

# M.C.C.A.

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## MAINE COUNTY COMMISSIONERS ASSOCIATION

### Strategic Plan Update

**\*\*\*\*\* DRAFT Revision 5 \*\*\*\*\***

#### MISSION STATEMENT

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The Maine County Commissioners Association (MCCA) is a nonpartisan, professional organization serving Maine counties.

#### STRATEGIC PLAN

The strategic plan serves to provide guidance and focus for the present vision of the organization. The intent is to revisit, revise, and update the document approximately every two years.

The goals and core functions of the MCCA 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.

Achieving these goals and performing these core functions will be accomplished by carrying out a comprehensive program of strategies as described below.

## STRATEGIES

STRATEGY I. 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 processes.

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

B: Aggressively represent MCCA's positions to the Legislature with written/oral testimony and vigorous lobbying efforts.

C. Strengthen the role of the Legislative Policy Committee (LPC).

D: Fully utilize the information and services of the National Association of Counties (NACo).

STRATEGY II. Encourage and promote healthy and positive intergovernmental relations among counties and with the State, municipalities, and the public.

A: Promote public awareness of the vital role of county government

B. Improve communications and cooperation among other levels of government.

C: Increase inter-county cooperation, coordination, and information sharing among counties.

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

E: Expand and improve relations with and utilize services of the Maine Municipal Association (MMA) and NACo.

STRATEGY III. Support and encourage the improvement of the county corrections (jails) system.

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

B: Work with and educate legislators to pass legislation ensuring adequate funding for the county jail system.

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

D: Plan for eventualities in the county correctional system and identify steps MCCA should take to meet anticipated needs.

STRATEGY IV. Provide opportunities for education and professional development that will enhance quality delivery of county government programs and services.

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

B: Utilize resources outside county government to enhance county public service delivery.

C: Educate others about county government.

D: Provide educational and training programs to MCCA members and their elected and appointed officials.

E: Continually explore demand for, and feasibility of, additional services for member counties.-Such services might include grant writing, legal services, or human resource management.

STRATEGY V. Promote sound fiscal management practices and the use of cooperative services.

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

B: Consolidate services among counties and/or municipalities.

C: Combine leadership duties within or among counties when beneficial.

D: Achieve greater efficiencies in emergency communications.

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

F: 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.

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

STRATEGY VI. Provide programming and services that support members in meeting public expectations for comprehensive, effective, and efficient service delivery.

A: Deliver and sustain reliable risk management insurance pool services to counties.

B: Assemble and deliver a directory of Maine county government for use by county officials and others.

C: Work with NACo to develop relationships and fully utilize its programs and services.

D: Sustain a comprehensive database of county data that will contain valuable and useful information for counties.

E: Explore feasibility of developing an online library of documents and resources for members.

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

A: Sponsor and plan the convention with the assistance of the host county and Convention Planning Committee using a team approach.

B: Provide networking and training opportunities, as well as opportunities to learn about innovative programs and services for county government.

C: Provide opportunities at the Annual Convention to meet and vote on MCCA policies.

D: Recognize the contributions of those who have contributed to county government, especially those retiring from county government service.

E: Increase opportunities to work with the Maine Municipal Association at each other's convention events.