### MME Strategic Plan Summary

**Draft updated: 9/7/20**

<table>
<thead>
<tr>
<th>KEY STRATEGIC GOALS</th>
<th>OBJECTIVE</th>
<th>FACTS</th>
<th>TIMING</th>
<th>LEAD</th>
<th>PARTNER(S)</th>
<th>COMMITTEES</th>
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<tbody>
<tr>
<td><strong>INCREASE TRANSPARENCY</strong></td>
<td>Examine nomination process for greater inclusion</td>
<td>Outline committee roles, nomination process for MME and peer organizations (e.g., MTA, MAC, MEDA, etc.)</td>
<td>2020</td>
<td>Experience</td>
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<td>Advocacy</td>
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<td></td>
<td>Incorporate nomination processes and map into MME website “About” section</td>
<td>2020</td>
<td>Experience</td>
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<td>Ethics</td>
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<td>Develop a joint branded document that connects and recognizes CM’s roles and</td>
<td>2021</td>
<td>Nominations</td>
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<td>Experience</td>
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<td>involvement on MML boards and committees and others</td>
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<td>Develop listserv community standards</td>
<td>Provide video recordings, etc. of statewide events</td>
<td>2020</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>NextGen</td>
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<td>Draft community standards</td>
<td>2020</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Professional Development</td>
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<td>Gather feedback on draft community standards</td>
<td>2020</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Past President’s</td>
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<td>Monitor success of community standards</td>
<td>2021</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Executive</td>
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<td>Improve information access and communication flow among members through a broad range of mediums</td>
<td>2020</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Nominations (Ad-Hoc)</td>
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<td>Create a digital resource library of organization FAQs’s</td>
<td>2020</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Communications Task Force</td>
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<td>Explore optimal process for proactively updating and distributing info...(Board minutes committee updates, MML, new tools, linking, video presentations etc.)</td>
<td>2021</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Communications Task Force</td>
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<td>Employ intern to pull info into digital resource library of ‘best practices’</td>
<td>2021</td>
<td>Communications Task Force</td>
<td>Nonprofit Spot</td>
<td>Communications Task Force</td>
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<td><strong>IMPROVE (SENSE OF) COMMUNITY</strong></td>
<td>Clarify NextGen Committee goals</td>
<td>Create task force of Next Gen Committee members and others to review NextGen Committee mission, membership requirements, and recruiting procedures</td>
<td>2020</td>
<td>Strategic Plan</td>
<td>Next Gen Chair</td>
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<td>Revise NextGen Committee mission</td>
<td>2020</td>
<td>NextGen</td>
<td>Community Education</td>
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<td>Revise NextGen Committee membership requirements</td>
<td>2020</td>
<td>NextGen</td>
<td>Advocacy</td>
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<td>Revise NextGen Committee recruitment procedures</td>
<td>2020</td>
<td>NextGen</td>
<td>Managers in Transition</td>
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<td>Present NextGen Committee changes to Board for approval</td>
<td>2020</td>
<td>NextGen</td>
<td>Policy</td>
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<td>Facilitate new connections with emphasis on diversity</td>
<td>2020</td>
<td>Advocacy</td>
<td>Awards</td>
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<td>Research new connections best practices</td>
<td>2021</td>
<td>Advocacy</td>
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<td>Create a new connections initiative</td>
<td>2021</td>
<td>Advocacy</td>
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<td>Analyze new connections initiative for impact</td>
<td>2022</td>
<td>Advocacy</td>
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<td>Strengthen women and minority members support mechanisms</td>
<td>2020</td>
<td>Advocacy</td>
<td>Task Forces and Staff</td>
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<td>Create a task force to research issue and training priorities specific to women and/or minority city managers</td>
<td>2020</td>
<td>Advocacy</td>
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<td>Develop mentoring program with emphasis on women and racial minority support</td>
<td>2020</td>
<td>Advocacy</td>
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<td>Create an initiative similar to the 16/50 Project aimed at racial diversity</td>
<td>2021</td>
<td>Advocacy</td>
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<td>Conduct more events (ie. virtual trainings, panel discussions, forums) geared to a diverse range of membership interests/topics</td>
<td>2021</td>
<td>Advocacy</td>
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<td><strong>STRENGTHEN REGIONALIZATION &amp; CAPACITY</strong></td>
<td>Explore ways to strengthen the delivery of services regionally (programming, trainings, etc.)</td>
<td>Evaluate regional groups structure for common standards (including fiduciary responsibilities), opportunities for regional differentiation and/or restructuring</td>
<td>2020</td>
<td>Past President’s</td>
<td>Executive</td>
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<td>Shift some training and workshop to regional format</td>
<td>2020</td>
<td>Professional Development</td>
<td>Regional Groups</td>
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<td>Create welcoming processes/standards for regional groups to solicit opportunities for stronger engagement.</td>
<td>2021</td>
<td>Professional Development</td>
<td>Staff</td>
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<td>Analyze admin/project capacity opportunity via increased staff or contracted services</td>
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<td>Past President’s</td>
<td>Executive</td>
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<td>Generate formal ties with universities to enhance pipeline into the profession</td>
<td>Investigate enhanced ties with universities</td>
<td>2021</td>
<td>Advocacy</td>
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<td>Create enhanced ties with universities</td>
<td>2021</td>
<td>Advocacy</td>
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<td>Conduct outreach campaign to university students</td>
<td>2022</td>
<td>Advocacy</td>
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<td>Conduct outreach to diverse young professionals, women and minorities already in the pipeline, and affiliate members</td>
<td>Develop key messages for stakeholders</td>
<td>2021</td>
<td>Nonprofit Spot</td>
<td>Experience</td>
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<td>Collect stories of CM success highlighting value</td>
<td>2021</td>
<td>Experience</td>
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<td>Produce videos of CM career opportunities/successes</td>
<td>2021</td>
<td>Experience</td>
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<td>Conduct outreach campaign to affiliate members and others prospects</td>
<td>2022</td>
<td>Experience</td>
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<td><strong>CONDUCT CORE STAKEHOLDER PR CAMPAIGN</strong></td>
<td>Generate formal ties with universities to enhance pipeline into the profession</td>
<td>Promote ways for managers to get more engaged in MML/litter policy development</td>
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<td>Examine opportunities for greater CM involvement in MML policy initiatives</td>
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<td>Create mechanisms for generating MME feedback on MML policy initiatives</td>
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<td>Examine opportunities for greater CM involvement in non-MML policy initiatives</td>
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<td>Work with MML’s Elected Officials Academy to strengthen local official education</td>
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<td>Broaden understanding of EOA mission</td>
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<td>Identify elected official education specific to city manager issues</td>
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<td>Work with EOA to implement CM issues education</td>
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<td>Conduct Value of City Management Outreach / PR Campaign</td>
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<td>Develop core messages in a targeted PR initiative (ie. ‘MME Matters’, etc.) aimed at reinforcing widely shared beliefs on the role of local government</td>
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<td>Create campaign</td>
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<td>Implement campaign</td>
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