

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 99-212

Approving the Long Range Plan for the Association of Oregon Counties

The Multnomah County Board of Commissioners Finds:

- a. The Association of Oregon Counties advocates at the state and federal level for the interests of counties and the people they serve.
- b. Members of the Association met in August to review the purpose and long range direction for the Association. Results of this work were shared and discussed with all counties at the fall district meeting. The Board has considered the planning workshop results.
- c. The Association has requested action by each county to approve or suggest changes to the long range plan prior to the Annual Conference

The Multnomah County Board of Commissioners Resolves:

The Board approves of the long range plan for the Association of Oregon Counties.

Adopted this 28th day of October, 1999.




BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON


Beverly Stein, Chair

REVIEWED:

Thomas Sponsler, County Counsel
For Multnomah County, Oregon


Thomas Sponsler, County Counsel

Memo

TO: All Judges and Commissioners

In preparation for your District meeting discussion of your vision for AOC and what you want it to be in the year 2010, please consider the following questions as you read the attached material:

- ◆ Does this vision and future direction fit with your expectations of AOC?
- ◆ If this vision and future direction are pursued by AOC, would this bring you to the table to be actively involved in its realization? What else would it take to bring you to the table as a supportive, active participant?
- ◆ If this future direction of AOC were achieved would it help you succeed in your job as county judge or commissioner? Does AOC need to be something else in order to be relevant to your success in serving the people of your county? What?
- ◆ Do the things that AOC stands for (i.e., values highly) distinguish us from any other organization? Are there other principles AOC should stand for?

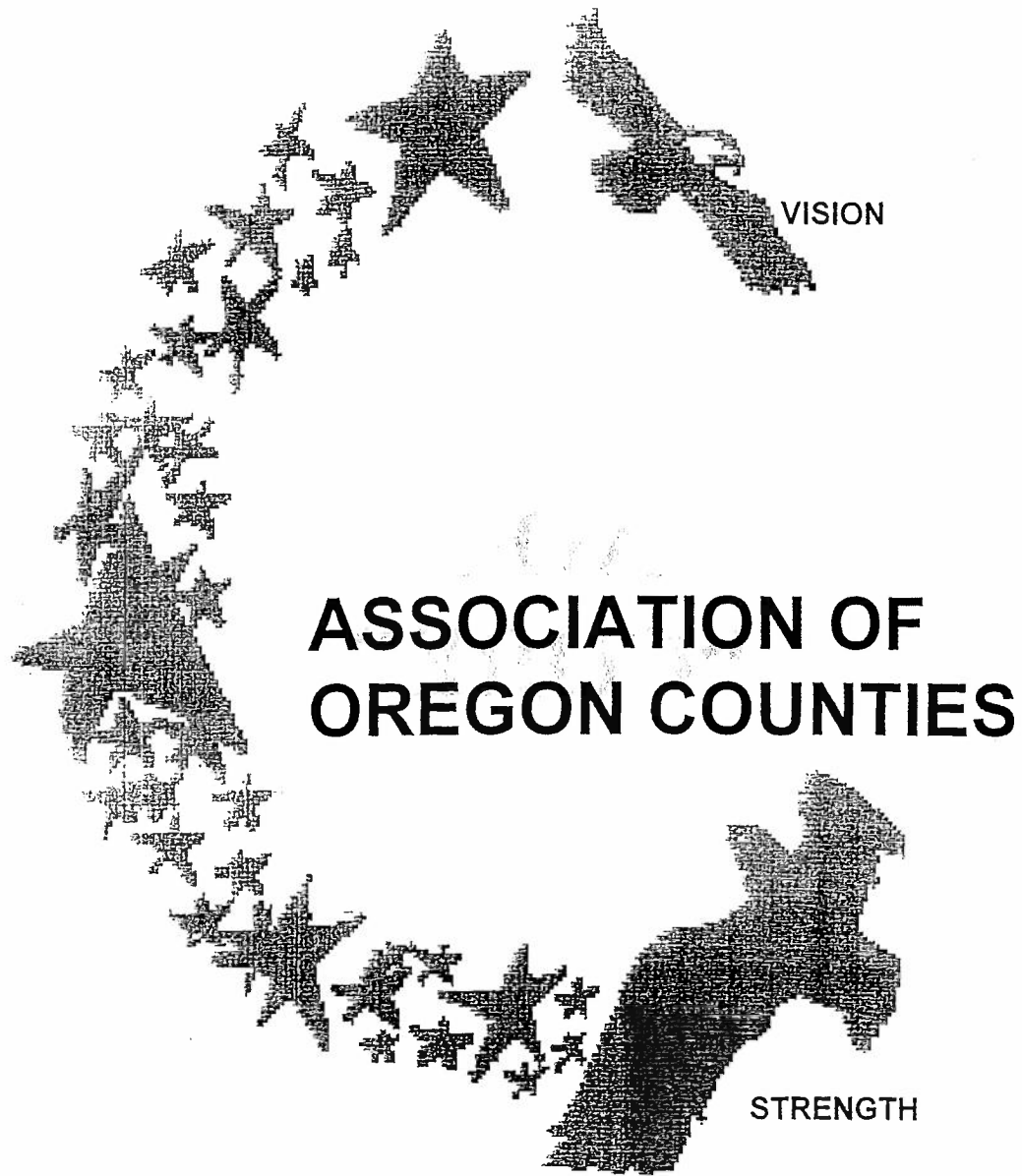
Attached is a copy of material from our existing strategic plan adopted in 1991 to assist in your review.

Once we have had the District meeting discussions, then each county will be asked to take action at their board or county court meeting endorsing or suggesting changes to the higher purpose, mission, vision, and future direction for AOC. Each county will be asked to send notice of this action to AOC. The Executive Committee will review any suggested changes and recommend a revised strategic plan to the membership. At the conference there will be two opportunities to further examine these proposals before a final vote at the business meeting.

AOC PLANNING WORKSHOP

AOC “CORE”

LOGO



"LINKING GOVERNMENTS LOCALLY"

HIGHER PURPOSE

“Helping counties achieve success together.”

MISSION

“Strengthen county government’s ability to serve people.”

VISION FOR AOC

“Linking governments locally to strengthen the heart, soul, and conscience of representative government.”

AOC VALUES

- We value honesty and integrity
- We value county government
- We value creativity and innovation
- We value open communication
- We value strong partnerships

(Other suggestions:

- We value local self-government
- We value balance in meeting diverse needs of our membership
- We value importance of AOC as the forceful voice for county government)

AOC in 2010

“A New Identity for a New Century”

AOC 2010 — A NEW IDENTITY

Through the partnering leadership and consensus building efforts of AOC with all local governments, the State, and private interests along with AOC support for exceptional performance by counties, the people of Oregon have:

- a renewed sense of community*
- a more active engagement in public affairs*
- trust in local government*
- greater policy and fiscal freedom and greater discretion to act in local matters of local concern*
- more opportunity to fulfill the pioneering vision of independence, creativity and a fertile setting with beautiful vistas*
- a new vision for Oregon through the next 50 years*

In recognition of this leadership, AOC alumni have gone on to fill national and state elective offices.

AOC has also enhanced its stature and influence on matters of local concern to the point that State government sees county government as a co-equal partner. It is also recognized for its expertise in training, research, communication, legislation, and local representative government.

AOC 2010 - ORGANIZATION

Through member commitment and leadership over the past 10 years, AOC has evolved into an organization that:

- *provides services which supports the vision of linking governments locally to strengthen representative government including serving as convenor, serving as a web-based clearinghouse for reliable information and research on best practices, a source of customized technology for county information systems, providing professional development support for commissioners, highly creative and influential communication services, being part of legislative orientation for first term legislators, linking all counties through state of the art telecommunications, and lobbying at the state and federal level*
- *is structured to be membership driven in defining and carrying forward AOC's legislative agenda, including collaborative priority identification and lobbying with affiliate/associate members and others*
- *has built relations with other organizations and interests that are inclusive and upfront; AOC seeks to reach out as a proactive convenor and facilitator; considered a full partner by the state and looked to as a major source of reliable information*
- *has a reputation as a top notch organization at the top of the credibility list; considered heavy lifters of substantive legislation*
- *has a core of staff acknowledged as experts in their fields with the depth required to fulfill the membership vision of AOC; and*
- *is known for team leadership which is inclusive, committed, focused and involved; performs multiple roles/responsibilities for setting and implementing policy*

AOC 2010 - AS OTHERS SEE US

If you checked around with legislators, state agencies, other local governments, NACo, business interests and others who come in contact and work with AOC, they see the Association as:

- *a leader and representative of local citizens; the voice of the local level*
- *a welcome partner*
- *respected for knowledge and integrity*
- *a convenor of cities, special districts, counties and the State to form true "partnerships"*
- *a place to find common ground on the future of the State; representing the best interests of all Oregon*
- *the hallmark of representative government*
- *a critical partner for success and thriving in the community*
- *a source of reliable information; an honest answerer*
- *representing a trusted administrator of programs and resources*
- *a prime working model of collaboration; a benchmark for other state associations of counties*
- *the county "kitchen cabinet" on all leadership councils*
- *a force to be reckoned with*

AOC 2010 - AS WE SEE OURSELVES

If you eavesdropped around the Local Government Center and county courthouses throughout Oregon in 2010 and talked with judges, commissioners, and staff you would find they see AOC as:

- the catalytic center for getting our work done and connecting commissioners
- essential and relevant to the productivity of their counties; the source of technical and expert advice and guidelines - a data and information resource
- a place which contributes to their success in their own county
- an effective influence in state and federal legislative affairs
- an advocate of local control interests
- a partnership convenor
- the continuity between past, present and future
- a must organization to be a member of and involved with; a fun and rewarding place to participate (and work)
- an all inclusive organization respectful of divergent views and interests
- a new, young staff which appreciates the legacy of the transition plan left to them in 1999
- a place where staff can make a difference in setting good public policy — a place they are proud to work for

1991

AOC DEVELOPMENT PLAN

A Plan for...

- ▶ AOC effectiveness in the future
- ▶ Identifying issues for attention outside the legislature
- ▶ Strong membership involvement and commitment in AOC

...Profile of AOC

Our organization:

- was created by counties to meet our needs
- depends on the volunteer time and talents of the membership
- is in the service business
- focuses on two areas
 1. Services members want and cannot do by themselves
 2. Services desired by members which are more cost-effectively performed on a joint, statewide basis
- serves all of county government with a principal focus on the functions and needs of county governing bodies.

...Some of our services are performed through AOC directly, including:

- Mobilizing consensus among, and speaking for, our 36 member counties in matters affecting the interest of counties and the people we serve
- Serving as a statewide, single point of contact with public and private agencies to improve the financial ability and administrative capability of county government
- Securing approval of legislative/administrative actions at the state and federal level beneficial to counties of Oregon and the citizens we serve
- Serving as a statewide forum/network for information exchange and cooperative efforts in support of beneficial legislative/administrative actions
- Managing selected research and development programs of a statewide scope designed to increase efficiency and reduce cost of operation of county services
- Providing staffing support to a number of statewide associations of county appointed and elected officials, including engineers and surveyors, mental health directors, and trust land counties.

... These services are financed largely through dues with some contract revenues

...Some of our services are provided through separate enterprises or research organizations, including:

- Pooled insurance services for liability, property, and workers' compensation (City-County Insurance Services)
- Pooled health and life insurances (AOC Insurance Trust)
- Personnel management and labor relations services (Local Government Personnel Institute)
- General research and development services (by contract)

... Most of these services are self-supporting

*... Our vision for the future
of AOC is an association
where*

- Values

1. The Board and membership is committed to a few key values, including:
 - local, self-government
 - improved public services
 - of public service
 - representing the public interest
 - balance in meeting the diverse needs of our membership
 - importance of county government in our system of federalism
 - importance of AOC as the forceful voice for counties in intergovernmental relations
2. Officers and members behave consistent with this vision
3. This vision drives the forward progress of AOC

- Membership

1. All 36 counties belong and participate at a high level; there is open communication among membership and broad consensus exists on the directions being taken by the association
2. There is a sense of belonging; members act as if it is their organization; it is enjoyable to serve
3. Membership contributes a great deal to the actual work of the association; there is a backlog of volunteers to assist with the work

4. Affiliate/associate members are formally involved/engaged in the association
5. Everyone is included and there is a constant process for involvement
6. There is a sense of friendship among the members
7. There are well-trained officials in 36 counties
8. There is a feeling of "getting your money's worth" from membership

- Services

1. Education and training are provided to the membership and affiliates/associates, including effective preparation of members to be active participants
2. AOC directly and proactively tracks and influences:
 - (a) state legislative issues, including mobilizing membership participation and cooperative programs with affiliates and associates;
 - (b) state agency policies and rules;
 - (c) federal legislative issues through NACo and in coordination with our Congressional delegation
3. Maximum advantage is made of NACo services
4. Conducting strategic planning for the future of county government is an ongoing process; recognizing outstanding county programs
5. AOC is the communication and clearinghouse for information among its 36 members demonstrating excellence in information sharing and networking; helping members work together and resolve conflicts
6. Research and development efforts are focused on defining the future for counties
7. AOC leads in building coalitions and "partnerships" with other strategic

organizations and stake holders

8. Access to technical assistance is provided on critical issues, including accessing and using new technology
9. AOC serves as facilitator and catalyst for Oregon's understanding of itself; helping member counties define who they really are
10. Professional leadership is provided for diverse local governments
11. Developing statewide leadership capacity is a constant process
12. Leadership is provided for pooling of resources for cost effective services
13. The membership is helped to see a more global perspective in making choices

- Structures

1. Counties are logically grouped into districts which, in turn, have an active role in shaping and implementing the programs and services of AOC
2. Steering committees have focused responsibilities and help in accomplishment of AOC's mission
3. Steering committee work includes an element of long term policy development
4. Steering committees are balanced in membership and philosophy; work plan and process are clear
5. High quality staff with first hand knowledge of each county is available to steering committees and districts

- External Relationships

1. Strategic partnerships are in place
2. The Association is nonpartisan

3. Political relationships are committed to effective local, self-governance
4. The Association is committed to statesmanship, not political expediency

- Reputation

1. Activities are conducted in a professional, businesslike manner backed up by financial and business plans
2. The organization is recognized as:
 - (a) Influential and innovative with a bias for action
 - (b) Informed/knowledgeable, ethical, effective, responsive, reasonable
 - (c) A valued resource
 - (d) Energetic; persistent but not obnoxious
 - (e) Having good media relationships
 - (f) The most respected, both internally and externally
 - (g) Stable
 - (h) Having the ability to see the future quickly
 - (i) The local government partner, not a special interest group

- Financial Structure

1. Core services are funded primarily from dues but diversified funding sources are used to meet changing services desired by members
2. Equitable, long-term funding plans are in place
3. The funding plan is sensitive to impact of funding mix on who sets direction of the organization
4. Dues are affordable
5. Financial flexibility is available to respond to immediate issues/opportunities or regional concerns