

VLGMA STRATEGIC PLAN



ORIGINALLY ADOPTED JUNE 20, 2008

Revisions/updates Adopted

June 17, 2010

June 13, 2012

June 21, 2013

June 20, 2014

June 10, 2015

June 23, 2017



STRATEGIC PLAN OVERVIEW

The Strategic Plan provides a framework for VLGMA programs and activities in the coming years. We, the members of the Association, believe that a successful strategic plan will help VLGMA focus its work on what is truly important to the membership and on tasks in which VLGMA can make a significant contribution to the profession for Virginia local government managers. The Strategic Plan is dynamic, and will be reviewed and monitored annually.

The Strategic Plan consists of ten Strategic Goals, in six Focus Areas, with associated Action Steps that are intended to advance the vision and mission of the Virginia Local Government Management Association.

VLGMA Vision

Our vision is to support local government managers building great Virginia communities through ethical, inclusive, innovative leadership.

VLGMA Mission

The primary goal of VLGMA is to strengthen the quality of local government through professional management. The association seeks to promote professional management in a variety of ways including training, networking, member support and resource sharing.

VLGMA STRATEGIC FOCUS AREAS AND RELATED GOALS

COMMUNICATIONS AND NETWORKING

Strategic Goal 1: Utilize an engaged Communications and Networking Committee to achieve strategic goals.

Strategic Goal 2: Ensure an environment exists for regional managers to interact through existing personal and/or professional group affiliations.

Strategic Goal 3: Leverage social media, e-mail and website tools to better connect all members to information and each other.

NEXT GENERATION OF THE PROFESSION

Strategic Goal 4: Support the next generation of the profession by providing outreach, mentoring activities and financial support for educational opportunities.

CIVIC ENGAGEMENT

Strategic Goal 5: Develop a civic engagement program and/or resources that facilitate citizen participation to enhance involvement in the civic process.

MEMBERSHIP GROWTH AND SUPPORT

Strategic Goal 6: Encourage all eligible Virginia local government professionals to become members of VLGMA and provide targeted support for all members.

PROFESSIONAL DEVELOPMENT

Strategic Goal 7: Improve the quality of professional development programs.

Strategic Goal 8: Promote credentialing to underscore the professional expertise and resource that professional managers bring to their community and citizens.

LEADERSHIP AND ETHICS

Strategic Goal 9: Support the local government manager's role in building community through competent, principled leadership, meaningful community participation, and representative democracy.

VLGMA STRATEGIC PLAN ACTION STEPS

Focus Area: **COMMUNICATIONS AND NETWORKING**

Strategic Goal 1: Utilize an engaged Communications and Networking Committee to achieve strategic goals.

Action Steps	Completion Date	Responsibility
1. Meet on a regular basis via monthly conference call to address current issues and new issues to be addressed.	Monthly	Committee Chair
2. Coordinate with the Deputies, Assistants and Others Group to strengthen networking.	Ongoing	Committee Chair

Focus Area: **COMMUNICATIONS AND NETWORKING**

Strategic Goal 2: Ensure an environment exists for managers, within and among the regions of the Commonwealth, to interact through existing personal and/or professional group affiliations.

Action Steps	Completion Date	Responsibility
1. Periodically assess, with regional support coordinator assistance, personal and/or professional group affiliations that can serve as an opportunity for networking and develop action plans if there appears to be gaps or voids in certain regions for such opportunities.	Every June and February	2 nd Vice President, Weldon Cooper Center Staff
2. Continue reception during VML/VACo Day at the Virginia General Assembly for members and their elected officials. <i>(Per June 10, 2015 discussion the Board decided to evaluate attendance in the 2016 Session before deciding to revise this Action Step).</i>	Annually	Executive Board and Weldon Cooper Center Staff
3. Establishment of a “Welcoming Committee” to connect with new members and first-time conference attendees. The committee would consist of members of the CNC and the Executive Board members who would be assigned one new attendee or member to contact at the Summer or Winter Conference. Host small “Meet and Greet” session for new members and first time attendees.	Ongoing	Communications and Networking Committee

Focus Area: **COMMUNICATIONS AND NETWORKING**

Strategic Goal 3: Leverage social media, e-mail and website tools to better connect all members to information and each other.

Action Steps	Completion Date	Responsibility
1. Website calendar to list the subsequent 12 months of conferences and meetings of committees, regional groups, DAO's and the VLGMA Board. <u>Status:</u> Items on calendar are posted as soon as date is defined with additional efforts to better present the calendar in conjunction with new website.	Ongoing	Weldon Cooper Center Staff
2. Continue to maintain Facebook's Virginia Local Government News for ongoing postings of local newspaper-web stories on local government activities.	Ongoing	Communications and Networking Committee, Weldon Cooper Staff
3. Publish a monthly e-newsletter to promote website and Facebook resources; and with regular columns (e.g., President, DAO, VIG). Include the names, titles and localities of new members and acknowledge awards and special recognition received by members. <u>Status:</u> Currently being performed in monthly manner with awards and special recognition noted. New membership recognition done in President's section in monthly e-newsletter and if not in such section then will be done as stand-alone section.	Ongoing	President, Weldon Cooper Center Staff

Focus Area: **NEXT GENERATION OF THE PROFESSION**

Strategic Goal 4: Support the next generation of the profession by providing outreach, mentoring activities and financial support for educational opportunities.

Action Steps	Completion Date	Responsibility
1. Support the Local Government Management Certificate program at Virginia Tech and market to the membership at conferences.	Ongoing	VLGMA Board
2. Create an endowment fund to support scholarships for the Certificate Program.	Ongoing	Professor of Practice, Endowment Committee
3. Explore opportunities for greater interaction with public administration and public policy programs as ODU, VPI, JMU, VCU, GM, W & M, UVA, etc. through local government days, speakers' bureau, and other activities.	Ongoing	President, Professional Development Committee
4. Involve students of public administration and public policy programs in VLGMA activities and conferences and encourage internships.	Ongoing	President, Professional Development Committee
5. Establish a clearinghouse of successful internship programs on the website	Ongoing	Member Support Committee, Weldon Cooper Center Staff
6. Provide mentoring opportunities within the organization, especially for aspiring or new CAO's.	Ongoing	Professional Development Committee
7. Support the <i>Leadership ICMA</i> program.	Ongoing	VLGMA Board

Focus Area: **CIVIC ENGAGEMENT**

Strategic Goal 5: Develop a civic engagement program that facilitates citizen participation to enhance their productive involvement in the civic process.

Action Steps	Completion Date	Responsibility
1. Review and update best practices of civic engagement (request ICMA and AI support and assistance).	Annually	Civic Education Committee
2. Review existing materials and identify partners to update existing materials as needed, create new materials and develop strategies for distribution and support	Annually	Civic Education Committee
3. Evaluate the use of the VLGMA website and make recommendations to better utilize technology for civic engagement. (This could include VLGMA website, social media strategies, webinar trainings, etc.)	Annually	Civic Education Committee
4. Explore opportunities with VML and VACO for sessions/presentations.	Annually	President and Board
5. Develop an educational teaching strategy for Local Government Education Week during the first week of April each year insofar as it relates to the public school system.	Annually	Civic Education Committee
6. Survey the VLGMA membership at least once every three years to collect and share ideas regarding effective civic engagement activities that are taking place in the Commonwealth.	Every three years	Civic Education Committee
7. Determine engagement strategies with public, private, and home school-related networks in providing a curriculum that enriches the student's awareness of local government practices and citizen engagement strategies with their local government community.	Ongoing	Civic Education Committee

Focus Area: **MEMBERSHIP GROWTH AND SUPPORT**

Strategic Goal 6: Recruit and retain all eligible Virginia local government professionals as members of VLGMA and provide targeted support for all members.

Action Steps	Completion Date	Responsibility
1. Review, as part of the regular Member Support Committee meetings, ways to encourage local government professionals to become members of and actively participate in the association.	Ongoing	2 nd Vice President, Member Support Committee, VML Staff
2. Send a welcome letter to new local government managers and provide a fact sheet on VLGMA and the benefits of membership.	Ongoing	VML Staff
3. Collect appropriate contact information from new and renewing members.	Ongoing	VML Staff
4. Personally contact members and former members who have become inactive to determine how to reengage them in VLGMA.	Ongoing	President
5. Provide all new members with range rider and support coordinator rosters. Ensure that these rosters are kept up to date on the VLGMA website.	Ongoing	Support Staff
6. Encourage continuation of regular Deputies, Assistants and Others (DAO) meetings.	Ongoing	President and Executive Board

7. Continue assigning new members who wish to participate in a mentor at each conference. Every effort will be made to assign mentors who work in a similar type or size of entity.	At each conference	3 rd Vice President, Professional Development Committee
8. Continue to identify first-time attendees at the conferences. First time attendees will be given a different colored name tag and members will be encouraged to make a special effort to welcome first time attendees, sit with them, introduce them around, guide them to events, etc.	At each conference	3 rd Vice President, Professional Development Committee
9. Strive to ensure that all members are getting the support they need by: (1) Evaluating whether the support coordinator/range riders program is functioning as intended and addressing those areas that are not functioning well. (2) Receiving periodic reports from support coordinators and range riders on member support efforts. (3) Investigating other avenues of support for members.	At each conference	2 nd Vice President, Member Support Committee
10. Send non-renewing members an exit survey and, whenever possible, address issues identified in the exit surveys; create a database of all potential members of VLGMA.	Ongoing	2 nd Vice President, Member Support Committee, Support Staff
11. Incorporate a revised "Awards Program" into the Charter and Bylaws, and implement the new program, for the purpose of encouraging the entire membership by recognizing excellence in the profession.	Ongoing	VLGMA Board
12. Explore ways to include as VLGMA members staff from smaller communities which do not have professional managers.	Ongoing	Regional support coordinators
13. Create lists for regional support coordinators of members in their PDC to identify managers who are not members. These lists should assist with recruiting efforts.	Ongoing	Regional support coordinators

Focus Area: **PROFESSIONAL DEVELOPMENT**

Strategic Goal 7: Improve the quality of professional development programs

Action Steps	Completion Date	Responsibility
1. Utilize training tracks to address diverse needs of the membership (new members, small/large jurisdiction, assistants).	Annually at each conference	3 rd Vice President, Professional Development Committee
2. Ensure that managers are aware of the DAO meetings and encourage/allow the appropriate next generation personnel to attend twice yearly meetings.	Ongoing	3 rd Vice President, Communications and Networking Committee
3. <u>Affiliate Partners:</u> Actively engage VLGMA Affiliate Partners (i.e.: ICMA, Alliance for Innovation, Cooper Center/Virginia Institute of Government) to expand and enrich professional development opportunities for VLGMA members.	Ongoing	3 rd Vice President, Professional Development Committee

Focus Area: **PROFESSIONAL DEVELOPMENT**

Strategic Goal 8: Promote credentialing to underscore the professional expertise and resources that professional managers bring to their community and citizens.

Action Steps	Completion Date	Responsibility
1. Conduct an annual session on the Credentialing process, including: (1) offering the assessment program - -the How To's – (the initial one required by the Credentialing Application), and (2) hosting a panel at one of the conferences on the Whys of Credentialing - -what value is added to members and their governing bodies.	Annually at a conference	3 rd Vice President, Professional Development Committee
2. Host an annual "Credentialing Reception" at the Winter Conference to promote credentialing.	Annually	Professional Development Committee

Focus Area: **LEADERSHIP AND ETHICS**

Strategic Goal 9: Support the local government manager's role in building community through competent, principled leadership, meaningful community participation, and representative democracy.

Action Steps	Completion Date	Responsibility
1. Increase ethics awareness by: a. Encouraging members to conduct ICMA Ethics training sessions for local government staff. b. Conducting one ICMA Ethics training session for VLGMA members every year.	Ongoing	2 nd Vice President, Professional Development Committee
2. Consider an annual contribution to the ICMA Fund for Professional Management.	Ongoing	VLGMA Board
3. Provide training sessions on sustainability, governance, ethics, and civic engagement.	Ongoing	Professional Development Committee
4. Support ICMA's Value of the Profession campaign.	Ongoing	VLGMA Executive Committee

APPENDIX A

STRATEGIC PLAN DEVELOPMENT PROCESS

VLGMA has developed and followed a strategic plan since its inception. The first plan was developed in 1988 and the plan has been reviewed and updated every two years since then. In January 2008, Immediate Past President Phil Rodenberg and President-Elect Kathleen Guzi convened a professional facilitated focus group of Association members to undertake a thorough review of the existing strategic plan, including key goals and action steps. During the February 2008 Association meeting the Strategic Planning Committee, in coordination with Association committees and officers, reality-tested and confirmed all action steps, and set milestone dates and identified responsible groups and persons. The membership adopted the most recent VLGMA Strategic Plan on June 20, 2008 and it has guided the organization's activities since then.

Plan review commenced in the Fall of 2009 and the Strategic Plan Committee met at the 2010 Winter Conference to discuss potential changes. It was the consensus of that meeting that the plan needed only an update, not a full revision. The update included new Vision and Mission statements as well as new goals related to Leadership and Ethics. Two areas still needing to be discussed and amended as appropriate were Civic Education and Membership Growth and Support. The respective committees were tasked with proposing amendments for consideration during the next review.

In keeping with the two-year review cycle, the Strategic Plan Committee met during the Winter Conference in February 2012 to review and accept suggested changes to the plan from the Communications and Networking, Civic Engagement, and Member Support committees as well as other changes suggested by committee members. The committee also recommended format changes, such as the creation of these appendices, and suggested language to point out the role of local government managers in helping elected officials to succeed and to address the increase of vocal groups that challenge the legitimacy of local government actions.

Again, in the two-year review cycle, the Strategic Plan Committee made changes to the plan submitted by members of various committees, presented to the membership for adoption in June 2014, and then again in June 2015, and June 2017.