

**CCCMA Strategic Plan – 4 Priorities  
adopted October 29, 2015**

**Strategic Priority: CCCMA Member Peer Support**

The essential purpose of CCCMA is to provide support to our members. Support means that members can count on their professional association to understand, anticipate and support them on issues they are broadly experiencing and tailored individual support when requested. The longstanding commitment to Managers in Transition will be sustained and conveys the essential character of CCCMA. CCCMA will provide peer support that is responsive to the issues and ideas identified by our members.

*CCCMA Measures of Success in Member Peer Support*

- All CCCMA members will have several meaningful 'best friends' within the association that they feel comfortable calling about any issue
- % Managers in Transition engaged in projects
- % CCCMA members who do not attend the February Annual Conference who do attend alternative CCCMA or partner events
- % separations where media coverage describes the decision as 'mutual' or some other description defined as amicable

***Implementation Strategies for Member Peer Support***

**Identify jurisdictions that might have projects needing Managers in Transition expertise or assistance.**

**Timeline:** establish procedure by end of the year, then quarterly updates

**Staff/Volunteers needed:** 1 volunteer and staff, 2-6 hours

**Fiscal Impact:** none

**Priority Level:** 2

**Emerging Managers group to help with identification and linkages to support members, speed coaching.**

**Timeline:** establish procedure by end of the year

**Staff/Volunteers needed:** 1 EM and staff support, 1-3 hours

**Fiscal Impact:** none

**Priority Level:** 2

**CWLG as another avenue for members to connect.**

**Timeline:** ongoing

**Staff/Volunteers needed:** CWLG committee, staff support

**Fiscal Impact:** maintain current level

**Priority Level:** 1

**Provide prototypes, templates and assistance for members negotiating contracts.**

Start with *How to Hire a Local Admin*, ICMA, CML

**Timeline:** next 6 months

**Staff/Volunteers needed:** 1 volunteer, staff to support with up to 5 hours

**Fiscal Impact:** only indirect costs

**Priority Level:** 2

**Provide Fall Conferences in outlying areas.**

Continue to support the EM Summit in Durango – maybe change the date late Aug/early Sept

1<sup>st</sup> Fall Conference in North or Eastern Plains? Research who else might be holding events we could partner with – DOLA, DCI, CML, ACCA, etc

3CMA (communications) are interested in partnering perhaps in the spring in Castle Rock area

**Timeline:** planning should begin now

**Staff/Volunteers needed:** Staff to lead, 2-3 local volunteers

Staff time and travel – approx. 5-10 hours for 2-3 months of planning and up to 20 hours the week of the event

**Fiscal Impact:** will the events pay for themselves by registration? Or subsidize events by up to \$500 for lower reg fees, scholarships, speaker fees, etc

**Priority Level:** 1 – at least 1 new event in 2016

## **Strategic Priority: Manager Development**

CCCMA is committed to helping managers develop their knowledge and skills to succeed in their positions and careers. The Annual Conference and all manager development activities will be focused on meaningful results for members and the jurisdictions they serve. Further, the Board will ensure that the Annual Conference is focused on the highest priority issues identified by our members, including the all-important and often challenging relationship management and role clarification skills our members need to succeed.

### *CCCMA Measures of Success in Manager Development*

- % CCCMA Annual Conference participants who report and can describe observable, measurable impacts on their community as a consequence of insights gained at the conference
- All CCCMA conferences include at least one session focusing on self-reflection, emotional intelligence and maturity

### *Implementation Strategies for Manager Development*

#### **Share more stories in newsletters and other support venues**

**Timeline:** ongoing

**Staff/Volunteers needed:** need commitment to solicit and follow up, staff to support

**Fiscal Impact:** only indirect costs

**Priority Level:** 3

#### **Executive coaching – advocate for this service and identify successful coaches**

**Timeline:** next 6 months

**Staff/Volunteers needed:** 1 volunteer and staff to hook into Cal-ICMA program, up to 10 hours

**Fiscal Impact:** only indirect costs (\$1,000 already allocated to be part of Cal-ICMA)

**Priority Level:** 2

#### **Establish a vetted resource list for members, branded as CCCMA Clearinghouse**

**Timeline:** next 12-18 months

**Staff/Volunteers needed:** 2-3 on new committee? staff to support with up to 20 hours

**Fiscal Impact:** only indirect costs

**Priority Level:** 3

**Action Notes:** Matthew Birnie to flesh out this idea.

#### **At least one session in every CCCMA conference prompting or focusing on self-reflection, emotional intelligence and maturity, emotional courage**

**Timeline:** current, ongoing

**Staff/Volunteers needed:** staff to work with planning committees

**Fiscal Impact:** only indirect costs

**Priority Level: 2**

## **Strategic Priority: Promoting Professionalism**

CCCMA members provide management leadership to their respective jurisdictions, governing boards and constituent communities. Navigating the complexity and clarity of these key roles and relationships is the ongoing work of the manager and is often where the most challenging aspects of the profession are experienced. CCCMA will support our members in these critical aspects of their work with current emphasis on relationship management, managing with emotional intelligence and role clarification.

### *CCCMA Measures of Success in Professional Practices*

- Managers who are CCCMA members will understand, be able to articulate and promote CCCMA values and ethics
- 100% New managers who become CCCMA members within 6 months of their appointment
- \_\_\_% of all Colorado city/county managers who become CCCMA members
- Colorado is viewed nationally as one of the best places to work as a city/county manager
- No ethics violations

### *Implementation Strategies for Professional Practices*

#### **For new managers provide free first-year CCCMA membership and free Annual Conference**

**Timeline:** now, ongoing

**Staff/Volunteers needed:** President to welcome new members, staff to follow up

**Fiscal Impact:** possibly up to 10 managers, membership approx. \$1,500 conf reg \$2,225 – total \$3,725

**Priority Level: 1**

**Action Notes:** Join with ICMA for discounts, too? – Mark Achen and Jane Brautigam to follow up with ICMA, discuss on Feb Agenda

#### **Annual Conference recognize and provide networking opportunities on first time attendees**

**Timeline:** next conference, ongoing

**Staff/Volunteers needed:** 2-3 on new committee?, staff to support with up to 10 hours

**Fiscal Impact:** only indirect costs

**Priority Level: 1**

#### **Complete our list of county managers via CCI**

**Timeline:** next 2-3 months

**Staff/Volunteers needed:** staff 2-3 hours

**Fiscal Impact:** only indirect costs

**Priority Level: 1**

**Personalized welcome to each new City and County Manager**

**Timeline:** ongoing

**Staff/Volunteers needed:** President and staff to follow up

**Fiscal Impact:** only indirect costs

**Priority Level: 1**

**Local Government 101** (courses available from ICMA in December)

**Timeline:** next 2-3 months

**Staff/Volunteers needed:** promotion

**Fiscal Impact:** only indirect

**Priority Level: 2**

### **Strategic Priority: Future of the Profession**

CCCMA is focused on developing future leaders for city and county management. This translates to an organizational level commitment and personal support for Emerging Managers throughout Colorado. CCCMA will recruit, support, develop and promote prospective and Emerging Managers as an investment in the future of professional public administration.

#### *CCCMA Measures of Success in the Future of the Profession*

- % City/County Manager positions where CCCMA's Emerging Managers applicants are finalists
- % Targeted positions where recruiters/searches communicate the opening to the Emerging Managers group
- % Public affairs school graduate students expressing interested in local government administration who become CCCMA student members
- % First-time managers participating in the CCCMA 'First-time Manager Mentorship Program'

#### *Implementation Strategies for the Future of the Profession*

**Informally bring additional members of the Emerging Managers group to CCCMA Board meetings, other events for exposure and networking opportunities**

**Timeline:** ongoing

**Staff/Volunteers needed:** EM Rep, Staff support

**Fiscal Impact:** none

**Priority Level: 1**

**Develop an award focused on women and minorities leading in government**

**Timeline:** next 2-3 months

**Staff/Volunteers needed:** Award committee/CWLG/staff support

**Fiscal Impact:** \$60 for plaque (ELGL will contribute \$250 for the winner)

**Priority Level: 1**

**Action Notes:** Board approved new Trailblazer Award, will be included in 2016 Awards

**Continue to provide financial support to Emerging Managers group for events, educational opportunities and scholarships**

**Timeline:** ongoing

**Staff/Volunteers needed:** EMs to plan events and scholarship review

**Fiscal Impact:** current levels of funding almost \$10,000 for training, events and scholarships

**Priority Level: 1**

**Continue to provide financial support for the Colorado Women Leading Government for events and educational opportunities. Managers to participate and/or encourage staff participation**

**Timeline:** ongoing

**Staff/Volunteers needed:** CWLG, Board and staff to support

**Fiscal Impact:** current level of funding, \$1,300 for events

**Priority Level: 2**

**Utilize the ICMA resources for promoting the profession, partner with CML during Cities/Towns week**

*Life, Well Run*

**Timeline:** next 12-18 months

**Staff/Volunteers needed:** 2-3 on new committee? staff to support

**Fiscal Impact:** none

**Priority Level: 3**

**Build a strong, integrated relationship with CU Denver, SPA that includes recruitment**

**Timeline:** ongoing

**Staff/Volunteers needed:** 2-3 on Higher Education committee, staff to support with up to 10 hours

**Fiscal Impact:** indirect, materials? Scholarships and Intern (\$6,000 for 3 SPA students in local jurisdictions)

**Priority Level: 1**

**Action Notes:** Ask for interest/volunteers in Winter 2015 newsletter. Michael Penny to serve as Chair?