

WCMA Strategic Plan Outline 2007

Mission Statement

The Wisconsin City/County Management Association (WCMA) encourages the development and improvement of professional local government management in Wisconsin by advocating and affirming improvements in democratic local government administration and by offering support to its members in their quest for great professional proficiency.

Goal Statements:

I. Advocate for and communicate the value of professional management in local government. Strategies for attaining Goal I include:

1. Enhance existing and develop targeted programs to raise awareness of the value that professional management brings to local governance.
2. Strengthen partnerships with associations of elected and appointed officials and develop new partnerships with opinion leaders.
3. Assist communities interested in creating and filling professional management positions.
4. Represent local government concerns in the public policy arena, especially as they relate to management.
5. Encourage individual members to advocate WCMA's positions to Federal, State, County and Municipal elected officials.

II. Advance the profession by providing opportunities for learning and skills enhancement. Strategies for attaining Goal II include:

1. Utilize program opportunities afforded by WAMCAM.
2. Promote ICMA's voluntary credentialing program to define and recognize professional local government managers and to promote lifelong learning.
3. Encourage and instill learning and professional development through winter and summer conferences, the WCMA web site data base, the Peer Assistance Resource Center (PARC), publications, professional development workshops and other offerings.
4. Promote ethics, values, and ideals of the profession.
5. Enhance relationships with WAMCAM, state and national associations, universities, and other organizations to expand professional development opportunities.

III. Sustain the municipal management profession in Wisconsin by developing a statewide strategy similar to ICMA's Next Generation initiative. Strategies for attaining Goal III include:

1. Support the goals of WCMA's Next Generation Task Force and take action on their recommendations (projected completion March, 2008).
2. Create more opportunities through scholarships and internships; institutionalize WCMA's Intern program to encourage municipalities to create entry level positions that expose potential managers and administrators to local government management and provide much-needed experience in the profession.
3. Establish a partnership with Wisconsin schools—elementary, middle, high, technical, colleges and universities—to provide a gateway to the profession and a career ladder within the state.
4. Engage undergraduate and graduate programs in public administration, political science, planning, public policy, and related disciplines to make them aware of local government management as a career.
5. Increase public knowledge of local government in general and the local government management profession in particular.
6. Strengthen relationships with new categories of membership (Associate, Student and Academic) to help address the needs and priorities of the membership and the profession. Assist members in identifying ways in which entry level positions in local government can be created.
7. Identify new prospective members and develop fresh ways of recruiting individuals into the profession and the association.
8. Diversify composition of WCMA Board and Committees so that they more closely reflect the populations of communities that we serve.

IV. Build and sustain a dynamic network of engaged members. Strategies for attaining Goal IV include:

1. Strengthen WCMA's regional network institutionally and elevate the importance of regional coordinators within WCMA's structure.
2. Provide support to our varied members whether they are employed or in transition.
3. Employ advanced technology in the service of members and the association.
4. Ensure full and open decision-making on association issues.
5. Enhance and expand partnerships with state associations and ICMA.
6. Strengthen/enhance personal connections between and among members and the association.
7. Recognize and reward member contributions to the profession and to WCMA generally.
8. Support and promote the range rider program as a means of sustenance for members of the profession.

V. Position WCMA as the authority on professional local government management. Strategies for attaining Goal V include:

1. Establish WCMA as the premier resource for information on local government management in Wisconsin.
2. Encourage and shape the agenda for academic research on professional local government management.

**VI. Ensure a fiscally sound and responsive association operation.
Strategies for attaining Goal VI include:**

1. Establish priorities for funding implementation of the strategic plan.
2. Operate with a balanced budget and adequate reserves.
3. Develop private-sector partnerships as a funding source.
4. Retain professional, innovative, and high-quality Executive Director and support staff.
5. Provide responsive customer service.
6. Monitor member satisfaction on a regular basis through the WCMA web site, as well as regional and board meetings.
7. Seek to keep member dues and conference fees at a reasonable cost for value received.