



ARIZONA  
CITY/COUNTY MANAGEMENT

A S S O C I A T I O N

A State Affiliate of ICMA



2015-2020

ACMA STRATEGIC PLAN

## President's Message to ACMA Members

It is exciting to share the 2015-2020 Arizona City/County Management Association (ACMA) Strategic Plan. Your ACMA Board of Directors represents leaders from cities, towns, and counties throughout the state. As part of our ongoing efforts to ensure local government excellence in Arizona, the Board reviews the strategic plan annually, assesses the ACMA's accomplishments, and develops initiatives and key focus areas relative to the overarching strategic priorities for the coming year.

This plan represents a reaffirmation of the commitment by your ACMA Board to improving the expertise and status of the local government management profession in Arizona. It continues to be an exciting extension of initiatives that have been underway for a number of years.

The board is continuing its focus on five Key Result Areas for through 2020, which align with ACMA's vision, mission and values:

Public Education: Encourage policy maker and voter support for professionalism in local government administration, and for the council-manager form of government in Arizona

Higher Education Partnerships: Enhance partnerships with Arizona's higher education institutions to help build future generations of local government managers

Professional Development and Future Leadership: Improve the quantity and quality of professional development opportunities for ACMA members to meet their diverse needs. Develop future generations of local government managers to sustain the profession and facilitate succession planning in Arizona local government

Member Communication and Involvement: Enrich communication between the board and membership in order to increase member involvement and member value

Financial Stability: Ensure the ACMA is financially viable over the long term

Please take a moment to familiarize yourself with the strategic plan. Throughout the year, members will be asked to participate in these focus areas in an effort to advance our strategic priorities. The board values your continued membership and looks forward to your active participation in ACMA.

## About ACMA

### Background

The Arizona City/County Management Association (ACMA) was established in 1954. ACMA is a nonprofit organization that provides education, training, and mutual exchange of information for the purpose of increasing the proficiency of Arizona's local government management professionals, thereby strengthening the quality of Arizona's local governments. ACMA partners with International City/County Management Association (ICMA), the League of Arizona Cities and Towns, the County Supervisors Association, the Alliance for Innovation, various institutions of higher education in Arizona and other organizations dedicated to supporting and promoting local government management. ACMA was incorporated in 1998 and is staffed by the League of Arizona Cities and Towns.

ACMA has approximately 300 members. ACMA's membership consists of local government management professionals, regional leaders, faculty, students, and retired managers. Members are active, engaged, and committed to each other and the local government management profession.

The ACMA Board of Directors holds an annual retreat to review the accomplishments and develop of initiatives for the upcoming year. This strategic plan represents a continuing commitment by the ACMA to improving the expertise and status of the local government management profession in Arizona.

## Vision, Mission and Values

### Vision

ACMA will be the premier organization that assists local government management professionals in building sustainable communities that improve residents' lives. Because of ACMA's assistance, Arizona's cities, towns, and counties will be recognized for being professionally managed by knowledgeable and ethical leaders who are committed to the best interests of the diverse communities they serve.

ACMA will strive to increase the size, diversity, and vitality of its membership and will improve its members' access to cost-effective and cutting-edge resources. ACMA continues its commitment to building future generations of local government management professionals. ACMA will remain a well-managed, financially sound, and adequately staffed organization that preserves the history of local government management in Arizona, receives national recognition for its programs and services, and recognizes or rewards the accomplishments of its members.

## Mission

To promote local government excellence, professionalism, and ethics by providing education, training, information exchange, professional support and mentoring to local government management professionals, students, faculty, elected officials, and the public at-large.

## Values

We believe in:

- the public good and placing public service before self-interest
- citizenship, democracy, civility and the democratic process
- peoples' integrity and the protection of their lives and beliefs
- treating our customers with empathy, kindness and sincerity
- professional management being an integral part of effective local government and that local control coupled with regional collaboration are critical to the future of our communities
- acting consistently with ICMA's Code of Ethics, mission, vision and organizational values
- professionalism and continuous improvement through learning
- innovation and sharing knowledge, resources and best practices for the benefit of all governments in Arizona
- building future generations of professional local government managers
- preserving Arizona's heritage of local government management and fostering opportunity and direction regarding its future
- serving the needs of a diverse membership and treating each member as a valued resource
- building personal and professional relationships and providing a forum for member interaction
- member engagement and commitment, personal responsibility and exercise of leadership
- establishing and maintaining strategic, mutually advantageous partnerships with other professional associations and educational institutions

## KEY RESULTS AREAS (KRAS)

*(not in priority order)*

### KRA 1 – Public Education

**Purpose:** *Encourage policy maker and voter support for professionalism in local government administration, and for the council-manager form of government in Arizona*

#### **Strategic Goals**

- Make presentations at state-wide public leadership programs
- Become the main resource on the council-manager form of government for organizations across the state
- Advise state policy makers on relevant legislative issues impacting the state

### KRA 2 – Higher Education Partnerships

**Purpose:** *Enhance partnerships with Arizona's higher education institutions to help build future generations of local government managers*

#### **Strategic Goals**

- Continue the Esser and Andrews scholarships to public administration students, placing all scholars in quality internships with ACMA members
- Establish partnerships with all Arizona higher education providers that offer public sector degrees to encourage speaking engagements, teaching, collaboration on mutually beneficial projects, and development of coursework
- Provide real-life experiences to students by participating in student interviews, mentoring and shadowing, and providing internships with ACMA or local governments
- Increase higher education student and faculty membership in ACMA
- Continue support of ASU Marvin Andrews Fellowship

### **KRA 3 – Professional Development and Future Leadership**

**Purpose:** *Improve the quantity and quality of professional development opportunities for ACMA members to meet their diverse needs. Develop future generations of local government managers to sustain the profession and facilitate succession planning in Arizona local governments.*

#### **Strategic Goals**

- Include conference panels and sessions that reflect the diversity of interests and meet the needs of ACMA membership
- Conduct timely training that addresses current challenges and opportunities, including regularly scheduled ethics training
- Continue to incorporate ICMA Practice Areas in the bi-annual conference sessions
- Encourage ACMA members to obtain ICMA-CM credentialing
- Encourage and facilitate members sharing best practices information
- Work collaboratively with cities, towns, counties, and agencies to develop training programs
- Include mentoring and networking activity at all ACMA functions

### **KRA 4 – Member Communication and Involvement**

**Purpose:** *Enrich communication between the board and membership in order to increase member involvement and value*

#### **Strategic Goals**

- Periodically evaluate member needs and perceived membership value
- Continue newsletter production with Board member article included
- Enhance the diversity of the membership through outreach, involvement and professional development
- Increase membership levels within already-participating cities and counties
- Promote and deliver membership benefits to geographically diverse members
- Enhance membership by engaging and partnering with various associations that promote diversity

### **KRA 5 – Financial Sustainability**

**Purpose:** *Ensure the ACMA is financially viable over the long term*

#### **Strategic Goals**

- Cultivate new, enduring corporate sponsors
- Maintain current corporate sponsorships consistent with budget expectations and obligations
- Maintain viability of funding for the Harvard State and Local Government Program, the Esser and Andrews scholarships, and the Marvin Andrews Fellowship
- Develop alternative funding sources to support ongoing operations of ACMA
- Produce and maintain a five-year plan that aligns projections of revenue with future spending
- Evaluate the cost and value of membership and make necessary adjustments