

MUNICIPAL MANAGEMENT ASSOCIATION OF
NORTHERN CALIFORNIA

STRATEGIC PLAN 2019-2024



Municipal Management Association
of Northern California

EXECUTIVE SUMMARY



This is the first strategic plan for Municipal Management Association of Northern California since its inception in 1950. The plan is a living document, featuring a comprehensive framework that can be adjusted based on the current needs of the organization. It sets forth board priorities for the next five years. Each year, board representatives make periodic updates to the Board on progress and performance of each goal. It is intended that the plan be modified in future years to ensure that stated goals are aligned with the needs of the organization.

MMANC's goals and strategies are organized into three major Focus Areas. There are two goals within each Focus Area. Each includes a set of strategies that will enable progress toward accomplishing each individual goal.

STRATEGIC AREAS OF FOCUS

FOCUS AREA 1

EVENTS AND PROGRAMMING

STRATEGIC GOAL 1

Provide exceptional signature and regional events that inspire, inform and connect our members.

STRATEGIC GOAL 2

Strengthen regions with targeted programming and events that meet the unique needs of each region.

FOCUS AREA 2

PROFESSIONAL DEVELOPMENT

STRATEGIC GOAL 3

Develop the pipeline of future local government leaders.

STRATEGIC GOAL 4

Establish Credentialed Government Leader (CGL) as the premier professional development program for growing local government leaders in California.

FOCUS AREA 3

GOVERNANCE AND HEALTH

STRATEGIC GOAL 5

Expand membership within regions.

STRATEGIC GOAL 6

Ensure long-term effective governance and financial health of the organization.

MISSION AND VALUES



MISSION

**Inspiring and connecting local
government leaders since 1950.**

VALUES

Collaboration

- Share ideas and work together to enhance the organization and the industry.
- Learn from each other and contribute innovative ideas or identify opportunities for improvement.

Professional growth

- Keeps skills and knowledge current.
- Creates an environment to mentor and cultivate successful leaders.
- Fosters new and creative thinking and solution.

Inclusiveness

- Show consideration for all points of view.
- Cultivate a broad and diverse network to exchange ideas.
- Seek to provide resources to promote and support inclusiveness.

Integrity

- Strive to do what's right, even when it's not easy.
- Believe in doing the right thing and following through on promises made.
- Exercise good judgment.

Public Service

- Encourages our members to develop their leadership skills to better serve our communities.
- Provides stewardship.
- Seeks ways to increase community participation and inclusion in government.

STRATEGIC FOCUS 1:



EVENTS AND PROGRAMMING

STRATEGIC FOCUS OVERVIEW

Providing high quality events and programming to our membership has always been a strategic focus. The following goals will allow the organization to ensure that all members have access to the highest quality educational and networking events, regardless of geographical location.

GOAL 1:

PROVIDE EXCEPTIONAL SIGNATURE AND REGIONAL EVENTS THAT INSPIRE, INFORM AND CONNECT OUR MEMBERS.

OBJECTIVE 1.1: Assess membership needs regularly to inform program offerings.

OBJECTIVE 1.2: Strategically program events evenly among and within regions.

OBJECTIVE 1.3: Rotate location of signature events geographically to promote accessibility.

OBJECTIVE 1.4: Standardize and inventory event programming, planning and scheduling processes.

OBJECTIVE 1.5: Provide exceptional events through leveraging partnerships and reflecting national and state conversations in content offered.

OBJECTIVE 1.6: Develop onboarding and training process for new Region Co-Chairs.

GOAL 2:

STRENGTHEN REGIONS WITH TARGETED PROGRAMMING AND EVENTS THAT MEET THE UNIQUE NEEDS OF EACH REGION.

OBJECTIVE 2.1: Develop calendar of predictable, planned region meetings to address local issues or topics.

OBJECTIVE 2.2: Expand event access for communities that have historically had lower rates of participation due to geography, resource availability, or other constraints.



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STRATEGIC FOCUS 2:



PROFESSIONAL DEVELOPMENT

STRATEGIC FOCUS OVERVIEW

Professional growth is a core value of the organization, and will continue to be an area of focus. The following goals will ensure that adequate resources are dedicated towards efforts that encourage professional development and promote the value of MMANC membership in facilitating that development.

GOAL 3: DEVELOP THE PIPELINE OF FUTURE LOCAL GOVERNMENT LEADERS.

OBJECTIVE 3.1: Re-launch co-mentoring program.

OBJECTIVE 3.2: Create an emerging leaders scholarship program to offer discounted membership or event attendance.

OBJECTIVE 3.3: Develop formal strategic partnership agreements with other organizations and identify gaps and underutilized resources.

OBJECTIVE 3.4: Partner with other organizations in promoting the profession and building the pipeline of local government leaders.

OBJECTIVE 3.5: Represent MMANC membership in conversations held at state and federal-level entities.

GOAL 4:

ESTABLISH THE CREDENTIALLED GOVERNMENT LEADER PROGRAM (CGL) AS THE PREMIER PROFESSIONAL DEVELOPMENT PROGRAM FOR GROWING LOCAL GOVERNMENT LEADERS IN CALIFORNIA.

OBJECTIVE 4.1: Connect CGL program to larger credentialing programs (e.g. ICMA).

OBJECTIVE 4.2: Centralize oversight of the CGL program within a single organization.

OBJECTIVE 4.3: Establish alumni groups to promote collaboration and camaraderie.

OBJECTIVE 4.4: Market CGL as a defining feature of MMANC membership.

OBJECTIVE 4.5: Create board role to oversee CGL program.



"When I found MMANC, I found my tribe. The friends I have made, the connections I've maintained, the knowledge I've gained... MMANC is the foundation that I have built upon and has sustained me through every phase in my career over the past 17 years. MMANC is not just involved in the local government management conversation, it is a part of the very fabric of the profession in California and beyond. MMANC members are leaders in making people's lives better through local government, and I am so grateful for all MMANC has done for me and honored to be a member."

KAREN PINKOS

CITY MANAGER
CITY OF EL CERRITO

2018-2019 MMANC PRESIDENT



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STRATEGIC FOCUS 3:

GOVERNANCE AND HEALTH

STRATEGIC FOCUS OVERVIEW

The organization has experienced significant growth in membership within the past five years. The goals outlined below will ensure that the organization continues to expand its membership base, while focusing on professional, accountable and transparent governance.

GOAL 5: EXPAND MEMBERSHIP WITHIN REGIONS

OBJECTIVE 5.1: Evaluate membership structure and consider alternatives.

OBJECTIVE 5.2: Evaluate region boundaries to localize MMANC.

OBJECTIVE 5.3: Improve communication with members.



GOAL 6:

ENSURE LONG-TERM EFFECTIVE GOVERNANCE AND FINANCIAL HEALTH OF THE ORGANIZATION.

OBJECTIVE 6.1: Explore the options of professionalizing organization management (i.e., Executive Director or other form of contracting out).

OBJECTIVE 6.2: Ensure active board participation by setting goals and codifying the number of co-chairs for each region.

OBJECTIVE 6.3: Establish policies to address succession planning and continuity.

OBJECTIVE 6.4: Utilize technology platforms to improve communications, accountability, and document management.

OBJECTIVE 6.5: Improve legal and financial reporting transparency.

OBJECTIVE 6.6: Identify and communicate ways to involve members beyond board-level involvement.





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This document was prepared by Management Partners,
a local government consulting firm for MMANC.
www.managementpartners.com