

# **VLGMA**

# **STRATEGIC PLAN**

*Revised June 10, 2022*



## STRATEGIC PLAN INTRODUCTION AND OVERVIEW

VLGMA has followed a strategic plan since the Association formed from the merging of the Virginia Section of ICMA and the Virginia Association of County Administrators in 1987. In 2008, the Association performed a thorough review of this plan, including key goals and action steps, and subsequently adopted a fully-revised strategic plan on June 20, 2008. This document has guided the Association's activities ever since. The plan is a dynamic document, and consistent reviews and revisions (2010, 2012, 2013, 2014, 2015, 2017, 2018, and 2022) have enabled this document to remain relevant and forward-looking. The expectation is that this document will undergo a thorough review every even-year. **On May 31, 2022, the Strategic Planning Committee established an Ad Hoc committee chartered to update the goals and action steps to be action-oriented and measurable (SMART). The Strategic Planning Committee will present a second phase of proposed revisions at the October 2022 Board meeting for subsequent input by the full membership.**

The strategic plan provides a framework for VLGMA programs and activities now and in the coming years. We, the members of the Association, believe that a successful strategic plan helps VLGMA focus its work on what is truly important to the membership and on tasks in which VLGMA can make a significant contribution to the profession for Virginia local government managers and the next generation of managers.

The Strategic Plan consists of eight Strategic Goals, in six Focus Areas, with associated Action Steps that are intended to advance the vision and mission of the Virginia Local Government Management Association.

### *VLGMA Vision*

*Our vision is to support local government managers building great Virginia communities through ethical, inclusive, diverse innovative leadership.*

### *VLGMA Mission*

*The primary goal of VLGMA is to strengthen the quality of local government through professional management. The Association seeks to promote professional management in a variety of ways including training, networking, member support and resource sharing.*

## VLGMA STRATEGIC FOCUS AREAS AND RELATED GOALS

### COMMUNICATIONS AND NETWORKING

**Strategic Goal 1:** Utilize an engaged Communications and Networking Committee to achieve strategic goals.

**Strategic Goal 2:** Leverage social media, e-mail, and website tools to better connect all members to information and each other.

### NEXT GENERATION OF THE PROFESSION

**Strategic Goal 3:** Support the next generation of the profession by providing outreach, mentoring activities, peer to peer networking and financial support for educational opportunities.

### CIVIC ENGAGEMENT

**Strategic Goal 4:** Develop a civic engagement program or resources that facilitate and enhance productive citizen participation in the civic process.

### MEMBERSHIP GROWTH AND SUPPORT

**Strategic Goal 5:** Encourage all eligible Virginia local government professionals to become members of VLGMA, provide targeted support for all members, and ensure an environment exists for tenured and emerging managers to interact with one another on a regional and statewide basis through existing personal and professional group affiliations.

### PROFESSIONAL DEVELOPMENT

**Strategic Goal 6:** Improve the quality and diversity of professional development programs.

**Strategic Goal 7:** Promote credentialing to underscore the professional expertise and resource that professional managers bring to their community and citizens.

### LEADERSHIP AND ETHICS

**Strategic Goal 8:** Support the local government manager's role in building community through competent, principled leadership, meaningful community participation, and representative democracy.

## VLGMA STRATEGIC PLAN ACTION STEPS

Focus Area: **COMMUNICATIONS AND NETWORKING**

**Strategic Goal 1:** Use an engaged Communications and Networking Committee to achieve strategic goals.

<b>Action Steps</b>	<b>Completion Date</b>	<b>Responsibility</b>
1. Meet in person on a semi-annual basis at the Summer and Winter VLGMA Conferences. Conduct meetings between conferences as needed via email or conference calls.	Ongoing	Committee Chair
2. Create a Deputies, Assistants and Others (DAO) subcommittee under the full Committee to continue efforts to offer regularly-scheduled networking, professional development, and communications opportunities for DAOs to strengthen their bonds with one another and further their participation and leadership roles in VLGMA.	Ongoing	Committee Chair

Focus Area: **COMMUNICATIONS AND NETWORKING**

**Strategic Goal 2:** Leverage social media, e-mail, and website tools to better connect all members to information and to each other.

<b>Action Steps</b>	<b>Completion Date</b>	<b>Responsibility</b>
1. VLGMA shall maintain a website that includes a calendar to list the subsequent 12 months of conferences and meetings of committees, regional groups, DAO's, and the VLGMA Board, as well as membership application information, a membership listing, and general information of critical importance to the membership.	Ongoing	Communications and Networking Committee; Weldon Cooper Center Staff
2. Publish a monthly e-newsletter with regular columns (e.g., President, DAO, VIG) and news about new members and member recognitions.	Ongoing	President, Weldon Cooper Center Staff

Focus Area: **NEXT GENERATION OF THE PROFESSION**

**Strategic Goal 3:** Support the next generation of the profession by providing outreach, mentoring activities, peer to peer networking and financial support for educational opportunities.

Action Steps	Completion Date	Responsibility
1. Support the Virginia Tech Local Government Management Certificate program and Virginia Women's Municipal Leadership Institute and market these and similar resources to the membership.	Ongoing	VLGMA Board
2. Explore opportunities for greater interaction with public administration, public policy and relevant programs at public/ private colleges and universities with an increased focus on HBCUs . through local government days, speakers' bureau, and other activities.	Ongoing	President, Professional Development Committee
3. Involve students of public administration, public policy and relevant degrees programs, such as through the ICMA Student Chapters, in VLGMA activities, networking and conferences.	Ongoing	President, Professional Development Committee
4. Provide mentoring opportunities within the organization, especially DAOs, Under 40 Next Generation Leaders, and for aspiring or new CAO's.	Ongoing	Professional Development Committee
5. Support the <i>ICMA Future of Professional Management</i> and Coaching program.	Ongoing	VLGMA Board

Focus Area: **CIVIC ENGAGEMENT**

**Strategic Goal 4:** Develop a civic engagement program or resources that facilitate and enhance productive citizen participation in the civic process.

Action Steps	Completion Date	Responsibility
1. Review and update best practices of civic engagement (request ICMA and Alliance for Innovation support and help).	Annually	Civic Engagement Committee
2. Review existing materials and find partners to update existing materials as needed, create new materials and develop strategies for distribution and support	Annually	Civic Engagement Committee
3. Evaluate the use of the VLGMA website and make recommendations to better use technology for civic engagement. (This could include VLGMA website, social media strategies, webinar trainings, etc.)	Annually	Civic Engagement Committee
4. Explore opportunities with VML and VACO for sessions/presentations.	Annually	President and Board
5. Develop an educational teaching strategy for Local Government Education Week during the first week of April each year as it relates to the public school system.	Annually	Civic Engagement Committee
6. Survey the VLGMA membership at least once every three years to collect and share ideas about effective civic engagement activities that are taking place in the Commonwealth.	Every three years	Civic Engagement Committee

7. Determine engagement strategies with public, private, and home school-related networks in providing a curriculum that enriches the student's awareness of local government practices and citizen engagement strategies with their local government community.	Ongoing	Civic Engagement Committee
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Focus Area: **MEMBERSHIP GROWTH AND SUPPORT**

**Strategic Goal 5:** Encourage all eligible Virginia local government professionals to become members of VLGMA, provide targeted support for all members, and ensure an environment exists for tenured and emerging managers to interact with one another on a regional and statewide basis through personal and professional group affiliations.

Action Steps	Completion Date	Responsibility
1. Review, as part of the regular Member Support Committee meetings, ways to encourage local government professionals to become members of, and actively take part in, the Association	Ongoing	2 <sup>nd</sup> Vice President, Member Support Committee, VML Staff
2. Send an invitation letter from the VLGMA President to new local government managers with information about VLGMA membership benefits and keep new and renewing member contact information.	Ongoing	VML Staff
3. Formalize a welcoming process by which new members and first-time conference attendees receive orientation and ways to connect with members and activities.	Ongoing	2 <sup>nd</sup> Vice President
4. Personally contact members and former members who have become inactive to find how to reengage them in VLGMA.	Ongoing	President
5. Periodically assess, with regional support coordinator help, personal and professional group affiliations that can serve as an opportunity for networking and develop action plans if there appears to be gaps or voids in certain regions for such opportunities.	Every June and February	2 <sup>nd</sup> Vice President, Weldon Cooper Center Staff
6. Provide all new members with senior advisor and support coordinator rosters. Ensure that these rosters are kept up to date on the VLGMA website.	Ongoing	Weldon Cooper and VML Staff
7. Identify first-time attendees at a conference with different colored name tag and encourage members to welcome them, sit with them, and introduce them to other members. Assign first-time attendees, who wish to participate, a mentor at each conference. Every effort will be made to assign mentors who work for a similar type or size of entity.	Each conference	3 <sup>rd</sup> Vice President, Professional Development Committee
8. Send non-renewing members an exit survey when appropriate, and whenever possible, address issues found in the exit surveys; create a database of all potential members of VLGMA.	Ongoing	2 <sup>nd</sup> Vice President, Member Support Committee
9. Enhance the "Awards Program" by creating "Excellence in the Profession Leadership" Award for CAOs and ensure annual implementation of the Mashaw Assistants Award. Post the Awards Program information on the website to encourage and recognize excellence in the profession.	Ongoing	VLGMA Board, Ad Hoc Awards Committee chaired by Immediate Past President

10. Explore ways to include as VLGMA members staff from smaller communities which do not have professional managers.	Ongoing	Regional Support Coordinators
11. Create lists for regional support coordinators of members in their PDC to identify managers who are not members. These lists should help with recruiting efforts.	Ongoing	Regional Support Coordinators

Focus Area: **PROFESSIONAL DEVELOPMENT**

**Strategic Goal 6:** Improve the quality and diversity of professional development programs

Action Steps	Completion Date	Responsibility
1. Utilize training tracks to address diverse needs of the membership (new members, small/large jurisdiction, DAOs, Under 40 Next Generation Leaders, Virginia Women’s Municipal Leadership Institute),	Annually at each conference	3 <sup>rd</sup> Vice President, Professional Development Committee
2. Encourage continuation of Deputy, Assistant and Others (DAO) semi-annual meetings; ensure that managers are aware of the DAO meetings and encourage the appropriate next generation personnel to attend meetings.	Ongoing	3 <sup>rd</sup> Vice President, Communications and Networking Committee
3. Actively engage VLGMA Affiliate Partners (i.e.: ICMA, Alliance for Innovation, Cooper Center/Virginia Institute of Government) to expand and enrich professional development opportunities for VLGMA members.	Ongoing	3 <sup>rd</sup> Vice President, Professional Development Committee

Focus Area: **PROFESSIONAL DEVELOPMENT**

**Strategic Goal 7:** Promote credentialing to underscore the professional expertise and resources that professional managers bring to their community and citizens.

Action Steps	Completion Date	Responsibility
1. Conduct an annual session on the Credentialing process, including: (1) offering the assessment program - -the How To’s – (the first one required by the Credentialing Application), and (2) hosting a panel at one of the conferences on the Whys of Credentialing - -what value is added to members and their governing bodies. (Evaluate this as a goal)	Annually at a conference	3 <sup>rd</sup> Vice President, Professional Development Committee
2. Recognize new and current credentialed manager at a general session during each VLGMA conference to promote participation.	Annually	Professional Development Committee; President

Focus Area: **LEADERSHIP AND ETHICS**

**Strategic Goal 8:** Support the local government manager’s role in building community through competent, principled leadership, meaningful community participation, and representative democracy.

<b>Action Steps</b>	<b>Completion Date</b>	<b>Responsibility</b>
1. Increase ethics awareness by: <ul style="list-style-type: none"> <li>a. Encouraging members to conduct ICMA Ethics training sessions for local government staff.</li> <li>b. Conducting one ICMA Ethics training session for VLGMA members every year.</li> </ul>	Ongoing	1 <sup>st</sup> Vice President, 3 <sup>rd</sup> Vice President & Professional Development Committee
2. Consider an annual contribution to the ICMA Fund for Professional Management.	Ongoing	VLGMA Board
3. Provide training sessions on sustainability, governance, ethics, and civic engagement.	Ongoing	Professional Development Committee
4. Support ICMA’s Future of Professional Management campaign.	Ongoing	VLGMA Board