



CCCMA STRATEGIC PRIORITIES

ADOPTED MAY 21, 2020 (Revised February 16, 2023)

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.

- Implement the Leadership Connection: an initiative to go beyond mentoring and offer a professional development toolkit for the life of your career.
- Create membership directory for easy member to member communication.
- Include Toolkits and Resources: 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.

- Develop a toolkit to support members organizing regional events including learning opportunities, networking, and workshops.
- Engage and find a set of volunteers willing to take on this expansion. Identify areas where successes are implemented, i.e., CWLG Conference, EM summer camp and fill in with additional support.
- Include Emerging Managers specific programs, such as speed coaching.
- Include CWLG and create opportunities specific to women.
- 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.).
- Evaluate Senior Advisors Program and develop two-year review process.
- 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 conference planning committee, CWLG and EM to identify sessions and ways to incorporate this goal into annual conference and other CCCMA/CWLG/EM events.

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

- 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.

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.

- Support the addition of a Colorado Veterans Leading Government group: Amend CCCMA bylaws to include group in the organization and membership on the CCCMA board.

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

- Formalize CWLG, EM, Veterans, DEI Task Force 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 a event sponsorship model to a strategic partnership model for funding and support of CCCMA.

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.
- Establish formal relationships with university program.

Strategic Priority 4: Membership Structure and Service Delivery

CCCMA has grown as an organization over the last nine years. 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 trainings, 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.

- Compare, evaluate and review within budget salary data and set new salary goals for executive director.
- Execute new contract with Executive Director based on new scope of services.
- Evaluate additional needs for support services, identify scope of services to support organization.
- Set in place system to review 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 supports the financial needs of the organization.

Goal D: Board dynamic.

- Review and confirm with board direction of being a Strategic Board vs. Working Board.