



# ACMA

## STRATEGIC PLAN

*2026 - 2027*

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### 2026 – 2027

The Arizona City/County Management Association (ACMA) Board of Directors is pleased to present the 2026-27 ACMA Strategic Plan.

As part of the ACMA Board of Directors' efforts to ensure local government excellence in Arizona, the Board met in March of 2026 and assembled four broad goals and related action items to be assessed and achieved over the next year. These goals are aligned with ACMA's mission and purpose.

## Mission:

ACMA is a non-profit, professional development association dedicated to serving our communities by strengthening the knowledge and expertise of Arizona's existing and aspiring government leaders.

## About:

ACMA was established in 1954 and incorporated in 1998. It is a non-profit, professional association dedicated to increasing the knowledge and ability of local government managers, as well as educating and preparing the next generation of city, town, county, and tribal managers.

ACMA is committed to strengthening the quality of local government in the state of Arizona through professional management, education, training, and the mutual exchange of information. The association is governed by an Executive Board composed of city and county managers representing communities throughout Arizona. ACMA is staffed by the League of Arizona Cities and Towns.

## Strategic Goals 2026-2027:

### **Goal 1: Professional Development – Provide high quality professional development and training.**

- o Establish scholarships to ACMA conferences and other educational trainings and events to encourage attendance from local government professionals in small or financially limited Arizona cities, towns, and counties.
- o Develop educational and informational sessions on the process to become an ICMA Credentialed Manager.
- o Create a general member survey to identify needs of membership.
- o Incorporate professional development training specifically for Associate Members.

### **Goal 2: ACMA as a Welcoming Organization – Promote Networking, Connection, and Engagement.**

- o Increase ACMA membership through direct outreach to communities that do not currently have members in the Association.
- o Reach out to new managers in Arizona cities, towns, and counties to encourage them to become members.
- o Create a welcome committee to meet and engage new members at conferences.
- o Create directory of ACMA Management Academy alumni to include the first three cohorts.
- o Assist Associate Members during their application process by providing information on contacting the Senior Advisors to assist in application to ACMA.
- o Establish a process for ACMA Board Members to attend council meetings to recognize ICMA newly credentialed managers.
- o Have ACMA Board Members attend university reception to connect with students.
- o Promote the City Management profession outside of local government circles and continue to work with state universities on promoting and establishing the profession.

### **Goal 3: Foundational Structure – Sustain and strengthen ACMA mission and structures.**

- o Clarify and promote the benefits of ACMA membership to city/town and county staff..
- o Clarify and list ACMA Membership benefits and provide a statement of city manager involvement and responsibilities.
- o Conduct a review of ACMA Bylaws every 5 years.
- o Establish another seat on the ACMA Board for an Associate Member position.
- o Seek opportunities for Associate Members to get more involved in leadership committees (planning committee, Next Generation planning and other opportunities).

### **Goal 4: Restoring Civility and Increasing Resiliency – Identify and create pathways for restoring civility in local government and our communities by building, lifting, encouraging, persuading, and inspiring.**

- o Explore establishing a “buddy system” for managers/members to create a network of support, especially managers in rural communities.
- o Continue to explore conference sessions and keynotes that focus on civility and resiliency.
- o Establish a rural communities breakout session at conferences.
- o Increase awareness on the importance of mental health to local leadership.
- o Explore ways to communicate with citizens outside of social media and share best practices.
- o Establish region meetings for members to meet locally, especially in rural areas.