



Washington Association
of COUNTY OFFICIALS

STRATEGIC PLAN 2023–2027

The Washington Association of County Officials (WACO) serves our members consisting of independently elected assessors, auditors, clerks, coroners and medical examiners, prosecuting attorneys, sheriffs, treasurers, and comparable appointed officials in charter counties, as well as our partner organizations listed below.

Vision

We envision that:

- ◆ **The people of Washington state** are well-served by their county governments.
- ◆ **The Legislature** has a clear understanding of the role and function of county government, each affiliate's authority and relies on WACO as a knowledgeable and trusted partner.
- ◆ **Our seven affiliate organizations** are well-supported and high-functioning.
- ◆ **Our members** are well-supported to execute their responsibilities with excellence.
- ◆ **WACO** is vibrant and sustainable, with engaged members and well-resourced staff.

Mission

WACO advocates for and supports the county officials of our affiliate organizations.

The Value WACO Provides

WACO serves as a united voice and forum for our members and their affiliate organizations, providing the most value where policy interests intersect.

Services

**Legislative
Advocacy**



**Education &
Capacity Building**

**Outreach &
Engagement**



Partners

WACO supports the following affiliate organizations:

- ◆ Washington Association of County Assessors (WSACA)
- ◆ Washington Association of County Auditors (WSACA)
- ◆ Washington State Association of County Clerks (WSACC)
- ◆ Washington Association of Coroners and Medical Examiners (WACME)
- ◆ Washington Association of Prosecuting Attorneys (WAPA)
- ◆ Washington State Sheriffs' Association (WSSA)
- ◆ Washington State Association of County Treasurers (WSACT)

Service Strategies



LEGISLATIVE ADVOCACY
Proactively support legislation
that benefits Washington residents
and our members.

Ongoing Services

- ◆ Share practical, expert information with legislators to guide them in crafting effective legislation.
- ◆ Provide technical assistance for members, affiliate organizations, legislators, legislative staff, and stakeholders.
- ◆ Advocate for WACO priority bills, as well as bills and future policies with impact on our members.

Impact Strategy

1. Anticipate future policy issues with significant impact across affiliate organizations and proactively engage with data, analysis, evaluation of fiscal impacts, and advocacy.



EDUCATION & CAPACITY BUILDING
Enhance the capacity and effectiveness of our members.

Ongoing Services

- ◆ Deliver Annual Conference education sessions and Newly Elected Officials Training.
- ◆ Host live and virtual training events and serve as a hub of educational resources.
- ◆ Provide technical services to record trainings and other events.

Impact Strategy

2. Provide enhanced training and targeted services to support the roles and responsibilities of our members.



OUTREACH & ENGAGEMENT
Increase coordination among our members and **raise awareness** of the needs of Washington's counties.

Ongoing Services

- ◆ Organize and convene WACO's Annual Conference.
- ◆ Produce materials describing the role of counties and elected county officials.
- ◆ Support Trustees at Large and Affiliate Representatives in outreach and engagement with WACO members.
- ◆ Host dialogue and work groups on current topical issues of concern to affiliate organizations.

Impact Strategies

3. Expand à la carte support service offerings to meet identified needs of WACO affiliate organizations.
4. Increase coordination with peer organizations and affiliate leadership.
5. Create accessible and inclusive opportunities for members to build relationships, coordinate, and learn from one another.
6. Raise awareness of county needs and WACO's role and value.

Organizational Supports & Enhancement Strategies

WACO will also work to strengthen its organizational capacity. The Enhancement Strategies below describe efforts to strengthen WACO's systems, staff, and financial sustainability.

Customer Service Orientation & Systems

- A. Strengthen WACO's customer service orientation and methods for capturing insights into customer needs.
- B. Establish systems to serve members and affiliate organizations strategically, based on their needs and interests.

WACO's Capacity & Expertise

- C. Retain and develop highly skilled staff to meet member needs.

Financial Sustainability

- D. Establish a sustainable funding plan aligned with WACO's changing service delivery model.