

2020-
2023

GCCMA

STRATEGIC PLAN



Georgia
City-County
Management Association

BACKGROUND AND OVERVIEW

The Georgia City-County Management Association is an organization comprised of local government management executives throughout the state that has been supporting the profession since the 1950s.

2019-2020 GCCMA President, Blaine Williams, convened a group of members in 2019 to guide the development of the organization's first multi-year Strategic Plan. The Committee was chaired by Marty Allen, City Manager for the City of Suwanee. Other committee members included:

Andrea Arnold

City Manager, City of Decatur

Tom Couch

County Manager, Bulloch County

Kimberly Greer

Assistant City Manager, City of Johns Creek

Marcia Hampton

City Manager, City of Douglasville

Scott Johnson

County Manager, Columbia County

Adam Mestres

County Manager, Morgan County

Alan Ours

County Manager, Glynn County

Cleatus Phillips

City Manager, City of Newnan

Sharon Subadan

City Manager, City of Albany

Blaine Williams

County Manager, Unified Government of Athens-Clarke County

Faculty and staff of the Carl Vinson Institute of Government at the University of Georgia assisted the committee with facilitation, member input, drafting, and design of the strategic plan.



The strategic planning committee met in late October and developed a draft plan that was presented to members at the Fall 2019 Conference. Immediately after the business session on the first day of the conference, over fifty managers shared their feedback on the draft plan during an hour and a half session with members of the strategic planning committee serving as facilitators. Member comments were collected both in writing and from table top discussions with strategic planning committee members. The strategic planning committee members met for 3 hours the following afternoon to review and consider the feedback that was collected. Feedback on the document was overwhelmingly positive. Aside from a general desire to see the plan implemented and measured over time, most of the suggestions for changes were fairly minor. Changes were made to incorporate and accommodate the feedback received including a proposal to simplify and consolidate the mission and vision statement into one succinct phrase.

GCCMA MISSION STATEMENT

To promote and support professional local government management in Georgia





OBJECTIVE 1

PROMOTE THE INSTITUTION OF PROFESSIONAL MANAGEMENT

Currently, there is a dedicated seat for a city manager on the GMA Board of Directors and an ex-officio seat for county managers on the ACCG Board of Managers. There are seven ICMA student chapters throughout the state (these require manager involvement), located at the University of Georgia, Georgia College & State University, Kennesaw State University, Georgia Gwinnett College, Clark Atlanta University, Augusta University, and Georgia Southern University. The association has been offering discounted registration fees to MPA students and ICMA student chapter members for attendance at its two annual conferences. As an affiliate ICMA member, GCCMA members are required to obtain ethics credits every two years and are subject to the ICMA Code of Ethics.

GOALS	STRATEGIES/ ACTION ITEMS	TIMING/ PRIMARY RESPONSIBILITY	SUCCESS MEASURE(S)
Increase public awareness of the profession.	Represent the Association and profession with partner organizations.	Ongoing/President & Board Members	GMA; ACCG
	Develop and initiate a branding campaign for GCCMA.	Long-term/Staff	Hire firm and complete project
	Develop and provide information on the beneficial characteristics of the manager form of government.	Mid-term/Staff	Website Update; direct communication with ACCG and GMA
Support young professionals and students.	Support ICMA student chapters.	Ongoing/President & Board Members	Confirm Association representative for each chapter; secure meeting dates; provide student registration at conference
	Offer scholarships and discounts to promote student involvement.		
Foster city-county cooperation.	Policy Statement	Ongoing/All members	Website update with statement developed by board, adopted by members
Promote ethics in government.	Policy Statement	Ongoing/All members	Same as above



OBJECTIVE 2

PROVIDE MEMBERS WITH STRUCTURED PEER SUPPORT

There was discussion about creating a bank of knowledge resources that could be accessed (perhaps through the Association website) for managers attempting to address challenges (e.g. a collection of manager contracts that could be reviewed by new managers). Small group facilitation at conferences were mentioned as potential opportunities to welcome new members. Coaching teams comprised of more seasoned members was discussed. There was also discussion of how these might aid colleagues struggling with work-life balance and mental health issues. A desire to recognize unique achievements of fellow managers. While there are currently awards being given, a desire to see more nominations was expressed.

GOALS	STRATEGIES/ ACTION ITEMS	TIMING/ PRIMARY RESPONSIBILITY	SUCCESS MEASURE(S)
Provide members and potential members with structured peer support.	Provide peer support and networking opportunities at conferences and regional meetings.	Ongoing/Board Members, Conference Planners and Staff	Peer support activities at conferences; outreach and peer support at district meetings
	Create a bank of knowledge resources.	Mid-term/Staff	Create learning/resource library (members only) on website
	Recognize outstanding manager efforts through awards and other means.	Ongoing/President and Board Members	Review and expand award/recognition programs (Deputy, Assistants, Students)
	Develop a structured coaching program that offers peer to peer coaching, and specifically meets needs of managers in transition, assistants, young professionals, and new managers.	Mid-term/President, Board Members, and Staff	Committee of peer coaches established; programs at conferences and district meetings



OBJECTIVE 3

PROMOTE INCLUSIVITY

The strategic planning committee acknowledged that the Association had come a long way in recent years in terms of its inclusivity and that there was still more work to be done. Most of the strategies above were identified as ways to make new and potential members feel comfortable and welcomed.

GOALS	STRATEGIES/ ACTION ITEMS	TIMING/ PRIMARY RESPONSIBILITY	SUCCESS MEASURE(S)
Be inclusive across demographics, roles, geographies, and community characteristics.	Rotate conferences and meetings across districts.	Ongoing/Conference Planners	Establish multi-year conference schedule and locations; require district directors to move meetings around districts
	Continue to build partnerships with affiliate organizations (e.g. NFBPA, Women in Local Government, ELGL, etc.)	Ongoing/President and Board Members	Establish official affiliate agreements with designated Associations
	Create and fund a program to welcome new members through pairing them with managers in their region.	Short-term/President and Board Members	Establish recognition opportunities at conferences and district meetings; direct outreach to new members
	Increase access to GCCMA's services to non-members.	Ongoing/President, Board Members and Staff	Define those services, then determine those eligible for non-members through the website



OBJECTIVE 4

PROVIDE PROFESSIONAL DEVELOPMENT AND TRAINING

Discussion was held over the fact that the policy of only allowing managers to present training topics was beneficial in that it kept the training space “commercial free” but it presents challenges in generating enough quality content. The committee liked that the training was aligned with ICMA core competencies and were comfortable using attendee satisfaction surveys as a means of measuring effectiveness. Discussion took place around the fact that ICMA could utilize its resources to send managers to training opportunities that they might have hard time justifying the use of their jurisdictions resources to fund. A new manager training course is already being developed by Mara Shaw at CVIOG in conjunction with a design team of seasoned managers.

GOALS	STRATEGIES/ ACTION ITEMS	TIMING/ PRIMARY RESPONSIBILITY	SUCCESS MEASURE(S)
Provide high quality executive level professional training.	Continue to invest in and improve semi-annual conferences using a conference planning committee.	Ongoing/President and Board Members	Program Planning Committee meets after each conference; evaluate conferences
	Evaluate using a site committee for planning conferences.	Mid-term/President and Board Members	Establish site committee and site selection process
Provide ongoing training opportunities outside of conferences.	Provide members with scholarships for unique and executive training opportunities.	Ongoing/President and Board Members	Establish scholarship committee, guidelines and process
	Establish new manager training.	Long-term/President, Board Members and Staff	Develop curriculum, delivery format, and implement
	Continue to build partnerships with affiliate organizations (e.g. NFBPA, Women in Local Government, ELGL, etc.)	President, Board Members, and Staff	See above. Invite to participate in conferences with one paid registration per conference.
	Develop new training opportunities outside of conferences.	President, Board Members, and Staff	Determine if Association is to provide; develop from there



OBJECTIVE 5

OPERATE EFFICIENTLY, EFFECTIVELY AND SUSTAINABLY

Discussion about hiring professional staff has been taking place among the Association officers. The potential for professional staff to expand the capacity of the organization was recognized unanimously by the strategic planning committee members. Connecting managers to the Association through consistent communication and support for district directors were seen as important functions of such a role. It was also expressed that site selection for conferences should be made by a member planning committee as had been done in the past. Interest in refining the district director role was driven by a desire for consistent quality content across the districts and the recognition of the challenges of burdening busy managers with providing this as volunteers. In addition to staff support, there were suggestions that there be an orientation for new district directors, that clarity of roles and responsibilities as well as minimum requirements to serve be established. It was suggested that the by-laws be reviewed and a process be developed for selecting district managers be established. The adoption of financial policies, particularly a policy addressing the appropriate use of the fund balance, were embraced.

GOALS	STRATEGIES/ ACTION ITEMS	TIMING/ PRIMARY RESPONSIBILITY	SUCCESS MEASURE(S)
Operate effectively.	Hire professional staff person to manage the Association and provide consistency and expand capacity.	Immediate/President and Board Members	Association leadership develop; job description; complete hiring process
	Generate sufficient revenue to maintain operations and meet aspirations.	Ongoing/President, Board Members, Conference Planners and Staff	Develop five-year budget plan to analyze projected revenues and expenses; identify funding gaps; implement revenue enhancements
	Use technology as appropriate to operate effectively.	Ongoing/President, Board Members and Staff	
	Establish and update financial policies as appropriate.	Mid-term/President and Board Members	
Expand membership.	Utilize marketing as appropriate to expand membership.	Mid-term/President and Board Members	Include membership drive development with branding and marketing project
	Refine the role of the districts.	Short-term/President and Board Members	Develop roles and responsibilities of district board members and implement
Maintain and Update Strategic Plan.	Create a standing Strategic Plan Committee.	Mid-term/President and Board Members	Establish committee and appoint members
	Evaluate and Update Strategic Plan every 3 years.	Long-term/President, Board Members and Strategic Plan Committee	Develop strategic plan review; schedule; implement
	Regularly evaluate progress on the strategic plan and report out.	Ongoing/President and Board Members	Quarterly review and report to board

GEORGIA CITY-COUNTY MANAGEMENT ASSOCIATION

STRATEGIC PLAN 2020–2023



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA