

OCCMA Strategic Plan 2015



OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

Who We Are

OCCMA is an organization comprised of Oregon City/County Managers, Chief City Administrators, Assistant City Managers and Administrators, and few other consultants and academics professionally interested in local government in Oregon. OCCMA patterned after the worldwide organization – International City/County Management Association (ICMA) – is governed by an elected Board of Directors, which consists of a President, a President-Elect, an Immediate Past President, and six additional Board Members. This membership consists of a minimum of three City or County Managers/Administrators and at least three assistants to the Manager/Administrators. Statewide representation covers five designated regions – Metro Portland, Willamette Valley, Coast, Eastern and Southern Oregon.

President's Message

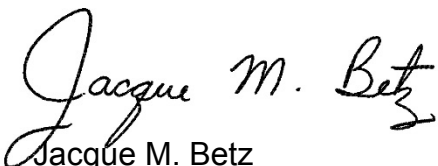
Past-President Aaron Cubic and I are pleased to share with you the 2015 Oregon City/County Management Association's (OCCMA) Strategic Plan (Plan). This Plan reflects the planning process done by the OCCMA Board of Directors at their annual retreat in October of 2014. Each year, the Board sets the direction of the organization based on the needs of its members. This year our Plan consists of four themes (goals) because each captures something distinctive about our organization. They are:

- 1) To provide professional development
- 2) To provide personal support to managers and facilitate communications
- 3) To represent and promote the profession
- 4) Continue planning 2021 ICMA Annual Conference in Portland

As a Board we undertake this plan with pride in our past accomplishments and confidence in our passionate commitment to realizing our objectives. We view this as a management tool that serves the purpose of helping the organization do a better job for its members as we can focus our resources, time, and energy of everyone involved in the same direction. Committee members will work on these objectives and report to the Board at its regularly scheduled meetings on their progress at the NW Regional Manager's Conference, the OCCMA Summer Conference and the LOC Conference. I ask that each of you attend and participate in the meetings or provide your input throughout the year.

I'd like to thank you for the opportunity to serve as the 2015 OCCMA President. The members of the Board and its committee are amongst the most talented and dedicated leaders in our profession and they contribute a significant amount of time and energy outside of their regular job functions to provide consistent, direction and a means of identifying/confirming OCCMA's core functions. I am extremely grateful for their dedication.

Sincerely,



Jacquie M. Betz
2015 OCCMA President
City Manager, City of Newberg

Mission of OCCMA

Our mission is to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the livability of Oregon communities.

OCCMA Values

OCCMA through our beliefs, is determined to provide quality service to our membership and the cities we serve. Our beliefs center around creating excellence in local governance and mirror the values held by ICMA.

We believe in:

1. Serving as stewards of representative democracy.
2. Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics.
3. Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure.
4. Building sustainable communities as a core responsibility of local government.
5. Networking and exchanging knowledge and skills across.
6. Ensuring that local governments and the association reflect the diversity of the communities we serve.
7. Committing to lifelong learning and professional development.
8. Building up the quality of the profession and the association through an engaged network of members personally committed to that end.

Strategic Goals

Our Strategic Plan has three primary goals, which reflects our Mission. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees.

1. Professional Development: Provide professional development opportunities so our members may acquire the tools to build better communities.
2. Membership Support: Provide personal support and invigorate managers throughout their life in public service.
3. Leadership: Develop an ongoing strategic and operational plan that focuses on the needs of our current and future membership.
4. 2021 ICMA Conference: Host the 2021 ICMA Conference.

1. Professional Development
 - a. Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.
 - b. Nurture communication between Board and membership in order to increase value in membership and involvement.
 - c. Promote and educate members about ICMA Code of Ethics.
 - d. Develop future generations of local government managers to sustain the profession.
 - e. Assist with the development of educational programs that promote city management and internship opportunities.
 - f. Support and collaborate with the Oregon Emerging Local Government Leaders.
2. Membership Support
 - a. Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.
3. Leadership
 - a. Work with other committees to help educate members about the ICMA Code of Ethics
 - b. Develop future generations of local government managers to sustain the profession
 - c. Recommend Board slate for following year.
 - d. Increase partnerships with Universities to help build future generations of local government managers.
 - e. Review By-Laws and Constitution and recommend amendments as requested by president/board.
 - f. Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.
4. 2021 ICMA Conference
 - a. Host a well-organized, sufficiently funded and successful conference.
 - b. Focus efforts on fund raising, social and program activities and business and logistics support.

The Board accomplishes many of our goals and objectives through a partnership with our members in the form of Standing Committees.

STANDING COMMITTEES

Ethics

OBJECTIVE: Monitor OCCMA and ICMA member compliance with the ICMA Code of Ethics. Committee also serves as the local fact-finding body for any ICMA ethics inquiry. Work with other committees to help educate members about the ICMA Code of Ethics.

Nominating

OBJECTIVE: Recommend Board slate for following year (September business meeting).

Professional Development / Conference Planning / Trade Show Sponsorship

OBJECTIVE: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.

Support for Managers / Coaching & Mentoring

OBJECTIVE: To connect our members with the network of opportunities to gain knowledge, insight, experience and perspective through developing relationships with other professionals in the field.

Academic Affairs

OBJECTIVE: Increase partnerships with Universities to help build future generations of local government managers.

By-laws & Constitution

OBJECTIVE: Review By-Laws and Constitution and recommend amendments as requested by president/board.

Communications (Newsletter & Website)

OBJECTIVE: Maintain and enhance multimedia member communication and information exchange programs.

Next Generation

OBJECTIVE: Develop future generations of local government managers to sustain the profession. Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with the Oregon Emerging Local Government Leaders.

ICMA Liaison (Credentialing / Affiliate Agreement / Form of Government)

OBJECTIVE: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.

2021 ICMA Conference

OBJECTIVE: Host well-organized, sufficiently funded and successful conference. Portland, Oregon has been chosen as the host city for the 2021 ICMA Conference. OCCMA will focus efforts on fund raising, social and program activities and business and logistics support.

OCCMA Work Plan



OCCMA

OCCMA is an organization comprised of Oregon City/County Managers, Chief City Administrators, Assistant City Managers and Administrators, and few other consultants and academics professionally interested in local government in Oregon. OCCMA patterned after the worldwide organization – International City/County Management Association (ICMA) – is governed by an elected Board of Directors, which consists of a President, a President-Elect, an Immediate Past President, and six additional Board Members. This membership consists of a minimum of three City or County Managers/Administrators and at least three assistants to the Manager/Administrators. Statewide representation covers five designated regions – Metro Portland, Willamette Valley, Coast, Eastern and Southern Oregon.

The work plan reflects the strategic planning process done by the OCCMA Board of Directors. Each year, the Board sets the direction of the organization based on the needs of its members. This is a living document and will be updated as progress is made and/or as goals change.

Mission of OCCMA

Our mission is to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the livability of Oregon communities.

Strategic Goals

Our Strategic Plan has four goals, which reflects our Mission. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees.

- Professional Development: Provide professional development opportunities so our members may acquire the tools to build better communities.
- Membership Support: Provide personal support and invigorate managers throughout their life in public service.
- Leadership: Develop an ongoing strategic and operational plan that focuses on the needs of our current and future membership.
- 2021 ICMA Conference: Host the 2021 ICMA Conference.

Why a Work Plan?

A work plan defines performance expectations and provides a framework for how we will achieve our organizational goals. To help achieve our goals and promote our successes OCCMA utilizes Specific, Measurable, and Achievable, Resource and Time-bound (SMART) objectives and actions.

S.M.A.R.T.

Developing sound goals is critical to managing our performance. Having a SMART Work Plan:

- Establishes direction for task and/or projects
- Clarifies expectations
- Clarifies resources required to meet objectives
- Identifies the results of efforts
- Achieves higher levels of performance
- Corrects performance deficiencies
- Increases ability to take pride and satisfaction in our achievements

Specific: Objectives should be simplistically written and clearly define an outcome. (What, Why, How)

Measurable: Objectives should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Measures should include numeric or descriptive measures that define quantity, quality, etc. Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes not activities.

Achievable and Assignable: Objectives should be achievable and assignable and within the department and staff member's control or influence and they must possess the appropriate knowledge, skills, and abilities needed to achieve the goal. Consider authority or control, influence, resources and work environment support to meet the goal. You can meet most any goal when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may

have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees; impossible goals demotivate them.

Resources: Objectives should have a measure of resources required to complete task. This may include hard dollars, grant funds, in-kind services, staff time etc.

Time-bound: Objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects).

Professional Development

Leadership Objectives:

- **Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.**
- **Nurture communication between Board and membership in order to increase value in membership and involvement.**
- **Promote and educate members about ICMA Code of Ethics.**
- **Develop future generations of local government managers to sustain the profession.**
- **Assist with the development of educational programs that promote city management and internship opportunities.**
- **Support and collaborate with the Oregon Emerging Local Government Leaders.**

Leadership Actions:

Objective 1: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.

Action 1:

Objective: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
		Joe Gall		1	2	3	4		
1									

Objective 2: Nurture communication between Board and membership in order to increase value in membership and involvement.

Action 1:

Objective: Nurture communication between Board and membership in order to increase value in membership and involvement									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Scott Pingel							

Objective 3: Promote and educate members about ICMA Code of Ethics.

Action 1:

Objective: Promote and educate members about ICMA Code of Ethics									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry	Jacque Betz	Appointed Committee						
2	Work with other committees to help educate members about the ICMA Code of Ethics	Jacque Betz	Appointed Committee						

Objective 4: Develop future generations of local government managers to sustain the profession.

Action 1:

Objective: Develop future generations of local government managers to sustain the profession									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 5: Assist with the development of educational programs that promote city management and internship opportunities.

Action 1:

Objective: Assist with the development of educational programs that promote city management and internship opportunities									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 6: Support and collaborate with the Oregon Emerging Local Government Leaders.

Action 1:

Objective: Support and collaborate with the Oregon Emerging Local Government Leaders									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Membership Support

Leadership Objectives:

- **Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.**

Leadership Actions:

Key: O – planned action date, X – action taken

Objective 1: Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.

Action 1:

Objective: Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Coaching Program	Michael Sykes	Ben Bryant						
2									

Leadership

Leadership Objectives:

- *Work with other committees to help educate members about the ICMA Code of Ethics.*
- *Develop future generations of local government managers to sustain the profession.*
- *Recommend Board slate for following year.*
- *Increase partnerships with Universities to help build future generations of local government managers.*
- *Review By-Laws and Constitution and recommend amendments as requested by president/board.*
- *Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.*

Leadership Actions:

Objective 1: Work with other committees to help educate members about the ICMA Code of Ethics.

Action 1:

Objective: Work with other committees to help educate members about the ICMA Code of Ethics									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Jacque Betz	Appointed Committee						

Objective 2: Develop future generations of local government managers to sustain the profession.

Action 1:

Objective: Develop future generations of local government managers to sustain the profession									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 3: Recommend Board slate for following year.

Action 1:

Objective: Recommend Board slate for following year									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Aaron Cubic							

Objective 4: Increase partnerships with Universities to help build future generations of local government managers.

Action 1:

Objective: Increase partnerships with Universities to help build future generations of local government managers									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Alice Cannon							

Objective 5: Review By-Laws and Constitution and recommend amendments as requested by president/board.

Action 1:

Objective: Review By-Laws and Constitution and recommend amendments as requested by president/board									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Alice Cannon							

Objective 6: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.

Action 1:

Objective: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Christy Wurster							

2021 ICMA Conference

Leadership Objectives:

- *Host a well-organized, sufficiently funded and successful conference.*
- *Focus efforts on fund raising, social and program activities and business and logistics support.*

Leadership Actions:

Objective 1: Host a well-organized, sufficiently funded and successful conference.

Action 1:

Objective: Host a well-organized, sufficiently funded and successful conference									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Joe Gall							

Objective 2: Focus efforts on fund raising, social and program activities and business and logistics support.

Action 1:

Objective: Focus efforts on fund raising, social and program activities and business and logistics support									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Joe Gall							