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Maine County Commissioners Association Strategic Plan Adopted 12/15/2014

This document contains a strategic plan for the Maine County Commissioners Association (MCCA) that was developed in the summer and fall of 2014. The plan consists of a mission, goals, objectives, strategies, and tactics for MCCA that will provide the basis from which we work to accomplish the purpose of the organization. To enhance clarity and promote understanding of the plan, the following brief definitions are provided.

Mission: A mission is a very big, long term end result or achievement. There may be goals, objectives, strategies, executions, and tactics all used to achieve the mission, but the mission is the biggest and most important thing to be accomplished. Participants in the MCCA strategic planning process decided that the *Purpose Statement* from the MCCA Bylaws should be used as the MCCA Mission Statement. (See below.)

Goal: A goal is simply *what* we'd like to accomplish. It may be barely attainable, and it doesn't really ever change. It will be the same whether we come close to achieving it or miss the mark by a mile; but it's the carrot we dangle in front of our team.

Objective: An objective is a *measurable* step we take to achieve a strategy. Objectives will start with an action verb, like "increase," "deliver," "sell," "obtain," "find," "decrease," etc. An example of an objective might be, "Sell 20 percent more spicy pickles than last year."

Strategy: This is the *approach* we take to achieve a goal; it's *how* we achieve an objective or goal and the *why* we are doing something.

Tactic: A tactic is a *tool* we use to pursue an objective associated with a strategy – the things we'll do to accomplish the goal, meet the objective, and fulfill the strategy.

MCCA MISSION STATEMENT

“The MCCA shall be a nonpartisan organization serving Maine County Government, whose core functions are:

- 1. To strengthen the role of county government in Maine by maintaining a comprehensive and robust advocacy role in the state and federal legislative, administrative, and regulatory process.*
- 2. To enhance management of county government by providing quality member services for all Maine counties.*
- 3. To provide programming, services, information, and education that supports members in meeting public expectations for comprehensive, effective, and efficient service delivery.*
- 4. To promote public awareness of the vital role of county government.*
- 5. To promote cohesiveness among the counties and facilitate and promote interaction among internal and external groups who have interests or programs that impact county government.*
- 6. To ensure professionalism and sound business practices in the management of the Association.*

The means of achieving this purpose will be by carrying out a comprehensive program in the areas of planning and research, publications, legislation and uniform administration for county government.”

GOALS, OBJECTIVES, STRATEGIES, & TACTICS

GOAL I. Hold an *annual convention* of the MCCA that will provide opportunities for education, information sharing, networking, and county government promotion.

Objective A: Sponsor and plan the convention with assistance from the host county and Convention Planning Committee using a team approach. – MCCA

Strategies:

1. Prepare agendas and minutes for planning committee meetings.
MCCA staff at least monthly
2. Use the elements of Project Management to plan the convention and all the details involved.
MCCA staff, Convention Planning Committee, host county throughout the convention planning process
3. Enlist and utilize historical perspectives, advice, and guidance of those who have hosted conventions in the past.
MCCA staff, Planning Committee, host county throughout the convention planning process
4. Manage convention registrations, contracts, and finances; report status and progress monthly to the Board of Directors (BOD).
MCCA staff throughout the convention planning process
5. Meet with the Planning Committee and representatives from the host county to evaluate how the convention went, noting successes to continue in the future and weaknesses to improve for future conferences.
MCCA staff, Planning Committee, host county one month after the convention is held

Objective B: Provide [networking](#) and [training](#) opportunities, as well as opportunities to learn about innovative programs and services for county government. – MCCA facilitates

Strategies:

1. Provide continuing educational sessions for county commissioners.
Periodically, at the annual convention, and shortly after elections are held
2. Provide continuing educational sessions for county administrators.
Periodically and at the annual convention
3. Provide continuing educational sessions for county-affiliated groups.
Periodically and at the annual convention
4. Provide opportunities to socialize and build relationships.
Periodically and at the annual convention

Objective C: Provide opportunities at the Annual Convention to [meet](#) and vote on MCCA policies. – MCCA facilitates for the Annual Convention

Strategies:

1. Hold MCCA Board of Directors business meeting
2. Hold meeting of the MCCA Risk Management Pool.
3. Hold meetings of other county-affiliated groups.

Objective D: [Recognize the contributions](#) of those who have contributed to county government, especially those retiring from county government service. – MCCA facilitates for the Annual Convention

Strategies:

1. Collect information about retirees from counties and have award plaques made to distribute at the convention.
2. Recognize retirees during a special presentation at the convention.
3. Offer many door prizes consisting of gifts donated from all counties.
4. Offer door prizes sponsored by convention sponsors.

Objective E: Increase opportunities to [work with the Maine Municipal Association \(MMA\)](#) at each other's convention events.

Strategies:

1. Invite the MMA to participate in the MCCA Convention. **MCCA staff and Board of Directors at the annual conventions**
2. Participate in the MMA Annual Convention.
MCCA staff and County Officials in October of each year
3. Evaluate whether to work with MMA on joint programs at our conventions.
MCCA by the end of 2015

GOAL II. Support and encourage the improvement of the *county corrections (jails)* system.

Objective A: Work with the State Board of Corrections (SBOC), Maine Sheriffs Association (MSA), and county sheriffs to realize an effective and efficient county correctional system that promotes public safety.

Strategies:

1. Continue to work with the SBOC to implement the provisions of PL 598 (formerly LD 1824).
Counties, Sheriffs, and MCCA – ongoing
2. Work with county sheriffs, sheriff deputies, and the MSA to promote uniform standards of professionalism in law enforcement and create a cooperative, efficient, safe, well-resourced and well managed system of county correctional facilities.
Counties, Sheriffs, and MCCA – ongoing
3. Develop a joint corrections task force comprised of county commissioners, county sheriffs, county managers/administrators, and jail administrators to proactively identify and work on corrections issues and identify key areas where new legislation might be needed to address problems.
MCCA has established the task force; meetings and work are ongoing
4. Work with and educate legislators to procure adequate funding for the county jail system.
Counties, Sheriffs, and MCCA; ongoing, especially during the legislative sessions

Objective B: Continue to work with the MCCA Risk Pool to reduce liability in county jails.

Strategies:

1. Provide quality training to correctional staff.
MCCA Risk Management Program; quarterly & at annual convention
2. Provide quality training to jail management staff.
MCCA Risk Management Program; quarterly & at annual convention
3. Provide quality training to elected county officials.
MCCA Risk Management Program; quarterly & at annual convention
4. Develop incentives for counties to decrease their liability in county jails.
MCCA Risk Management Program; by December of 2015

Objective C: Plan for eventualities in the county correctional system that may occur in ten years and identify steps MCCA should take to meet anticipated needs.

Strategies:

1. Participate with the SBOC in a strategic planning process for the county correctional system.
County officials & MCCA E.D. – late 2014 & early 2015
2. Participate on the MCCA Joint Corrections Task Force to stay current about jail issues and SBOC activities/issues and develop needed legislation, as necessary.
County officials, Sheriffs, & MCCA E.D. – ongoing meetings as needed
3. Serve on SBOC subcommittees to assist with its work for the county jail system.
County officials & MCCA E.D. – ongoing meetings monthly or as needed
4. Oversee the development and implementation of capital investment plans for all county jails.
County officials & MCCA E.D. – during budget process and ongoing

5. Work on acquiring adequate funding from the State for necessary operational requirements of county jails.
County officials, sheriffs, & MCCA E.D. – ongoing, especially during legislative sessions

GOAL III. Provide opportunities for *education and professional development* that will enhance quality delivery of county government programs and services.

Objective A: Develop, institute, and work according to a code of ethics.

Strategies:

1. Form a subcommittee to develop a code of ethics for the MCCA.
MCCA BOD & staff – Form subcommittee by March 2015
2. Present a draft code of ethics that includes enforcement and penalty provisions to the Board of Directors for adoption.
MCCA staff – Present draft to BOD by March 2016
3. Institute the code of ethics and communicate it to all MCCA members.
MCCA BOD & staff – July 2016
4. Utilize an Ethics Committee to evaluate and rule on all charges of ethics violations.
MCCA BOD & staff – July 2016 and ongoing after that
5. Enforce penalties for ethics violations.
MCCA BOD & staff – July 2016 and ongoing after that

Objective B: Participate in a process to increase professional management of county government.

Strategies:

1. Discuss the development and adoption of county charters.
MCCA BOD, staff, & counties – throughout 2015
2. Support professional administration and management of county board policies and governmental operations.
MCCA BOD, staff, & counties – ongoing
3. Offer training to newly elected officials that is focused on their particular position in county government.
MCCA facilitates – December of each year
4. Offer training to county employees that focuses on particular areas of interest to their department/position.
MCCA facilitates – periodically and at the annual convention
5. Continue to provide continuing risk management education to jail personnel that will improve operations and reduce county liability.
MCCA Risk Management Program facilitates – periodically and at the annual convention
6. Sponsor training about best practices of activities in each county department area.
MCCA facilitates – periodically and at the annual convention
7. Offer and coordinate opportunities for internships in county government.
Counties & MCCA – ongoing
8. Utilize webinars and conference calling whenever possible.
Counties & MCCA – ongoing

Objective C: Utilize [resources outside county](#) government to enhance county public service delivery.

Strategies:

1. Provide information and public education about [County Extension](#) programs.
[Counties & MCCA - ongoing](#)
2. Utilize educational courses offered by the [MMA](#) whenever appropriate.
[Counties & MCCA – as offered by MMA](#)
3. Recommend a program outline and utilize [local schools](#) to educate students about county government.
[Counties & MCCA – Program outline by July 2015; offer to schools for following academic year](#)
4. Support expansion of [County Extension](#) courses in farming, business, gardening, and soils management.
[Counties & MCCA – ongoing](#)
5. Support the consolidation of [vocational](#) education and [adult education](#).
[Counties & MCCA – ongoing](#)
6. Collaborate with [community colleges](#) for programs and services that may benefit county government.
[Counties & MCCA – ongoing](#)

Objective D: [Educate others about county government](#).

Strategies:

1. Sponsor [public forums](#) around the state to educate the [public](#) about county government and county government issues.
[MCCA – December of each year and semi-annually, as possible](#)
2. Attend [municipal](#) government meetings and invite municipal representatives to county meetings to share information about issues of mutual interest.
[Counties & MCCA – periodically and ongoing](#)
3. Hold forums to educate [state legislators](#) about county issues.
[Counties & MCCA – December and periodically, as possible](#)
4. Invite [legislators](#) to county meetings to share information about county and state government issues.
[Counties & MCCA – ongoing after elections in November](#)
5. Share information on the [MCCA website](#), including the monthly newsletter that will educate visitors about county government.
[MCCA – Ongoing](#)
6. Develop a [brochure](#) template/program outline for use by counties to illustrate who counties are and what they do.
[MCCA – by July 2015](#)

GOAL IV. Promote sound *fiscal management* practices and the use of *cooperative services*.

Objective A: Follow standards developed by the SBOC. Counties

Strategies:

1. Properly use the adopted budget and finance standards.
Counties – ongoing after they are instituted
2. Follow guidelines for standards of process, employment, necessary personnel, and other areas.
Counties – ongoing after they are instituted
3. Provide necessary budgets and reports on time and in standardized format.
Counties – as required by the SBOC
4. Follow guidelines as set forth and comply with requests of the SBOC.
Counties – ongoing after they are instituted
5. Evaluate the number and make-up of jails.
SBOC – as determined by mutual agreement between SBOC and MCCA

Objective B: Work toward a standardized format for budgeting and report statewide for all county functions.

Strategies:

1. Gather information about all counties' budget formats and software used.
MCCA – by July 2015
2. Investigate, explore and analyze budgeting and financial management processes according to the way financial accounting and budgeting are done in the jail system.
SBOC & Accountant – by December 2015

Objective C: Consolidate services among counties and/or municipalities.

Strategies:

1. Reach out to municipalities and counties to determine which public programs or services could be jointly provided.
MCCA & counties – ongoing, with first outreach effort completed by December 2015
2. Investigate how consolidated services have been provided by others and learn from their processes.
MCCA & counties – Conduct an investigation of a consolidated service and report to counties by December 2015.
3. Use information from the National Association of Counties (NACo) and other state associations to recommend appropriate cooperative arrangements.
MCCA – Collect data & formulate a recommendation by December 2015.
4. Assist counties in processes to consolidate services.
MCCA – ongoing, as needed/requested

Objective D: Combine leadership duties within or among counties when beneficial.

Strategies:

1. Counties reach out to each other to discuss combining leadership duties.
Counties – ongoing
2. Facilitate the process to combine leadership duties among counties.
MCCA – as requested by counties

Objective E: Achieve greater efficiencies in emergency communications.

Strategies:

1. Facilitate processes among counties to regionalize services.
MCCA – as requested by counties
2. Combine emergency communications operations whenever feasible and beneficial.
Counties – as determined by cooperative efforts

Objective F: Create buying groups for bulk purchases such as radios, vehicles, and medicines for jails.

Strategies:

1. Utilize U.S. Communities cooperative purchasing program.
Market the program and encourage Maine counties to use the service. Ongoing
2. Facilitate contractual relationships among or between counties for cooperative purchasing.
MCCA – as requested/determined by county efforts
3. Establish a cooperative purchasing process for all counties.
MCCA – by January 1, 2016

Objective G: Establish regional county groups to meet quarterly to discuss common goals and working together to provide similar services at lower costs and a higher level of quality.

Strategies:

1. Facilitate meetings among or between counties to discuss joint service delivery.
MCCA – as required
2. Continue to work with municipalities to combine services, such as assessing, dispatch, mutual aid, law enforcement contracts, etc.
Counties; facilitation by MCCA – ongoing; MCCA facilitates as required
3. Provide information and seek federal and state grants that provide start-up funding for programs, services, or new initiatives.
MCCA – ongoing & as requested
4. Foster relations with legislative delegations via phone calls, in-person visits, correspondence, meetings, etc.
Counties – ongoing & as determined by scheduling

Objective H: Increase and support professionalism in management of county government operations.

Strategies:

1. Adopt a policy statement.
MCCA committee, staff, & BOD – by March 2015
2. Share information with counties without professional administrators about the benefits of having professional management.
Counties with professional administrators and MCCA – by April 2015
3. Share information about the process of adopting charters, as well as the pros and cons of charters, with counties that do not have charters.
MCCA and counties with charters – by April 2015
4. Acquire information about professionally managed counties from NACo and NCCAE and share with Maine counties.
MCCA – by February 2015

GOAL V. Encourage and promote healthy and positive *intergovernmental relations* among counties and with the State, Municipalities, and the public.

Objective A: Improve *communications* among other levels of government.

Strategies:

1. Raise awareness of how county government works: to other counties, to municipalities, to the State, and to the general public and promote understanding and appreciation of county government via newsletters, website, county government recognition days, radio ads, etc.
MCCA & counties – ongoing
2. Invite municipal officials to county commissioner meetings and attend meetings of municipal governing boards/councils.
MCCA & counties – ongoing
3. Build intergovernmental bridges to achieve success through relationships and responsiveness.
MCCA & counties – ongoing
4. Attend seminars and conferences that include officials from other levels of government.
MCCA staff & county officials – ongoing as they occur
5. Make greater use of technology (i.e., video-conferencing at MCCA headquarters.)
MCCA & counties – equipment requirements and cost estimates by December 2014; budget request presented November, 2015; potential implementation spring 2016.

Objective B: Increase *inter-county cooperation, coordination, and information sharing* among counties.

Strategies:

1. Serve as information exchange for areas of employee training, inter-county departmental cooperation for efficiencies, and coordination of new initiatives with municipalities.
MCCA – ongoing
2. Utilize multi-county training sessions to achieve interdepartmental efficiencies.
Counties, with facilitation by MCCA – ongoing after initiation
3. Promote counties working together on joint programs and encourage/support corrections system coordination.
Counties & MCCA – ongoing

Objective C: Increase *county/municipal cooperation*.

Strategies:

1. Encourage counties to routinely work with municipalities for economies of scale and efficient delivery of services.
MCCA & Counties - ongoing
2. Query municipalities for services and programs they might like counties to provide.
Counties – annually at the beginning of the calendar year
3. Promote county delivery of services to municipalities, such as law enforcement, economic development, assessing, code enforcement, general assistance administration, and assessment boards of appeals.
MCCA & counties – ongoing

4. Relate to municipalities, provide support services; listen to stakeholders and implement their ideas as appropriate.
Counties – ongoing
5. Work with the MMA on ways to cooperate with municipalities in public service provision.
MCCA & Counties – ongoing

Objective D: Improve county/state relationships.

Strategies:

1. Get to know and work with legislators before session begins and throughout each Legislative session.
MCCA staff & County officials – before and during each Legislative session
2. Hold MCCA board/legislator forums to explain county concerns and educate legislators about county issues.
MCCA & Counties – December annually, and as can be scheduled
3. Contact legislative delegations regularly about proposed legislation and attend legislative public hearings and work sessions, as necessary.
County officials – as necessary and advisable

Objective E: Expand and improve relations with and utilize services of the MMA and NACo.

Strategies:

1. Become involved with MMA and NACo programs.
MCCA staff & County officials – as eligible and appropriate
2. Coordinate with NACo and MMA concerning legislation of mutual interest or concern.
MCCA staff & County officials – as appropriate for currently proposed legislation
3. Provide commissioners with more information about services available from NACo.
MCCA staff – as it becomes available, and as appropriate for current issues

GOAL VI. Strengthen the role of county government in Maine by maintaining a comprehensive and *robust advocacy role* in the state and federal legislative, administrative, and regulatory process.

Objective A: Build an ongoing, strong legislative program for working with legislators and legislative leadership.

Strategies:

1. Identify key leadership/committee chairs in the Legislature.
MCCA staff & County officials – each legislative session; State & House Registers are an excellent source of information.
2. Develop a method to communicate with its legislative delegation on a regular basis in order to develop positive working relationships.
County officials – Develop their methods of communication before December of each year.
3. Meet and develop relationships with legislators.
MCCA staff & County officials – before, during, and after the legislative sessions
4. Attend legislative committee public hearings and work sessions, and testify for/against legislation, as appropriate.
MCCA staff & County officials – throughout the legislative session

5. Host legislative forums periodically to communicate with and educate legislators about county-related issues and proposed legislation.

MCCA & Counties – summer or fall and December of each year

Objective B: Fully utilize the information and services of the [National Association of Counties](#).

Strategies:

1. Continue to participate in NACo conferences, trainings, and committees.
MCCA staff & County officials – as they are scheduled
2. Share information from NACo regarding potential legislation with counties.
MCCA – as it is made available by NACo
3. Advocate for/against proposed legislation with legislators.
MCCA & Counties – as requested by NACo
4. Take part in legislative conference calls and webinars.
MCCA staff & County officials – as made available by NACo

Objective C: Aggressively [represent MCCA's positions to the Legislature with written/oral testimony and vigorous lobbying efforts](#).

Strategies:

1. Maintain a strong county presence in the Legislature.
MCCA & Counties – throughout the legislative session
2. Study proposed legislation and explain it to LPC members and other interested parties.
MCCA staff – as LDs are published or amended
3. Develop and recommend legislation that will strengthen county government.
MCCA & Counties – throughout the year, as determined/developed
4. Attend legislative committee public hearings and work sessions.
MCCA staff & County officials – throughout the legislative session
5. Develop and maintain a current list of LDs and their status; share and report same to LPC and other interested parties.
MCCA staff – ongoing throughout the legislative session; report weekly to LPC
6. Assist with lobbying efforts.
County Commissioners and Officials – throughout the legislative session as necessary
7. Contact and join forces with other parties and organizations that have mutual interest in the LDs that interest counties.
MCCA staff & County officials – throughout the legislative session
8. Coordinate with county-affiliated groups to make certain we are working as a team.
MCCA & Counties – prior to and throughout the legislative session

Objective D. Strengthen the role of the [Legislative Policy Committee \(LPC\)](#).

Strategies:

1. Stay abreast of legislative developments early in the process, carefully evaluating proposed legislation and sending synopses to membership in a timely manner, so that membership is included in developing legislative solutions.
MCCA staff – as LDs become available
2. Establish a more representative LPC with a member from each county to ensure a voice for every county.
MCCA & BOD – prior to convening the 127th Legislature in December 2014

3. Meet prior to start of legislative session to review the LD list, proactively identify possible legislation, and help in the legislative development process.
MCCA LPC – as soon as LDs are published and evaluated by MCCA staff, and throughout the session as additional LDs become available
4. Poll counties and county-affiliated groups to see if they are aware of legislative developments for the LPC to consider.
MCCA staff – fall of each year
5. Conduct LPC meetings.
MCCA LPC – weekly throughout the legislative session

GOAL VII. Provide *programming and services* that support members in meeting public expectations for comprehensive, effective, and efficient service delivery.

Objective A: Deliver and sustain reliable risk management insurance pool services to counties. MCCA Risk Manager & Risk Pool Board of Directors

Strategies:

Objective B: Provide planning and administrative services for the annual convention and other MCCA meetings.

Strategies:

1. Prepare agendas and minutes of meetings and provide a meeting place for all planning committee meetings.
MCCA – beginning with initiation of planning meetings & throughout the planning process
2. Work with the Host County and Convention Planning Committee to effectively plan the activities of the upcoming convention.
MCCA staff – throughout the year; ongoing
3. Handle the finances of the convention: collect registration fees and sponsorship payments; pay all vendors; report financial status to Board of Directors.
MCCA – for every annual convention
4. Handle all contractual arrangements for the convention.
MCCA – for every annual convention
5. Visit and evaluate conference venues; meet with venue personnel to determine the details for the convention.
MCCA staff & host county representatives – immediately following the completion of the last annual convention or early each calendar year
6. Utilize the precepts of project management to plan for the convention.
MCCA staff, Convention Planning Committee, & Host County – throughout each annual convention planning process
7. Evaluate each convention; note successes to propagate and problem areas to improve for future conventions.
MCCA staff, Convention Planning Committee, & Host County – meet a month after the conclusion of the annual convention

Objective C: Assemble and deliver a [directory](#) of Maine county government for use by county officials and others.

MCCA staff with assistance from counties – Directory complete by January 15th each year.

Objective D: Provide [educational and training](#) programs to MCCA members and their elected and appointed officials.

MCCA facilitates – quarterly throughout the year and at the annual convention

Objective E: Form and support a representative [LPC](#) that will evaluate, discuss, decide to support or oppose, and then advocate for or against proposed legislation.

Strategies:

1. Evaluate proposed legislation and explain to committee members and others.
MCCA – as LDs become available prior to and during the legislative session
2. Attend committee public hearings and work sessions.
MCCA E.D. & county officials – throughout the legislative session, as appropriate
3. Meet and get to know legislators.
MCCA staff & county officials – throughout the legislative session
4. Hold a legislative breakfast for new legislators shortly after elections.
MCCA – December each year

Objective F: Develop and share [information](#) that will promote county government.

Strategies:

1. Maintain an accurate and up-to-date website.
MCCA staff – ongoing
2. Prepare a newsletter that promotes county activities, and post it on the website.
MCCA staff – monthly
3. Develop a “Why Counties Matter” brochure for distribution.
MCCA staff by July 2015
4. Promote counties at the annual convention and while attending other meetings and conventions.
MCCA staff & county officials – ongoing
5. Fully utilize and share information provided by NACo.
MCCA – ongoing, as available

Objective G: Work with [NACo](#) to develop relationships and fully utilize its programs and services.

Strategies:

1. Serve on NACo steering committees.
MCCA staff & county officials – as meetings are scheduled & between meetings, as required
2. Serve on other NACo committees, whether via conference call or in person
MCCA staff & county officials – as meetings are scheduled & between meetings, as required
3. Attend and participate in NACo conferences
MCCA staff & county officials – as scheduled & within budgeted resources
4. Achieve 100% county membership in NACo.
Counties – by January 2015

Objective H: Sustain a comprehensive [database](#) of county data that will contain valuable and useful information for counties.

Strategies:

1. Survey counties to ask what types of information they would like MCCA to maintain.
MCCA staff – Survey out to counties by March 2015.
2. Assemble database.
MCCA Administrative Assistant – Data base developed by September 2015.
3. Add to the list each time interest is shown in new information types.
MCCA staff - Ongoing

Objective I: Provide [computer system support](#) for members.

Strategies:

1. Survey member counties to ascertain interest in such a service.
MCCA staff – Survey out to counties by March 2015.
2. Do cost/benefit analysis to provide computer system support for members.
MCCA staff – Analysis complete by June 2015.
3. Report results and recommendation to Board of Directors.
MCCA staff – Report to Board of Directors by August 2015.

Objective J: Provide an online [library](#) of documents and resources for members.

Strategies:

1. Survey counties to ask what type of documents they would like MCCA to have on hand for them.
MCCA staff – Survey out to counties by March 2015.
2. Develop categories for documents from counties, such as sample policies, ordinances, job descriptions, performance evaluation forms, poverty abatement forms, TIF district applications, etc. and make them available to counties on the MCCA website by category.
MCCA staff – Library of documents available to members as put on website; all available by January 2016.

Objective K: Provide [legal](#) services for members.

Strategies:

1. Survey counties to see how much interest they have in MCCA's providing legal services through the MCCA office, and if so, what type they would prefer – contractual or employees of MCCA.
MCCA staff – Survey out to counties by March 2015.

Objective L: Provide [human resources](#) management services.

Strategies:

1. Ask counties which, if any, human resource management services they would like MCCA provide.
MCCA staff – Survey out to counties by March 2015.
2. Collect human resource management documents that are appropriate for county government usage and make them available to members on the website.
MCCA staff – Documents available on website as they are put on; complete by January 2016

3. Evaluate other requests for human resource management services for their cost/benefit.
MCCA staff – Evaluate requests as received & report results to Board of Directors as soon as possible.

Objective M: Provide a cooperative purchasing program for member counties.

Strategies:

1. Ascertain via survey the various goods services counties would like to jointly purchase.
MCCA staff – Survey counties by March 2015
2. Develop an RFP/RFQ system.
MCCA staff – by December 2015
3. Request proposals for goods and services.
MCCA staff – beginning January 2016, as appropriate for scheduling of good or service
4. Share bidding the information with counties.
MCCA staff – Report results to counties within two weeks of receiving proposals.
5. Manage relationships with vendors and counties.
MCCA staff – ongoing throughout contracts.

Objective N: Provide grant writing and management service.

Strategies:

1. Ask counties if there are particular grants they would like MCCA to apply for on their behalf, and if so, whether they would also like MCCA to administer the grant for them.
MCCA staff – Outreach to counties by March 2015
2. Determine the cost/benefit of offering these programs.
MCCA staff – Within three months of receiving requests for grant services
3. Decide whether to support the cost via county dues, contracted fees, and/or grant administration fees.
MCCA staff & BOD – at a Board of Directors' meeting within one month of compiling data regarding the cost benefit of the grant program.

Objective O: Provide other programs and services, as determined.

Strategies:

1. Ask counties if there are other programs or services they would like MCCA to provide for them.
MCCA staff – Outreach to counties by June 2015 and annually after that.
2. Determine the cost/benefit of offering these programs.
MCCA staff – complete by December 2015
3. Decide whether to support the cost via county dues, contracted fees, and/or grant administration fees.
MCCA staff & BOD – at a Board of Directors' meeting within one month of compiling data regarding the cost-benefit of the programs or services.