- Establish a virtual methodology for county officials and employees to discuss and share information relevant to county commonalities
- Utilize county data to provide officials and employees with comprehensive insights from and subsequent Association-supported solutions to common county issues
- Compile county data and statewide research for the increased distribution of ACCA-created reports to members of the general public, media, and state and federal legislative branches of government for the purposes of building public awareness of county successes and public support for county needs

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Goal #2



Travel the Road to Achievement by placing increased emphasis on the preservation & growth of county revenue

GOAL ROADMAP

- Continue Association policy endeavors to protect existing county revenue streams and to prevent unfunded mandates
- Perform a county-by-county funding and budgetary analysis for use in ACCA educational and legislative advocacy efforts
- Increase promotion among counties on the existing ACCA programs designed to offer financial efficiencies and savings to county governments
- Expand the Association's federal-level support provided to counties to ensure increased application and subsequent obtainment of the myriad of federal program dollars available to local governments
- Seek out and prioritize opportunities to reform tax and revenue procedures at the local and state levels for the purposes of stretching county dollars
- Gather, compile and share annual information showcasing the tangible benefits of each county's membership in the Association

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Goal #3



Travel the Road to Achievement by continuing to plan, direct & advocate for county legislative & administrative progress

GOAL ROADMAP

- Create further opportunities and new tools for Association Legislative Committee members to strengthen grassroots policy efforts and grow the visibility and influence of county governments in the Alabama Statehouse
- Expand the discovery, discussion and development opportunities for policy progress by creating a series of study groups and committees composed of county topical experts
- Utilize membership interest and relationship surveys to further engage county officials and employees in policy issues of personal relevance and impact
- Take a more active role in assisting county officials with the achievement of county-specific policy priorities and the resolution of community issues impacting local morale and well-being
- Continually review Association legislative communication efforts to provide more tailored content through more direct, modern channels when communicating with county officials and employees
- Increase and simplify educational communication to county officials and staff on the varying state legislative branch processes
- Actively engage state-level leaders and decision-makers with regular communication on progress in all 67 counties resulting directly from opportunities and authorities granted by the state
- Broaden, nurture and provide access to Association relationships with state and federal officials in the department areas relevant to county operations

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Goal #4



Travel the Road to Achievement by building upon the opportunities for county education & training

GOAL ROADMAP

- Initiate an active annual review and revision of the Association's educational programs to provide tailored, cost-effective educational opportunities to officials and employees at every level of county government, whether by expanding training site locations, incorporating virtual media capabilities or further partnering with educational institutions
- Modernize the ACCA training sessions designed for first-term commission members to ensure new officials are provided with the solid educational foundation necessary to successfully acclimate, adapt and contribute to the ever-changing environment of Alabama county government
- Further promote to seasoned commission members the importance and benefit of continued participation in Association education programs
- Establish a new educational opportunity for county employee leaders to receive interactive, hands-on training in the county government field
- Provide increased opportunities for county officials and employees to grow their knowledge and understanding of complete county government operations
- Expand the scope and frequency of training opportunities to incorporate timely sessions on important county responsibilities affected by and issues involving local, state, and federal officials and agencies
- Increase Association-to-county notification and communication regarding state- and federal-level decisions of relevance and impact

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Goal #5



Travel the Road to Achievement by continuing to provide county-specific feedback, guidance and legal support

GOAL ROADMAP

- Assess the existing processes by which ACCA legal assistance is provided to counties in order to determine and implement opportunities for increased efficiency
- Create an online repository of information on frequently-encountered county legal matters with access provided to county officials and employees, as well as to the general public
- Create ACCA-approved sample standards, policies and documents relevant to common county issues and operations for streamlined and uniform use statewide
- Provide certified Association training designed specifically for county attorneys to ensure consistent and professional legal advice and representation in all 67 counties
- Promote county attorney participation in statewide Association events to provide attorneys with opportunities to network and increase their understanding of current and impending county government issues

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Goal #6



Travel the Road to Achievement by enhancing the statewide promotion of effective & efficient county government

GOAL ROADMAP

- Create opportunities for Association leadership and seasoned county officials and employees to serve as ambassadors for statewide unity and involvement
- Create and distribute turn-key materials for use by county officials and staff in promoting county efforts and progress in their communities
- Establish a mentoring program to provide county officials and employees with expanded access to the onboarding guidance and support necessary to succeed at the local level
- Expand Association inclusion by creating involvement opportunities that accommodate members of varying availability and experience
- Provide further information and resources to county governments to support increased emphasis and training on and acknowledgment for workplace safety
- Enhance promotion among counties and the general public for Association awards and recognition of innovative and efficient measures in county government

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Goal #7



Travel the Road to Achievement by providing increased leadership development and networking opportunities for county representatives, as well as continued visionary direction for county government as a whole

GOAL ROADMAP

- Expand and prioritize the small group networking opportunities currently built in to Association events and education programs
- Allocate Association resources to develop a statewide virtual initiative through which county officials and employees may regularly gather to collectively discuss common county government issues
- Increase promotion of the importance and resulting benefits of county department leaders and staff actively participating in the Association and its affiliate organizations
- Encourage and help facilitate opportunities for county department leaders and staff to participate in local peer gatherings to discuss common obstacles, 'lessons learned' and 'best practices' in county government
- Establish an Association program to support county officials, department heads and employees in their growth as leaders in the workplace and in their communities
- Expand the Association's ability to provide counties with tailored guidance and support in collaborative discussions with city and state officials on important local-level issues
- Establish an annual opportunity for all 67 counties to evaluate and provide feedback on existing ACCA membership services

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Goal #8



Travel the Road to Achievement by expanding service to and engagement of all county government employees

GOAL ROADMAP

- Create subject area-driven working groups and subcommittees composed of county staff at every level to provide input and oversight in the fulfillment of role-related statewide goals
- Increase promotion among commission members and county staff on the Association's training benefits available to all county employees, from those in entry-level positions to managerial positions
- Create opportunities for commission members to further educate and involve entry-level staff on/in the benefits of statewide interaction and Association participation
- Create systems to allow for the increased flow of information from internal and external sources to members of the Association's affiliate organizations
- Expand existing Association efforts to highlight the work and achievements of county staff among commission members and the general public