



2019 Strategic Plan

OUR MISSION

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

OUR STRATEGIC GOALS

Our Strategic Plan has four goals, which reflect our Mission: professional development, membership support, leadership and hosting the 2021 ICMA Conference. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees.

CORE BELIEFS (taken from Envision ICMA Strategic Plan – Adopted February 17, 2017)

1. **PUBLIC SERVICE:** including the stewardship of democratic principles and the efficient and transparent use of public resources;
2. **ETHICS:** as the core of professionalism in local government leadership and management as outlined in the ICMA Code of Ethics;
3. **COUNCIL-MANAGER FORM OF GOVERNMENT AND PROFESSIONAL MANAGEMENT:** as the preferred local government structure;
4. **EQUITY AND INCLUSION:** ensuring that local governments are inclusive and mirror the diversity in communities;
5. **THE CONTINUOUS PURSUIT OF EXCELLENCE:** including professional development, life-long learning, networking, capacity building, knowledge sharing, and engagement;
6. **STEWARDSHIP:** balancing resources including people, financial, social capital, and environmental so that communities are better than we found them; and
7. **LEADERSHIP:** developing leadership capacity and attracting and developing future generations of leaders.

Strategic Focus Areas For 2019

Professional Development

- **Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.**
 - Promote LOC, ICMA and CIS professional development opportunities. **(Communications Committee)**
 - Provide relevant sessions that encourage members to attend OCCMA conferences. **(Professional Development Committee)**
 - Develop training to prepare managers for resiliency and preparing for the future. **(Professional Development Committee)**
- **Nurture communication between Board and membership in order to increase value in membership and involvement.**
 - Continue to provide members with an OCCMA quarterly newsletter. **(Communications Committee)**
 - Encourage continued participation in the listserv. **(Communications Committee)**
 - Redevelop the OCCMA Website. **(Communications Committee)**
 - Restructure the Annual Membership Meeting to provide greatest value to the membership. **(OCCMA Board of Directors)**
- **Promote and educate members about ICMA Code of Ethics.**
 - Plan and include at least one session on ethics at an OCCMA conference. **(Ethics Committee)**
 - Monitor OCCMA and ICMA compliance with the ICMA Code of Ethics. Activate committee to serve as the local fact-finding body for any ethics inquiry. **(Ethics Committee)**
 - Include ICMA Code of Ethics articles in the quarterly OCCMA newsletter and make the newsletter available on the website. **(Communications Committee)**
- **Develop future generations of local government managers to sustain the profession.**
 - Continue involvement with the ICMA student chapter at Portland State University and University of Oregon. Attend chapter meetings and encourage students to attend conference. **(Next Generation Committee)**
 - Provide scholarships for students to attend the OCCMA Summer Conference. **(Professional Development Committee)**
 - Provide articles for the newsletter and session ideas for conferences that are relevant to supporting the next generation. **(Next Generation Committee)**
 - Explore possibility of providing membership in OCCMA to members of the Northwest Women's Leadership Academy cohort. **(Ben Bryant and Marty Wine)**
- **Assist with the development of educational programs that promote city management and internship opportunities.**
 - Increase the use of interns and ICMA Fellows by cities in Oregon. **(Next Generation Committee)**

- **Support and collaborate with the Engaging Local Government Leaders (ELGL). (Next Generation Committee)**
- **Survey the membership annually to determine effectiveness of professional development opportunities and resources available. (OCCMA Board of Directors)**

Outreach to Foster Diversity and Inclusiveness

- **Develop an OCCMA statement of intent valuing diversity, inclusion and equity in our organization and communities. (OCCMA Board of Directors)**
- **Develop strategies to remove barriers and create opportunities for participation of communities and populations facing disparities in being part of OCCMA. (OCCMA Board of Directors)**
- **Recruitment of local government managers and local government professionals, generally. (Next Generation Committee)**
- **Recruitment of OCCMA Board members that are reflective of our communities. (Nominating Committee)**
- **Leverage relationship network to craft and disseminate messages to the general public on issues that impact all local governments. (OCCMA Board of Directors)**

Membership Support

- **Connect our members with a network of opportunities to gain knowledge, insight, experience and perspective through developing relationships with other professionals in the field.**
 - **Work with ICMA to increase the number of Oregon communities participating in the coaching program. (Support for Managers)**
 - **Identify areas where there are regional manager meetings. Create a list of regional meetings and publish their meeting dates in the OCCMA Newsletter and website. (Communications Committee)**
 - **Welcome newly appointed managers to the association by providing a welcome packet from OCCMA with information on resources available. (Next Generation Committee)**
 - **Determine the future of an OCCMA-specific Coaching Program and how it is distinguished from, or the same as, the work of Senior Advisors. (Support for Managers and Bylaws and Policy Committee)**
 - **Review the membership classifications and dues schedule. (Membership Committee)**
 - **Reach out and encourage participation from counties. (Membership Committee)**

Leadership

- **Develop a diverse slate of candidates to serve on the OCCMA Board of Directors.**
 - **Develop a recommendation for the Board of Directors on how to incorporate a member of an ICMA Student Chapter on the Board of Directors. (Academic Affairs Committee)**
 - **Encourage diverse applicants. (OCCMA Senior Advisors)**

- **Increase partnerships with the education system (K-12 and Universities) to help build future generations of local government managers.**
 - Provide informational sessions at universities about local government. **(Next Generation Committee)**
 - Encourage OCCMA members to engage proactively with schools and youth in their communities about local government service. **(Next Generation Committee)**
 - Plan and include at least one session on engaging youth at an OCCMA conference. **(Next Generation Committee)**
- **Identify and recommend action in relation to the ICMA/OCCMA Affiliation Agreement. (ICMA Liaison Committee)**

Host Committee

- **Host a well-organized, sufficiently funded and successful conference.**
 - Ensure Oregon retakes the honor of having the best attended ICMA conference. **(Host Committee)**
 - Continue dues surcharge through 2021. **(Board of Directors)**
- **Focus efforts on fund raising, social activities, program activities and business and logistical support.**
 - Have an OCCMA member appointed to the ICMA Planning Committee through 2021. **(Host Committee)**
 - Follow through with the Memorandum of Authorization as it relates to planning the conference. **(Host Committee)**