

# STRATEGIC PLAN 2015 – 2018

## MISSION STATEMENT

FCCMA is a member-driven, ethical, inclusive organization *committed* to the council-manager form of government, *dedicated* to effective partnerships with elected officials, *devoted* to the advancement of excellence in professional management of local government in the State of Florida and *determined* to provide quality of service to its membership and the cities it serves.

## CORE PRINCIPLES

1. The Council/Manager Plan is the premier plan for city and county management.
2. The inclusion, acceptance and diversity of ideas and people are essential components of professional management in cities and counties as well as the Association.
3. As expressed in the ICMA Code of Ethics, ethics are the basis for professional management.
4. Professional management is promoted and enhanced by the sharing of experiences and ideas between members.

## GOAL I. ADMINISTER THE ASSOCIATION SUSTAINABLY WITH FISCAL RESPONSIBILITY

### **Objective A: Review the fiscal policies of FCCMA to ensure long-term sustainability**

1. During the term of this strategic plan, all financial policies will be reviewed for long-term relevance and sustainable practices.
2. Disseminate information contained in the audit.

*Fiscal and Administrative Policy*

### **Objective B: Review the FCCMA's dues structure and conference costs to ensure affordability and sustainability.**

1. Review the financial impacts of changes in any proposed dues structure and membership to ensure that FCCMA remains financially viable.
2. Ensure that dues and conference costs remain affordable.

*Fiscal and Administrative Policy*

### **Objective C: Ensure FCCMA is value added to its members on a consistent basis**

1. Review services offered by FCCMA to determine their long term needs and sustainability.
2. Review results of ICMA and other member services surveys to determine the appropriate services to be offered by FCCMA.

*Fiscal and Administrative Policy*

**Objective D: The financial future of the Association for the long term depends on diversity within the membership and on the Board of Directors. This diversification includes county/city, large/small jurisdictions, and all aspects of human diversity.**

1. Keep current and make available an informational guide that describes how to be an active, contributing member of FCCMA and what is involved to get on the Board of Directors.
2. The Board should evaluate whether the elimination of certain membership categories would increase or decrease the financial sustainability of the Association.
3. Help managers understand the value of having their assistants serve on committees and the Board of Directors.
4. The Board should explore opportunities to engage more with all ICMA affiliate and diversity organizations.
5. The Board should explore opportunities to engage with other organizations to diversify the membership.

*Membership Committee*

**Objective E: Continue to analyze the value versus cost of resources to determine which are most impactful for the FCCMA membership.**

*Membership Committee*

## **GOAL II: DEVELOP AND SUSTAIN A ROBUST WELL-SERVED MEMBERSHIP**

**Objective A: Improve membership in the Association through increased retention and recruitment by providing increased value to FCCMA members.**

*Membership Committee*

1. Establish and publish annual member growth and retention targets.
2. Develop annual recruitment plan for new members, through the Membership Committee and approved by the Board of Directors, which targets new members, non-traditional members and future managers including specific protocols for staff and Board members.
3. Develop recruitment strategies to increase membership by district and geographic areas.
  - a. The Membership Committee, with assistance from the appropriate District Director, will review specific geographic areas that have limited representation in FCCMA and develop strategies to encourage membership.
4. Develop an FCCMA membership ambassador program, similar to ICMA's, and assign new members upon joining the Association.
5. The Association will periodically review alternative membership fee levels based upon market demands and comparable organizations of FCCMA's size.

**Objective B: Recruit and retain local government professional managers and promote diversity in the Association's membership and the profession.**

*Membership Committee*

1. Develop new programs that will have value to local government; i.e.,
  - a. Resume bank (to be managed by staff electronically)
  - b. Manager contract bank (to be managed by staff and maintained electronically)
  - c. Job fair and other out-of-state outreach efforts
  - d. Salary and benefit comparability surveys
2. Develop training and materials to promote diversity within the membership and the profession.

**Objective C: Identify and implement services desired by members to ensure continued value of membership dollars and achieve desired participation levels.**

*Membership and Professional Development Committees*

1. Encourage involvement by small municipalities and counties by:
  - a. Explore financial assistance, if needed, to promote participation in FCCMA events
  - b. Active recruitment
  - c. Support additional tech-based FCCMA events
  - d. Regionalized events
2. Review membership service options and see if they meet the diverse needs of the membership and implement programs to meet respective needs.
  - a. Large governments versus small governments
  - b. City versus county issues
  - c. Geographic and/or district needs

**Objective D: Improve communications and identify resource information on innovative government practices.**

*Communications Committee with assistance from other committees as identified by Communications Committee (Professional Development for #2).*

1. Identify resource material and create white papers on areas of interest to local government managers to include:
  - a. Financial management principles for varying economic realities
  - b. Innovative practices to help avoid lowering the quality of services provided by local government
  - c. Review city/urban planning implications such as sprawl and land use review for the generation of appropriate economic growth
2. Develop online learning programs
3. Develop online research capabilities
4. Develop opportunities to employ innovative technology to enhance communications with members, such as:
  - a. Development of list serve/blogs
  - b. Online research

- c. Online Membership Directory
  - d. Webinars
  - e. Integration with social networking sites
  - f. Mobile device compatibility
  - g. User-friendly search function
  - h. Content management system staff can maintain
5. Develop and promote Speaker's Bureau for presentations to the Florida League of Cities, Florida Association of Counties, National League of Cities and other related agencies.

### **GOAL III. PROVIDE MEANINGFUL PROFESSIONAL DEVELOPMENT AND TRAINING TO FCCMA MEMBERS AND POTENTIAL MEMBERS**

**Objective A: Provide quality continuing education programming which is relevant and appealing throughout the life cycle of a manager's career.**

*Professional Development Committee*

1. Define and implement partnerships with other professional organizations to develop training that meets CEU requirements for complementary professional certifications or overarching training possibilities through the Florida Local Government Coalition.
2. With the Center for Florida Local Government Excellence, provide adequate opportunities for training to assist members in meeting their membership requirements.
3. Implement a progressive Emerging Leaders Development Program modeled after the one utilized by ICMA.
4. Create a "Hot Topic" blog that will allow members to share ideas regarding "real time" issues.
5. Increase webinar programs and consider online courses

**Objective B: Develop programs that inspire and encourage growth within the profession**

*Professional Development Committee and the Florida Local Government Coalition #1 – 3; #4 assigned to the Membership Committee and the Florida Local Government Coalition; #5 assigned to Professional Development Committee working with the Center for Florida Local Government Excellence.*

1. Collaborate with other professional organizations that typically attract department-specific members to offer joint meetings, training, education, etc., through the Florida Local Government Coalition.
2. Provide managers materials that can assist them in offering opportunities within their organizations to gain exposure to the profession.
3. Develop a marketing plan of education, training, programs, and events to other professional organizations and to a greater depth within local governments.
4. Encourage non-credentialed managers to become credentialed and provide support through the process.

5. Continue with the successful Certificate in Local Government Management program, and seek to expand its offering.

#### **GOAL IV. PROMOTE ETHICS WITHIN GOVERNMENT**

##### **Objective A: Expand ethics education initiatives and programming for FCCMA members.**

###### *Ethics Committee and Staff*

1. Revise the website to reflect the Association's focus on ethics
  - a. Coordinate all ethics under this single heading
    - i. Move ethics review for members to this new location
    - ii. Add ICMA Code of Ethics
  - b. Post the ICMA Code of Ethics on the website
    - i. Include guiding principles and/or core values
  - c. List on mast head under ethics the annual requirement for managers to have a minimum of four hours of continuing education training in ethics
2. Provide on-going education regarding the development and implementation of ethical assessments through webinars and the annual conference.
3. Develop collaborative relationships to enhance the professional ethics of the membership.
  - a. Work with the Florida Commission on Ethics to develop an ethics hotline.
  - b. Develop an ethical education partnership with the Florida League of Cities (FLC) and the Florida Association of Counties (FAC), the Attorney General's Office and the Center for Florida Local Government Excellence.
4. Provide information to members on how to meet their annual ethics training requirements.

##### **Objective B: Increase public awareness of local government ethics**

###### *Professional Management Matters Committee and Communications via a joint conference call on occasion.*

1. Develop a public education campaign and an ongoing public relations effort highlighting expectations and examples of ethics in government.
2. Educate members on the value of incorporating collaborative civic participation and input into the public decision making process.

#### **GOAL V. COLLABORATE WITH EDUCATIONAL INSTITUTIONS**

##### **Objective A: Maintain and improve the Association's relationships with the State's universities (public and private) and other educational institutions.**

###### *Student Council*

1. Strongly market FCCMA programs to educational institutions and students

2. Encourage, promote and support the establishment of ICMA Student Chapters at every MPA program in the State of Florida.
3. Review opportunities to financially support the involvement of ICMA Student Chapter leaders in participation in FCCMA events.
4. Establish an Internship Program
5. Executive Development Fellowship for involvement in the Harvard Kennedy School Program and other necessary professional development opportunities for managers
6. Develop a strategy for communication with universities offering MPA programs
  - a. Communicate with the students about the value of good governance
  - b. Promote the value of local government as a career choice

**GOAL VI. DEMONSTRATE THE VALUE OF PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT.**

**Objective A: Increase awareness of FCCMA and the local government management profession**

*Professional Management Matters Committee through 2(b); #3 Professional Development Committee; #4 Florida Local Government Coalition; #5 Senior Advisors; #6 Professional Management Matters; #7 Communications Committee;*

1. Promote the work of professional management
  - a. Continue the work of the Professional Management Task Force on public initiatives, jobs well done, the council-manager form of government and “telling” the stories about good government.
  - b. Strive to feature Florida cities and counties in such publications as *Governing, All American Cities, Florida Quality Cities and City Connections*.
  - c. Encourage FLC and the FAC to recognize good governance in their publications.
2. Develop and fund a public relations plan/campaign for FCCMA.
  - a. Routinely prepare and circulate positive news regarding the profession and to link professional managers with media opportunities.
  - b. Update the website regularly.
3. Develop “best practices” in local government public relations for members.
4. Provide annual media training to members and local government professionals through webinars, regional meetings and/or the annual conference.
5. Maintain a presence at the annual meetings of the Florida League of Cities and the Florida Association of Counties.
  - a. Staff a booth at their annual conferences
6. Collaborate with those who are already highly respected by the public to promote professional local government management with the affiliate associations of FCCMA and
  - a. National League of Cities

- b. National Association of Counties
  - c. American Society of Public Administrators
  - d. Florida Local Government Coalition
7. Explore the value of having a social media presence