



New Hampshire Association of Counties

# Strategic Planning Recommendations

## Governance

**Section I**  
Recommendations

**Section II**  
Tasks

**28 and 29 April 2005**

Revised: 5/23/2005

Updated: 9/29/05

## Section I: Recommendations

<b>Executive Committee</b> (holds Fiduciary and Legal Responsibility)	
Total Members 113 (current) 57+ (proposed)	<p>50 elected or appointed county representatives who meet membership criteria (5 per active county) as defined in the By-laws:</p> <ul style="list-style-type: none"> <li>• Representative must be an elected or appointed official [Article VIII] currently affiliated with an active (the member county government has made timely payment of dues and/or assessments [Article IV]) member (a county government of New Hampshire [Article III])</li> <li>• Representative must be nominated by the Board of Commissioners of an active member county government [Article VIII]</li> <li>• Representative is not missing three or more consecutive meetings without due cause [Article VIII]</li> <li>• Each active member county government must have at least one representative [Article VIII]</li> </ul> <p><i>Any person serving as a NHAC Officer (7) or Past President (unlimited) is counted in addition to the county maximum of five.</i></p>
Nominated by	Each County Board of Commissioners nominates its five representatives to the Executive Committee.
Confirmed by	Affirmative Vote of the Executive Committee.
Term	Two years (elections to be held on the odd-numbered years)
Meeting Frequency	Monthly
Quorum	Representatives of 5 active member county governments as defined in the By-laws [Article X]
Location	Occasionally somewhere other than Concord
<b>Status</b> (9/29/05)	Executive Committee authorized (8/5/05) the By-law Committee to revise the by-laws to include the above recommendations for presentation at the annual meeting on October 5, 2005.

<b>Officers</b> (authorized by and accountable to the Executive Committee)	
Total Number	7 elected or appointed county representatives who meet the membership criteria AND commitment to officer responsibilities.
Nominated by	NHAC Nominating Committee; floor nominations at annual conference.

<b>Officers Continued</b>	
Confirmed by	Affirmative vote of general membership at Annual meeting.
Term	2 years (At-Large Officers Only: Maximum of two consecutive terms [4 years] without moving into a title officer position; must sit out one 2-year cycle before eligible to serve additional terms as at-large member)
Meeting Frequency	Monthly
Quorum	4 Officers
Attendance Policy	History of regular attendance and not missing three or more consecutive meetings without due cause
<b>Officer Positions</b>	President
	Vice President
	Secretary
	Treasurer
	Immediate Past-President
	2 At-large Officers
<b>Role/Responsibilities</b>	<ol style="list-style-type: none"> <li>1. President's role to be well-defined within the By-laws.</li> <li>2. Remaining officer roles defined by minimum requirements of the position (i.e., secretary to sign minutes; treasurer to present financial report) with additional responsibilities assigned by president.</li> <li>3. Review/revise budget as presented by staff and finance committee; present budget to general membership and Commissioners' Council for approval. Supervise executive staff.</li> <li>4. Officers serve as Personnel Committee.</li> <li>5. Outline prioritized annual / semiannual goals and objectives for NHAC operations.</li> </ol>
<b>Status</b> (9/29/05)	Executive Committee authorized (8/5/05) the By-law Committee to revise the by-laws to include the above recommendations for presentation at the annual meeting on October 5, 2005.

<b>Past Presidents</b>	
	Past Presidents are honorary members of NHAC Executive Committee as long as they meet the member requirements as defined in the By-laws.
	Past Presidents are not included in the maximum of 5 representatives from each member county.
<b>Status</b> (9/29/05)	Executive Committee approved recommendation. (8/5/05) (complete)

<b>Commissioners' Council</b>	
<b>Role and Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Approves NHAC annual budget. [Article XI]</li> <li>2. Approves amendments to NHAC annual budget. [Article XI]</li> <li>3. Approves Dues and Assessments. [Article IV]</li> </ol>
<b>Interrelations</b>	Interact with Officers and member representatives regularly. Council chair welcome to attend Officers' meetings.
<b>Meetings</b>	<ol style="list-style-type: none"> <li>1. Hold regularly scheduled meetings for all commissioners.</li> <li>2. Deliver adequate notice to attend scheduled meetings.</li> <li>3. Carefully structure meetings.</li> </ol>
<b>Status</b> (9/29/05)	Executive Committee reviewed summary of duties (8/5/05). The role and responsibility of the Commissioners Council remains without change in the current and proposed By-laws. (complete)
<b>General Membership</b>	
<b>Number</b>	Unlimited. Must be a current elected county official or county staff member from an active county as defined in the By-laws.
<b>Voting</b>	To vote at the annual conference, representatives must be an appointed or elected official currently affiliated with an active member county government AND be registered to attend the annual conference.
<b>Status</b> (9/29/05)	Executive Committee reviewed number and voting of general membership. (8/5/05). The above statements reflect current practice. (complete)

<b>Nominating Committee</b>	
<b>Chair</b>	Immediate Past President Serves as Chair. [Article XII]
<b>Members</b>	President appoints one commissioner. [Article XII]
	Executive Committee nominates and confirms 3 appointed or elected representatives of active member county governments [Article XII, to be amended]
	Restructure language to include elected <i>and appointed</i> officials to serve on the Committee [Article XII, to be amended] or as Officers of the Association [Article VI, to be amended].
<b>Role and Responsibilities</b>	<ul style="list-style-type: none"> <li>• Consider succession and length of service when making nominations in addition to history of attendance.</li> <li>• Develop checklist / form for nominees.</li> <li>• Develop procedures of committee operations.</li> </ul>
<b>Status</b> (9/29/05)	<ol style="list-style-type: none"> <li>1. Executive Committee authorized (8/5/05) the By-law Committee to revise the by-laws to include the above recommendations for presentation at the annual meeting on October 5, 2005.</li> <li>2. Development of items recommended for role and responsibility are pending the conclusion of annual meeting. Target completion for first draft: 12/31/05.</li> </ol>

<b>Awards Committee (for Annual Conference)</b>	
<b>Awards Presentation</b>	Have members of committee escort award presenters and winners in succession to podium to reduce length of time required
<b>Awards Photos</b>	Take awards pictures outside the presentation chamber
<b>Status</b> (9/29/05)	No vote required. Suggestions will be incorporated at annual conference.

<b>Budget Process</b>	
<b>Initial Draft</b>	1. Prepared by staff and reviewed with Finance Committee (4 members other than officers; chaired by the Treasurer; executive staff member <i>ex officio</i> ). Budget must be developed with appropriately detailed support material. <b>(Complete)</b>
	2. Treasurer presents budget to Officers, adjusting as needed. <b>(Complete 9/2/05, 9/28/05, 10/3/05)</b>
<b>2<sup>nd</sup> Draft</b>	3. Officers present budget to Executive Committee, adjusting as needed. (complete: combined with general assembly)
	4. Officers present budget to General Assembly at annual conference, adjusting as needed. <b>(Scheduled: 10/5/05)</b>
<b>Final Draft</b>	President submits final budget to the Commissioners' Council for approval. (Nov/Dec) <b>(Status: On track)</b>
<b>Financial Policies and Procedures</b>	
<b>Audit Committee</b>	Engage Audit Committee to develop recommendations for policies and procedures before considering them in Strategic Planning.
<b>Status</b> (9/29/05)	No vote required. Policy/procedure recommendations are pending Audit Committee report.

<b>Marketing Plan</b>	
<b>Public Awareness</b>	Develop public service announcements identifying county government services to New Hampshire citizens.
<b>Local News</b>	Submit articles to local weekly publications.
<b>NHAC Promotions</b>	Counties submit information to NHAC, which submits information to NACo.
<b>Status</b> (9/29/05)	These action items are on hold, pending completion of items needed for annual conference. A timeline will be developed by 12/31/05.

<b>Web Page Development</b>	
<b>Preparation</b>	Training for staff: meeting with David Clinch of Primex <sup>3</sup>
<b>Content</b>	Members-only section. Affiliate sections, headed with facet advertisements. Resource and references: press releases, timely data.

	Staff-only input. Links to county web pages as well as to the pages of other pertinent organizations.
<b>Schedule</b>	Input and updates one day a week following training.
<b>Status</b> (9/29/05)	These items are on hold due to the workload related to the declaratory judgment, By-law revision, budget development and annual conference preparation. A timeline will be developed by 12/31/05.

<b>Strategic Planning Committee</b>	
<b>Chair</b>	Ed Gil de Rubio: present developments to Executive Committee.
<b>Members</b>	Those who attended retreat of April 28 and 29, 2005: Eileen Bolander      Rhona Charbonneau      Kathi Fortin Christopher Boothby      Don Clarke      Cathy Stacey Deborah Campbell      Michael Cryans      William Sturtevant
<b>Schedule</b>	Meet in August to review follow-up activity (canceled) Meet at Annual Conference (canceled)
<b>Purpose</b>	To determine where NHAC should be going. To map out specific direction for the next 3 to 5 years. To assess progress annually. To report on progress quarterly to Executive Committee. To meet in retreat every 3 to 4 years to develop next steps.
<b>Status</b> (9/29/05)	The Committee will reconvene after the annual meeting and the decision on the revised by-laws.

<b>Strategic Plan</b>	
<b>Vision</b>	NHAC is a full-service trade association serving county government.
<b>Mission</b> (should appear on all printed material, particularly stationery)	The statewide association advocating for and promoting county government to better serve New Hampshire citizens.
<b>Slogan</b>	Counties care for New Hampshire — all day, every day.

## Section II: Tasks

Action	Responsibility	Completion Date
Submission of <b>501 (c) (6)</b> Application (parent organization) Trade association: can lobby and raise money.	Christopher / Kathi	<b>Complete</b> Received approval 8/1/05
Form a <b>501 (c) (3)</b> corporation for education and research; affirmative vote from Executive Committee; form committee to oversee development 501 (c) (3): can receive grants	Christopher	<b>Complete</b> Executive Committee approved investigating development of (c)(3) 6/05.
Prepare recommendations for <b>By-Laws</b> for (c) (6) organization for review by Officers and attorney.	Kathi	<ul style="list-style-type: none"> <li>• July: Initial draft, <b>complete</b></li> <li>• August: By-laws Committee review/revise, <b>complete</b>.</li> <li>• Attorney review, <b>complete</b>.</li> </ul>
Distribute revised <b>By-Laws</b> to general membership	Kathi	30 days prior to annual meeting (Sept 5), <b>complete</b> 9/8.
Present governance/finance recommendations to Executive Committee.	Ed	<b>Complete</b> , June 2005 <b>Complete</b> , August 2005
Present revised <b>By-Laws</b> for approval at annual meeting	Christopher	<b>Scheduled</b> : October 5, 2005
Recommend list of <b>policies</b> needed (to include brief description) to Officers. Include policies on intergovernmental services and mutual aid.	Kathi / Deborah	<b>On hold</b> due to current workload. A timeline will be developed by 12/31/05.
Coordinate internal <b>audit committee meeting</b> .	Kathi	<b>Complete</b>
Develop <b>list of committees, appointments</b> , etc., that NHAC members serve as representatives of county government	Kathi / Deborah	<b>Complete</b> First draft distributed 8/2005.
Develop description of <b>roles and responsibilities of officers</b> including acknowledgement form.	Kathi	12/31/2005
Develop <b>officer handbook</b>	Kathi	03/2006
Develop list of <b>roles and responsibilities of Executive Committee members</b> , including acknowledgement form.	Kathi	12/31/2005

Action	Responsibility	Completion Date
Develop list of pre-qualified <b>attorneys to represent NHAC</b> and joint county issues (issues of "mutual aid")	NHAC Finance Committee	03/2006
Establish <b>job description</b> for the operational head of the NHAC office; assess need for Executive Director	Cathy Stacey	<b>On hold</b> pending Internal Audit Committee recommendations.
Develop <b>timeline</b> of current activities including Strategic Plan activities; highlighting priorities and practicality of accomplishment (concern for volume of work assignments).	Kathi present to Officers	<b>Complete</b> Distributed May 2005.
Develop timeline for Web page improvements.	Kathi	<b>Complete</b> Distributed report June 3, 2005
Present <b>Finance Committee and Budget Process recommendations</b> to current Treasurer	Christopher	<b>Complete</b>
Present <b>Finance Committee and Budget Process recommendations</b> to <u>Executive Committee</u> .	Ed/Christopher	<b>Complete</b> Approved 6/2005
Accept nominates for Finance Committee.	Christopher	<b>Complete</b>
Discuss <b>recommendations for Commissioners' Council</b> with current Council President	Christopher	<b>Complete</b>
Review <b>liability policy</b> (renewal date of 7/1/05)	Kathi / Officers	<b>Complete</b> Policy renewed.
Establish <b>3-year rotation cycle</b> for annual conference	Kathi	<i>October 31, 2005</i>
Prepare report of <b>Strategic Planning developments</b> ; distribute copies at Executive Committee meeting of May 6, 2005	Kathi / Deborah	<b>Complete:</b> May, June and August 2005