



**WISCONSIN CITY/COUNTY MANAGEMENT ASSOCIATION
STRATEGIC PLAN SUMMARY
2019 – 2021**

[WCMA's Vision 2021](#)

- WCMA is an action-focused, engaged-member organization.
- WCMA embraces its diversity.
- WCMA has raised the awareness and strengthened the public's perception of the profession.
- WCMA provides quality programs, connections and professional development offerings.
- WCMA is a welcoming organization.
- WCMA is a resource in public policy development.

[VISION STATEMENT](#)

WCMA represents professional, ethical, and excellence in local government management.

[WCMA's VALUES](#)

- Developing New Members
- Inclusiveness and Diversity
- Supporting Members
- Building Leadership
- Advocating and Promoting the Profession
- The Association is Progressive and Strategic

- Collaboration and Partnerships
- Ethical and Professional Conduct
- Good Stewardship of the Association's Resources

VALUE STATEMENTS

- WCMA members value ethical, professional local government management, and the promotion of same.
- WCMA members value each other by fostering a collegial, inclusive, engaging and supportive environment in its Association.
- WCMA members value professional development, self-improvement and networking.
- WCMA members value collaborating and partnering with other organizations in addressing and advancing issues of common interest.

THE ASSOCIATION'S MISSION

The Wisconsin City/County Management Association exists to develop and support professional and ethical local government management in pursuit of public service excellence.

OPERATING PRINCIPLES

- WCMA will offer activities, professional development and services ensuring a return on investment of their membership dollars.
- WCMA values effective communications in every method and form it uses and will ensure that clear and concise information guides internal and external outreach.
- WCMA as an association and membership will operate in compliance and alignment with the ICMA Code of Ethics.
- WCMA operations will be guided by cost-consciousness, fiscal responsibility and the membership's value mind.
- WCMA will foster and engender collaboration among its members, as well as with other stakeholder organizations and associations.

2019 – 2021 STRATEGIC ISSUES, GOALS, OBJECTIVES AND ACTION STEPS

STRATEGIC ISSUE: PROFESSIONAL DEVELOPMENT

Goal: Provide exceptional professional development offerings for the membership, recognizing and tailoring offerings to meet the diverse needs and interests of the membership.

Objectives:

1. Strengthen regional activities and professional support.
2. Foster and advance future leadership opportunities.
3. Offer high quality training opportunities.

Objective #1: Strengthen regional activities and professional support.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Explore regional meeting format - consider providing technology assistance (Skype, microphones and cameras).	June 2020	Executive Director
Consider a guidebook/structure and establish expected meeting outcomes (minimum meeting agenda - network, training, regional issues, strategic plan efforts; topics suggested by Exec team); consider providing funding for speakers.	January 2020	Vice President
Consider State/Regional legislator engagement or other invite key stakeholders/partners to region meetings.	On-going	Regional Coordinators
Evaluate/weigh means to ensure accountability of regional efforts.	Annually	Executive Committee

Objective #2: Foster and advance future leadership opportunities.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Consult ELGL for Skills and Technical knowledge needs; incorporate needs into conference programs.	January 2020	ELGL liaison
Market the scholarships and internship program.	On-going	Scholarship, Awards and Recognition Committee, or

		Development and Services Committee (?)
Develop solutions to address the impediments of attendance at conferences and professional development events.	January 2020	Executive Committee to create a task force.

Create an emerging leader's certification program that offers critical skills for local government managers potentially work with other associations/affiliations.	June 2021	Professional Development Comm.
--	-----------	--------------------------------

Objective #3: Offer high quality training opportunities.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Address the training needs identified in the Survey (strategic planning, et al).	January 2020	Executive Director; Professional Development and Conference Planning Committee
Offer 30 hours of credentialing training.	June 2020	Board of Directors, or Professional Development and Conference Planning Committee (?)
Commit to survey membership at the end of 2020.	December 2020	Executive Committee; Executive Director and Membership Services and Development Committee
Plan for at least one high quality recognized speaker at each conference.	Annually	Executive Committee; Executive Director and Professional Development and Conference Planning Committee

Performance Measures:

- Acceptability to internal stakeholders
- Consistency with vision, mission and values
- Coordination or integration with other goals
- Financial feasibility
- Cost-effectiveness
- Long-term impact
- Staff requirements

STRATEGIC ISSUE: PARTNERSHIPS

Goal: Develop partnerships with other local government professional organizations that will enhance our profession and advance ways for WCMA to serve as a resource for policy development.

Objectives:

1. Leverage and enhance WCMA's connections with the League of Wisconsin Municipalities so that WCMA is seen as an indispensable resource for the League.
2. Explore joint partnerships with the Wisconsin Policy Forum and the League of Women Voters.

Objective #1: Leverage and enhance WCMA's connections with the League of Wisconsin Municipalities so that WCMA is seen as an indispensable resource for the League.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Identify a group of retired and currently working city managers and administrators to serve as subject-matter experts on State policies and legislation affecting municipalities.	January 2020	Executive Committee
Consider additional formal opportunities with the League to establish a city manager/administrator-focused advisory committee.	January 2020	Board President
Secure formal reports from League representative(s).	Every Board meeting	Designated representative (s)

Objective #2: Explore joint partnerships with the Wisconsin Policy Forum, League of Wisconsin Municipalities, and other Public Sector Professional Associations.

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Host two cross-organizational training opportunities.	June 2021	Executive Director and Professional Development and Conference Planning Committee
Develop a Speaker's Bureau on specific topics that would be available for other	January 2020	Executive Committee

organizations' events and/or to serve as a liaison to these organizations.		
--	--	--

Performance Measures:

- **Acceptability to internal stakeholders**
- **Acceptability to external stakeholders**
- **Consistency with vision, mission and goals**
- **Technical feasibility**
- **Political feasibility**
- **Long-term impact**

STRATEGIC ISSUE: DIVERSITY AND INCLUSION

Goal: Improve the promotion of the profession to diverse populations and prioritize inclusiveness within the Association and the profession.

Objectives:

1. Establish a Task Force charged with advancing opportunities within the Association to increase diversity and inclusion. (Internal objective.)
2. Examine best practices on how communities address issues of diversity. (External objective.)

Objective #1: Establish a Task Force charged with advancing opportunities within the Association to increase diversity and inclusion (Internal objective).

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Examine how to leverage internships, mentorships and scholarships; look at how to coordinate and use these tools to achieve the goals. Within this tactic, consider an additional scholarship program to attract diverse students.	January 2020	Board establishes a Task Force chaired by the Immediate Past President or have the Scholarship and Awards Committee review
Monitor marketing materials (website, conference materials) to assure it is representing diversity within the profession.	On-going	Executive Director and Membership Development and Services Committee.
Develop a plan that outlines how the Association will support and encourage MPA student chapters.		ELGL representatives; Emerging Leaders Committee

Explore changing the board structure to support and reflect the Association's diversity goal.	January 2021	Executive Committee
Examine establishing a requirement for diversity/inclusion offering at conferences - either speaker, or topic.	January 2020	Executive Committee, Immediate Past President, Executive Director and Professional Development and Conference Planning Committee

Objective #2: Examine best practices on how communities address issues of diversity, and how Association members may want to advance this issue in their community (External objective).

Key Actions or tactics:	Time Frame for Completion	Responsible Party
Host an on-going conversation/round table discussion about diversity at each Association conference that focuses on how members can engage their communities on issues of diversity and inclusiveness.	On-going	Professional Development and Conference Planning Committee
Each of the Association’s regions will develop a program/roundtable discussion on the topic.	At least once/year	Regional Coordinators
Examine how partnerships with organizations such as the ACLU, National League of Cities, Urban League, and Boys/Girls Clubs, could assist the Association in advancing this goal.	January 2021	Past President

Performance Measures:

- **Acceptability to internal stakeholders**
- **Acceptability to external stakeholders**
- **Consistency with vision, mission and goals**
- **Number of educational offerings achieved**
- **Number of scholarships and internships created and filled**