



2024  
CCCMA STRATEGIC PRIORITIES  
ADOPTED April 11, 2024

**Strategic Priority 1: Membership Support and Development**

CCCMA is committed to helping Colorado managers at all stages of their careers develop the knowledge and skills necessary to succeed. Members can count on CCCMA to understand, anticipate, and support them on issues they are broadly experiencing and to provide tailored individual support when requested.

Goal A: Engage membership with a mentoring and connection program that builds relationships.

- Build on membership directory for easy member-to-member communication by encouraging updates to member profiles.
- Continue to add Toolkits and Resources to the website.
  - Provide prototypes, templates and assistance for members negotiating contracts.

Goal B: Provide year-round, skill-based development opportunities for CCCMA members at all stages of their careers.

- Leverage members organizing regional events including learning opportunities, networking, and workshops by asking them to share their best practices with the organization.
- Develop a skills list that identifies necessary skills/competencies at each career stage from entry-level to executive to transition and promote a shared ideal of management excellence and ethics in local government.
- [Develop](#) plan to address development needs of identified member segments including high-impact skill development programs (resume workshops, mock interviews, council communication training, etc.) at conferences, one-day workshops, and through webinars.
- Evaluate Managers in Transition (MIT) Program.
- Evaluate interest in Retired Managers other than Senior Advisors to serve the organization.

## **Strategic Priority 2: Strengthen the Role of Professional Management in Local Government**

CCCMA is dedicated to the concepts of effective and democratic local governments by responsible elected officials and believes that professional general management is essential to the achievement of this objective.

Goal A: Incorporate ethics conversations into all CCCMA operations to build and enhance an association-wide focus on ethics.

- Work with the conference planning committee, CWLG and EM to identify sessions and ways to incorporate this goal into the annual conference and other CCCMA/CWLG/EM events.

Goal B: Promote and protect the Council-Manager form of government.

- Discuss advocacy with ICMA and CML for a better understanding of roles and appropriate response when the Council-Manager form of government is at-risk.
- Consider creating a response kit for situations where the Council-Manager form of government is at-risk (developed and deployed by Senior Advisors).

Goal C: Celebrate and recognize member excellence.

- Share member successes and stories in newsletter/press releases once per quarter.
- Present annual awards to recipients at Council/Board meetings.
- Credentialing recognition effort

## **Strategic Priority 3: Diversity and Inclusion of Membership**

CCCMA is focused on developing leaders for city and county management positions. This translates to an organizational level commitment and personal support for the inclusion and diversification of the CCCMA membership. The Board will focus to give a stronger representative voice to the diversity in our membership while remaining a world-class organization of local government leaders. Just as our world is evolving, so is our profession and the CCCMA organization, which amplifies our desire to include new and different voices. To that end, the Board continues to focus on improving diversity, equity and inclusion of membership across the association, particularly in terms of race, ethnicity, gender, and age.

Goal A: Support the diversification of the composition of Chief Administrative Officers and Deputy Chief Administrative Officers in Colorado by remaining focused on the DEI Committee's purpose and objectives.

- Purpose: To elevate and advocate for inclusion, diversity, and equity across local governments in order to support healthy environments that address the needs of our current and changing demographics in our communities.
  - Objective #1: Support local governments become more inclusive, diverse, and equitable
  - Objective #2: Leverage existing professional networks to support and develop capacity within CCCMA members to elevate and advocate a sense of belonging
  - Objective #3: Create an intentional culture of being welcoming and inclusive

Goal B: Support the Colorado Women Leading Government, Emerging Manager, Veterans Programs and the DEI Committee.

- Ensure that each committee offers programming annually.
- Formalize CWLG, EM, COVLG, and the DEI Committee work processes.

Goal C: Leverage partnerships with other associations to strengthen the association.

- Review purpose and intent of existing association partnerships.
- Develop a policy framework for shifting from an event sponsorship model to a strategic partnership model for funding and support of CCCMA.
- Strengthen partnership between university programs and the CCCMA Annual Conference.

Goal D: Cultivate and maintain strong relationships with all Colorado graduate programs.

- Identify and contact all relevant public administration programs in Colorado. Work with program administrators to identify high-return program opportunities.
- Strengthen working relationships with universities to connect with students pursuing Master of Public Administration degrees with conference and other training opportunities.
- Establish formal relationships with university programs.

Goal E: Engage and educate K-12 and College undergraduates about the profession and the function of local government.

- Toolkit for managers to use, including suggested speaking engagements with local K-12/High Schools.
- Undergrad effort to encourage more students to pursue MPAs.

#### **Strategic Priority 4: Membership Structure and Service Delivery**

CCCMA is growing. Memberships are up, the size and scope of the annual conference has grown and as is evident by the strategic plan here, the organization expanded training opportunities, events and other member engagement services. To achieve management of the organization, financial sustainability and current by-laws as the framework for the organization CCCMA must review the strategic direction of the organization for its future success.

##### Goal A: Evaluate and redefine scope of services for association staffing.

- Establish a system to review Executive Director in renewal of the contract and review staffing needs on an annual basis.

##### Goal B: Ensure the CCCMA Bylaws are reflective of the strategic direction of the organization.

- Review bylaws on a 3-5 year basis to ensure they are reflective of current needs, trends and organizational direction.
- Formalize proposed changes for the bylaws and review with Board and membership.
- Vote and adopt no less than every 3-5 years updated bylaws.

##### Goal C: Develop a model for Financial Resiliency of CCCMA.

- Develop a model focusing on partnership for the organization not just sponsorship that meets the financial needs of the organization.
- Review membership dues and conference fees that will support the financial needs of the organization.