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OCCMA Work Plan



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	In 2015, the Communications Committee produced a valuable, salient OCCMA Newsletter each calendar quarter.	Scott Pingel						Complete	

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	In 2015, 1) the coaching program webinars set a record participation of 5,700 live audience members across the country; 2) Oregon had 96 separate computers log in to view the live webinar (many people view the webinars in a group, so the live audience from Oregon is much higher); 3) the coaching program is now sponsored country-wide and OCCMA's financial contribution decreased to \$1,000 as a result of a title sponsor, ICMA-RC; and 4) the coaching program launched a new website: http://icma.org/coaching . Goals for 2016: Work with ICMA to merge OCCMA's list of 1-1 coaches with the national database.							

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	Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry. The ethics committee was not activated for fact-finding on an ethics inquiry in 2015. They were informed by the president on two investigative outcomes from ICMA and appropriate notification was also provided to the general membership.	Jacque Betz	Appointed Committee					Ongoing
2	ICMA Code of Ethics articles are included in the OCCMA newsletter on a quarterly basis and the OCCMA Code of Ethics is available on the Association's website. Both OCCMA and ICMA have members readily available to address ethic concerns or questions.							Ongoing

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
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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	<ul style="list-style-type: none"> Published Board Application Form via OCCMA Listserv, Newsletter and Web (June) Nominating Committee review of candidates (August) Presented recommendation at Board Meeting for action (September) Open positions filled 	Aaron Cubic						Complete

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	The ICMA Liaison Committee met and completed a status tracking document encompassing OCCMA's responsibilities as outlined in the ICMA/OCCMA Affiliation Agreement. The information was used to prepare recommended updates to the Affiliation Agreement. The OCCMA Board voted in support of the draft changes at their meeting held at the Summer Conference 2015. Kim Bentley forwarded the draft changes to the ICMA/OCCMA Affiliation Agreement to ICMA for consideration following the Summer Conference. OCCMA is waiting for the comments to the amended Affiliation Agreement.	Christy Wurster						Complete; pending ICMA's comments

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							