



Florida City and County Management Association

Strategic Plan 2021-2024

Presented by: Trainnovations®, *Moving Organizations from Better to Brilliant*

Presented to
The Honorable Board of Directors

By

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Trainnovations®

Moving from Better to Brilliant

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STRATEGIC FRAMEWORK



FCCMA

The Florida City and County Management Association's (FCCMA) short and long-term success and competitive environment are key strategic issues addressed in the strategic plan. The goal is to establish a strategy that addresses current and future challenges, leverages advantages and core competencies, and sets the direction for the association and its membership.

The current strategic planning process allows FCCMA Board members to collaboratively develop a strategic blueprint that sets the organizational direction necessary to preserve and enhance its mission. The plan articulates FCCMA's Mission and Core Principles while emphasizing the need to be proactive in order to achieve the mission.

The strategic planning process is the framework by which FCCMA directs staff and committees to ensure that available resources are invested, aligned, and advance FCCMA's members' interest.

While the goal of the strategic planning process is to produce an alignment of FCCMA's resources to achieve the Board's vision for the association, the plan itself will serve as a communication tool to ensure that the full membership understands and can better influence FCCMA's strategic direction.

ORGANIZATIONAL PROFILE



Our
Aspiration

Mission

To support practitioners of local government and the cities and counties they serve in Florida through innovation, best practices and a strong code of ethics.

Our
Core
Purpose

Core Principles

Core Principle #1

FCCMA believes local government excellence is best supported through the advancement of professional management.

Core Principle #2

We believe ethics is the foundation for professional management.

Core Principle #3

We believe professional management is promoted and enhanced by the sharing of experiences while embracing inclusion, acceptance and diversity of ideas.

The FCCMA was incorporated in 1978. It has 606 members among Florida's 411 cities and 67 counties. In addition to city and county leaders there are 80 retired members, 7 Managers in Transition, and 29 student members. FCCMA aims to bring awareness to why Professional Management Matters by highlighting the benefits of having Professional Managers in your local government! The focus is to raise awareness of the impact that professional management brings to city and county government.

Our Governance

The governing body of FCCMA consists of a fifteen-member Board of Directors. Officers are President, President-elect, and Secretary-Treasurer. Other Board members are the Immediate Past President, 8 District Directors, and 3 At-Large Directors. District and At-Large Directors serve a 2-year term.

Our Services

FCCMA provides a full range of member services including: conferences, training and development for current and aspiring managers, Managers-in-Transition career support, podcasts and webinars, legislative agenda supporting the interests of local government and scholarships for students in Public Administration.

Our Strategic Goals

FCCMA has established five strategic Goals that are key to its success in accomplishing its Mission. These goals specifically address how it promotes professional management in local government and best serves the membership.





GOALS & OBJECTIVES

GOAL 1: ENSURE THE FISCAL SUSTAINABILITY OF THE ASSOCIATION

- OBJECTIVE A** Review the fiscal policies of FCCMA to ensure long-term sustainability no less than every three years.
- OBJECTIVE B** Annually review the services and dues structure to ensure affordability and sustainability.

GOAL 2: DEVELOP AND SUSTAIN AN ENGAGED, DIVERSE MEMBERSHIP

- OBJECTIVE A** Increase the overall membership and diversity of the organization.
- OBJECTIVE B** Apply technology to enhance communication, enhance services provided to the membership and use it as a mechanism for growing membership.
- OBJECTIVE C** Provide regular outreach to MITs through encouragement, support and sharing any known job opportunities.
- OBJECTIVE D** Provide opportunities for the next generation of leaders to get real world education and experience through internships, mentoring and programs.

GOAL 3: PROVIDE MEANINGFUL PROFESSIONAL DEVELOPMENT AND TRAINING

- OBJECTIVE A** Create relevant and appealing programming focused on all phases of a leader's career.
- OBJECTIVE B** Support membership through resources such as training and networking with a focus on leadership development.
- OBJECTIVE C** Develop programs that inspire and encourage innovation within the profession.
- OBJECTIVE D** Leverage technology for quality professional development increasing access, attendance and engagement.
- OBJECTIVE E** Improve the Association's engagement with the State's public and private institutions of higher education through outreach via direct communications, invitations to networking and training events and mentoring opportunities.

GOAL 4: PROMOTE ETHICAL BEHAVIOR WITHIN GOVERNMENT

- OBJECTIVE A** Provide ethics education and program opportunities for managers and employees within their organizations.
- OBJECTIVE B** Focus on enhancing public awareness and knowledge of the ethics program for professional managers.

GOAL 5: DEMONSTRATE THE VALUE OF PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT

- OBJECTIVE A** Provide resources to members to educate all stakeholders about the value of professional local government management.
- OBJECTIVE B** Develop strategic partners to assist the Association in demonstrating the value of professional management.
- OBJECTIVE C** Partner with the Florida League of Cities and other agencies to develop and manage media and a digital strategy.



STRATEGIC ANALYSIS

SWOT Analysis

Strengths

- ✓ **Member Support**
- ✓ **Members**
- ✓ **Training**
- Communication**
- Events**
- Fiscal Management**
- Management/Staffing**
- Mission/Vision**
- Partnerships**
- Promotion of Profession**
- Technology**



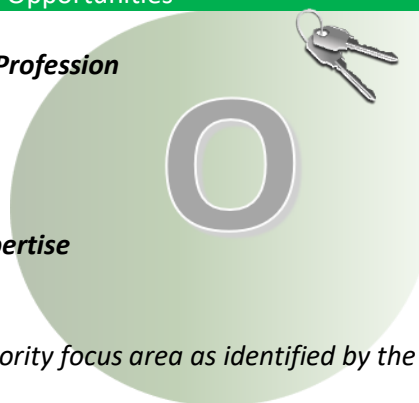
Weaknesses

- ✓ **Communication**
- ✓ **Member Engagement**
- ✓ **Training**
- Leadership**
- Member Retention**
- Member Support**
- Membership Diversity**
- Promotion of Profession**
- Technology**



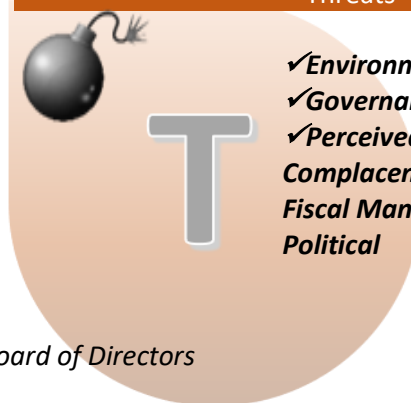
Opportunities

- ✓ **Promotion of Profession**
- ✓ **Technology**
- Communication**
- Membership**
- Partnerships**
- Professional Expertise**
- Training**



Threats

- ✓ **Environmental**
- ✓ **Governance Model**
- ✓ **Perceived Lack of Value**
- Complacency**
- Fiscal Management**
- Political**



✓ indicates a priority focus area as identified by the Board of Directors

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis focuses on the key internal and external factors that may affect FCCMA. It is a way of looking at key influences so that FCCMA can leverage them to its advantage (Strengths and Opportunities) or mitigate its risks (Weaknesses and Threats). The SWOT is not an end-all in itself. Rather it is one additional input to help plan the strategy. It identifies potential obstacles to successfully executing the Mission. It may also uncover unseen possibilities or limitations.

RECOMMENDATIONS



Recommendations

Strategic Planning, from a practical perspective, provides guidance in deciding which Strategic Projects bring the most value to the Association thus giving a foundation for allocating resources for projects being requested. This includes funding and work force allocation. Often, the most valuable decision made is to not fund or allocate resources for something that need not be done or that brings little or no value to the Association.

Recommendation 1:

Review the Goals and Objectives with the FCCMA Committees. Request their input for defining metrics and action plans for each goal relevant to their Committee and its charter.

Recommendation 2:

Annually, review your Strategy, previous year results and your SWOT to determine how best you can leverage upcoming strengths and opportunities or mitigate threats and weaknesses. Fold these ideas back into collaboration and planning for the coming year.

Recommendation 3:

At the upcoming Annual Conference, get member input to your services to determine how well their needs are being met. Use this data to improve your Strategic Plan and your services to the membership thus promoting success for FCCMA.

