

New Hampshire Association of Counties

Memorandum



TO: NHAC Members
FR: NHAC Strategic Planning Committee
DT: September 30, 2005
RE: By-law revisions

The primary goal for the strategic planning retreat held in April 2005 was to review the governance requirements of NHAC to ensure compliance. To aid in achieving this goal, a governance assessment was conducted. The Committee reviewed the assessment recommendations, discussed strategic governance goals and developed a list of recommendations. These recommendations have been presented to Executive Committee members.

In August, the Executive Committee authorized the By-law Committee to draft by-law revisions. The draft was presented in September and the Executive Committee approved distribution of the revisions to the general membership for approval at the annual meeting.

Many of these changes represent the culmination of more than two-years of work by the Strategic Planning Committee, the By-law Committee and staff. The changes include some much needed housekeeping. Other changes help assure compliance with state and federal regulations pertaining to a non-profit, tax-exempt trade association.

The following information has been provided to aid in your understanding of the process that led up to the recommendations and the importance approving the proposed changes:

1. Strategic Plan: Governance (1/2005)
2. Strategic Planning Recommendations: Governance (4/2005, updated 9/29/05)

We urge you to approve the proposed By-laws.

Thank you.

III. Governance

Strategic Outcome Statement: The Board of Directors provides leadership and guidance to achieve mission.

Goal	Objectives	Outcome/Completion Date
To define governance structure and role.	Define governance responsibilities.	Job descriptions for Board members
	Define governance lines of authority.	
To ensure corporate integrity.	Provide Board training and development.	
	Assure compliance with applicable laws and regulations.	Comprehensive list of legal and regulatory requirements.
	Assure an effective, well-functioning governing body.	Comprehensive bylaws.
	Monitor and evaluate Association performance.	Governance evaluation procedure.
To establish general policy.	Develop and implement personnel policies.	Personnel policies
	Develop and implement fiscal policies.	List of fiscal policies needed. Approved fiscal policies.
To provide strategic leadership.	Develop and implement quality improvement policies.	Approved quality improvement policies. Results of quality improvement activities.
	Approve scope of services provided.	Approved scope of services.
	Conduct environmental (marketplace) needs assessment.	Completed needs assessment. Approved strategic assessment.
	Position Association to effectively adapt to environmental changes.	Approved comprehensive strategic plan.
	Assure adequate resources (i.e. people, money and policy) to effectively implement mission.	
	Define the role and responsibilities of the Executive Director.	Approved, written job description. Approved, written performance expectations. Formal, written performance review.
Define compensation/benefit package for Executive Director.	Approved, written Executive Director compensation package.	