



## MCMA Strategic Plan Implementation Work Plan

Fall – Winter 2018

*The MCMA Board met on October 26, 2018 to compose an update to the Strategic Plan and develop a Work Plan that represents the anticipated efforts and strengths of the next 2-4 years. The MCMA Board anticipates undertaking a complete Strategic Planning effort in the next 2-5 years, as well.*

Strategic Efforts	Proposed Action Steps
<b>Area of Focus: Promote Ethics, Civility, and Civic Engagement</b>	
<ul style="list-style-type: none"> <li>• Build bridges with elected officials; help them understand the role of the manager</li> <li>• Ensure regular ethics training for members</li> <li>• Offer training to members in how to manage civic engagement and foster civility, including responding to negativity</li> <li>• Address the role of technology and online communications in both achieving and undermining civility</li> <li>• Create tools that members can use to bring ethics and civility strategies to operating departments and communities</li> </ul>	<ul style="list-style-type: none"> <li>• Promote availability of League of Minnesota Cities’ Collaboration and Mediation Manager – i.e. invite her to write newsletter article or attend MCMA events</li> <li>• Encourage ethics sessions at the annual conference</li> <li>• Continued awareness and enforcement of the ICMA Code of Ethics</li> </ul>
<b>Area of Focus: Enhance Members’ Online Access to Resource Databases and Dialogue With One Another</b>	
<ul style="list-style-type: none"> <li>• Make sure members have easy access to information posted on the MCMA website</li> <li>• Encourage the implementation and use of the MemberLink platform for the MCMA listserv</li> <li>• Be open to the use of social media as interest arises and be cognizant of its potential for marketing and welcoming of new members to the profession</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate adoption and use of MemberLink</li> <li>• Seek feedback from members on their MemberLink experience</li> <li>• Monitor the engagement experience of the APMP Facebook page</li> <li>• Keep up with high quality content in the MCMA newsletter</li> <li>• Value the incredible support we receive from highly capable League of Minnesota Cities staff; assist in the transition of new MCMA Secretariat</li> </ul>
<b>Area of Focus: Continue the Members in Transition Program</b>	



Strategic Efforts	Proposed Action Steps
<ul style="list-style-type: none"> <li>• Create on-going awareness of members in need of support</li> <li>• Arrange for immediate contact by Senior Advisor; make members aware of MCMA Transition Guide</li> <li>• Maintain on-going communications to support individuals in transition</li> <li>• Work with LMC/AMC to increase elected official's knowledge of and support for professional management</li> <li>• Encourage members to consider MIT's for project work/employment</li> </ul>	<ul style="list-style-type: none"> <li>• Examine utilization of Sand Creek EAP</li> <li>• Continue to share contact info on MIT's as occurring and periodically thereafter via MemberLink</li> <li>• Remain conscious of MIT Guide developed in 2017-2018</li> </ul>
<p><b>Area of Focus: Support Senior Advisor Program</b></p>	
<ul style="list-style-type: none"> <li>• Integrate Senior Advisors with other MCMA activities and priorities</li> <li>• Use Senior Advisors to contact and welcome newly appointed managers and administrators</li> <li>• Use Senior Advisors effectively to support Members in Transition</li> <li>• Maintain focus on having good geographical representation of Senior Advisors</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support four Senior Advisors</li> <li>• Seek Senior Advisor for southwest Minnesota</li> <li>• Ensure Senior Advisors are routinely reaching out to MIT's, members expressing the need for help, and to new appointees</li> </ul>
<p><b>Area of Focus: Professional Development and Networking</b></p>	
<ul style="list-style-type: none"> <li>• Keep the focus on continuous improvement in terms of professional development opportunities for members</li> <li>• Support high quality programming, including a robust Annual Conference and Winter Workshop that is relevant to the profession</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to foster collegiality among members</li> <li>• Develop ways to teach members to be apolitical and explain our value in a polarized political age</li> <li>• Ensure the MCMA membership is a valuable investment of time and resources for our members</li> </ul>
<p><b>Area of Focus: Continue to Promote Member Participation in the ICMA Credentialed Manager (CM) Program</b></p>	
<ul style="list-style-type: none"> <li>• Acknowledge barriers to members becoming credentialed</li> <li>• Educate members on the importance of being credentialed</li> </ul>	<ul style="list-style-type: none"> <li>• 42 Minnesota members of ICMA are currently credentialed; numbers have not changed significantly in the past year or so.</li> </ul>



Strategic Efforts	Proposed Action Steps
<ul style="list-style-type: none"> <li>• Feature credentialing at MCMA conference and training events</li> <li>• Make importance of CM designation better known to elected officials</li> </ul>	<ul style="list-style-type: none"> <li>• Work on assigning CEU's to our programs to assist credentialed manager's in completing annual reports</li> </ul>
<p><b>Area of Focus: Preparing the Next Generation</b></p>	
<ul style="list-style-type: none"> <li>• <i>Education and Outreach Committee</i> should continue its work around:             <ul style="list-style-type: none"> <li>○ Proactively engage with K-12 teachers as a resource for educating kids about local government and promoting local government careers</li> <li>○ Continued interaction with other groups working on similar efforts</li> <li>○ Representing MCMA at college job fairs and other career opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue MCMA Local Government Intern program</li> <li>• Promote value of internships to local governments</li> <li>• Continue participation in the ICMA coaching and mentoring program</li> <li>• Share materials used in K-12 presentations by members</li> <li>• Evaluate the success of the first placement for the Manager in Residence program</li> </ul>
<p><b>Area of Focus: Support and Promote Diversity in the Profession</b></p>	
<ul style="list-style-type: none"> <li>• Be inclusive when working on Next Generation efforts</li> <li>• <i>Women in the Profession Committee</i></li> <li>• Explore strategies for incorporating race and ethnicity in outreach efforts and support for members</li> </ul>	<ul style="list-style-type: none"> <li>• Provide space/opportunity for new types of programming</li> <li>• Create a process that encourages multiple and diverse candidates for vacancies on MCMA and ICMA Boards.</li> <li>• Have <i>Education and Outreach Committee</i> enhance recruitment of people of color into the profession and conduct conversations with other stakeholders who are engaging in similar efforts.</li> </ul>
<p><b>Area of Focus: Be Open to New Ideas</b></p>	
	<ul style="list-style-type: none"> <li>• Keep evaluating how relevant our efforts are to the needs of the profession</li> <li>• Be able and willing to adapt</li> </ul>