

IAMMA STRATEGIC PLAN

VISION

We are the premier professional association of rising local government professionals in Illinois, offering unmatched opportunities for networking, learning, service, and growth to our diverse membership.

MISSION

Our mission is to prepare the next generation of local government leaders by exemplifying professionalism, enabling active member involvement, and promoting excellence in public service.



CORE VALUES

*Professionalism and Ethics
Relationships
Diversity, Equity, and Inclusion
Innovation
Leadership*

EVIDENCE OF SUCCESS

A higher number of engaged members participating in events

Increased membership

Interest in taking leadership roles increases

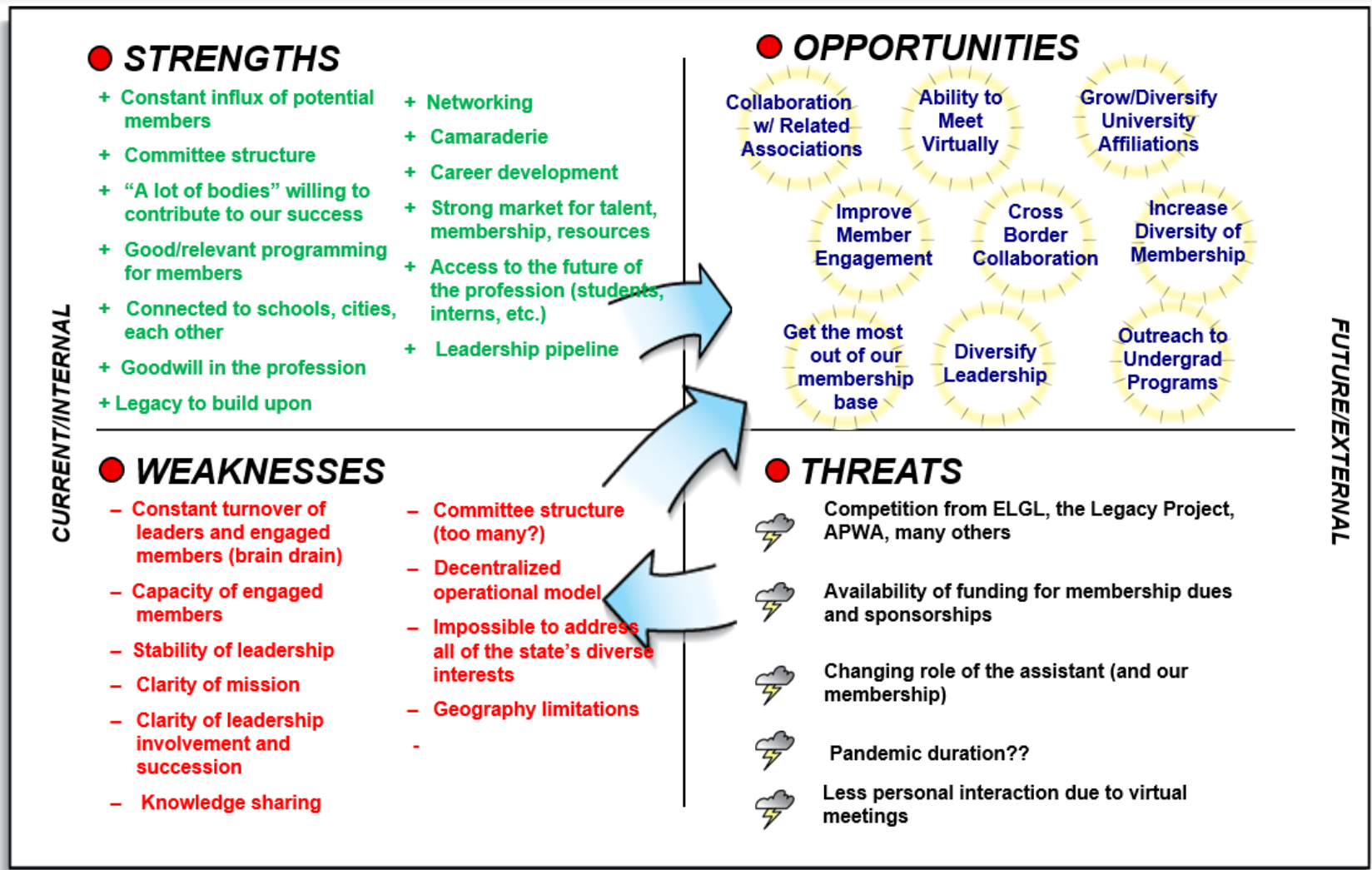
More people, more events, more leadership roles, more intern members

Representative female and minority membership

Improved social media metrics



SWOT MATRIX



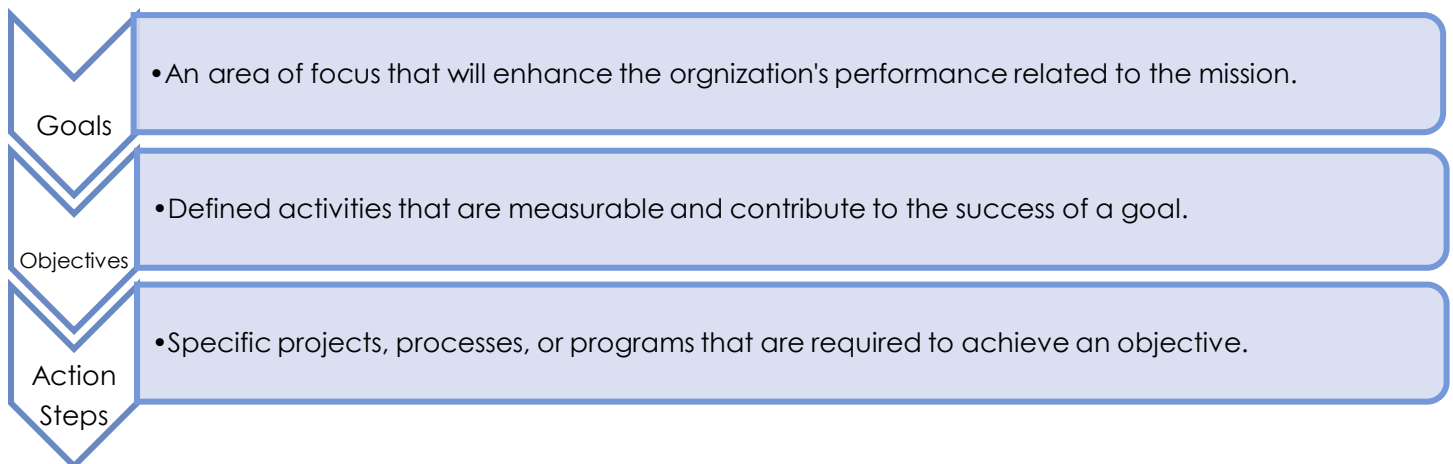
IAMMA PROMISE: FACILITATING YOUR NEXT STEP

Throughout 2020-2021, IAMMA's leadership team of 18 members developed this Strategic Plan to guide the future of IAMMA throughout this decade. The leadership team built this plan around the brand promise of **"Facilitating your Next Step."**

IAMMA is the first friendly face for many people coming into the profession. New members can use IAMMA to build their professional networks, discover new disciplines, and become settled in their careers. Historically, this process of growth led to members becoming less active in IAMMA as they become more involved in discipline-focused associations concurrent with their career growth. As these former members begin supervising and mentoring entry-level local government professionals, they encourage them to join IAMMA and begin the cycle for a new generation of the Association. IAMMA fulfills a special role in meeting the unique needs of rising local government professionals, and our members and alumni remain loyal to our mission and goals even as they move on to more responsible roles in local government.

As described in this Strategic Plan, IAMMA's strategy is to focus on providing programming and opportunities that compliment this cycle and the growth trajectory of our membership. IAMMA will give every member opportunities to experience and learn about the wide array of potential career paths in local government while building a strong professional and social network.

The following goals and actions steps detailed in the Strategic Plan all tie back to this theme.





STRATEGIC GOALS

The plan is comprised of five overarching Strategic Goals drawn from the Executive Committee's planning sessions with an outside facilitator. These goals direct the development of the annual budget, programming, and events.



**GROW OUR
MEMBERSHIP**

**DIVERSIFY
ASSOCIATION
LEADERSHIP**

**EXPAND AND
RETOOL SOCIAL &
TRAINING
PROGRAMMING**

**ENHANCE
OPPORTUNITIES
FOR MEMBER
OUTREACH &
INVOLVEMENT**

**STRENGTHEN
PARTNER
RELATIONSHIPS**

GOAL: GROW OUR MEMBERSHIP

One of the main goals of any professional organization is to increase its membership base and IAMMA is no different. The current Next Generation Committee has done a tremendous amount of work not only growing IAMMA's membership but also ILCMA's. However, the next decade can be distinguished by a focus on not just growing, but on ensuring our growth represents the diversity of our colleagues and our community. The board is setting a target to increase membership by 25% from traditionally underrepresented areas over the next three years through the following objectives and actions.

Strategic Objective: Tailor programming to our audience needs

Action Steps	Responsible Committee	Term
Review attendance of past programs by topics	Membership	
Once developed, use post-event survey to plan for future programming	Membership	
Examine other organizations (ILCMA, ICMA) for programming ideas/trends	Membership	

Strategic Objective: Improve recruiting/ outreach tactics

Action Steps	Responsible Committee	Term
Set targets and metrics for outreach	Membership	

Strategic Objective: Provide programming in convenient locations and mediums

Action Steps	Responsible Committee	Term
Develop standards for event location, times, and format	Events and Education	

Strategic Objective: Promote IAMMA in MPA and MPP Programs

Action Steps	Responsible Committee	Term
Develop a comprehensive list of IL MPA and MPP programs	Membership	
Reach out to all MPA and MPP programs	Membership	

Strategic Objective: Reach out to undergraduate, community college, and Greek-letter organizations to promote the program

Action Steps	Responsible Committee	Term
Develop a comprehensive list of schools with PA programs	Membership	

Strategic Objective: Communicate with down-state organizations to promote our programs

Action Steps	Responsible Committee	Term
Build relationships with downstate networks	Engagement	
Offer programming that focuses on non-metro topics	Events and Education	

Strategic Objective: Redefine the Field of Membership eligibility

Action Steps	Responsible Committee	Term
Evaluate changes to membership fee structure	Membership	

Strategic Objective: Review all costs of membership

Action Steps	Responsible Committee	Term
Evaluate the total cost to participate in IAMMA	Membership	
Compare dues to other similar organizations	Membership	
Evaluate changes to membership fee structure to support larger organization participation i.e. group membership	Membership	

GOAL: PROMOTE THE DIVERSIFICATION OF THE ASSOCIATION

The local government profession is made up of members of race, nationality, religion, orientation, interests, and backgrounds. It is paramount to the future of IAMMA and to the profession of local government in Illinois that we embrace this diversity. The board is setting a target that every IAMMA program (professional development, social, or networking) be intentional in including diverse voices and backgrounds through the following objectives and actions.

Strategic Objective: Define Diversity and identify current gaps

Action Steps	Responsible Committee	Term
Evaluate changes to membership fee structure that promote diversity i.e. reduced/waived membership fees for EJ communities	Executive	

Strategic Objective: Improve recruitment in communities whose employees have not traditionally been IAMMA members

Action Steps	Responsible Committee	Term
Evaluate the list of current/ past members and develop a list of non-participatory communities	Membership	
Research non-participatory communities to see if they have assistants	Membership	
Directly reach to non-participatory communities to inform them of IAMMA's benefits	Membership	
Reach out to Black/Latino/Gender Studies Centers at Universities	Membership	

Strategic Objective: Improve communications/recruitment for association leadership positions

Action Steps	Responsible Committee	Term
Include/ advertise leadership opportunities across all communication platforms (Facebook, Newsletter, LinkedIn)	Engagement	
Support succession planning at the committee level	Engagement	
Create a speaker's roster for outreach events including IAMMA members and other practitioners	Events and Education	

Strategic Objective: Promote opportunities and collaboration with other local government focused organizations

Action Steps	Responsible Committee	Term
Develop a list of groups/ other organizations of interest to partner with	Engagement	
Work with other organizations for reciprocal memberships/ reduced fees for events	Engagement	
Build on the momentum by co-hosting events with other groups	Events and Education	
Include partner organizations in IAMMA Annual Conference programming	Events and Education	

Strategic Objective: Expand opportunities for sponsorships

Action Steps	Responsible Committee	Term
Finalize new sponsorship process	Engagement	
Develop new methods for sponsors to get involved	Engagement	

GOAL: EXPAND AND RETOOL SOCIAL & TRAINING PROGRAMMING

The COVID-19 Pandemic forced IAMMA to develop new and innovative methods to engage with our membership. Most of these innovations involved connecting through non-traditional means (social media, ZOOM webinars, and e-conferences.) These new methods allowed for greater participation from areas outside of the Chicago area. Now that in-person meetings are now more feasible, the board is setting a target that 25% of the IAMMA programs (professional development, social, or networking provide an online component per year through the following objectives and actions.

Strategic Objective: Consider bringing back monthly or bi-monthly luncheons

Action Steps	Responsible Committee	Term
Evaluate luncheon program	Events and Education	

Strategic Objective: Continue to offer online networking and engagement

Action Steps	Responsible Committee	Term
Support member participation in ILCMA Mentor Match	Engagement	
Evaluate results from Mentor Match in 2023 cooperatively with ILCMA	Engagement	

Strategic Objective: Expand awareness of social media and newsletter

Action Steps	Responsible Committee	Term
Have all IAMMA Board members be more active on LinkedIn and share IAMMA updates and page	Engagement	

Strategic Objective: Engage with members to understand training needs

Action Steps	Responsible Committee	Term
Survey membership yearly to evaluate needs & assess IAMMA programming progress of the past year	Membership	
Expand member participation in brainstorming / planning sessions for programming	Events and Education	

Strategic Objective: Continue collaboration with other organizations to avoid duplicate programming

Action Steps	Responsible Committee	Term
Balance “introductory” or broad sessions with “deep dives” into specific topics of interest to longer-tenure membership	Events and Education	

Strategic Objective: Secure knowledgeable and interesting speakers

Action Steps	Responsible Committee	Term
Determine what events should have a paid speaker	Events and Education	
Promote CM/practitioner involvement on programming panels, especially from diverse backgrounds / communities	Events and Education	

Strategic Objective: Proactively plan future programming

Action Steps	Responsible Committee	Term
Develop a repository of engaging speaker	Events and Education	
Pursue additional "after hours" and social events (outside the work day) throughout the year	Events and Education	

Strategic Objective: Keep informed of industry trends and membership needs

Action Steps	Responsible Committee	Term
Include partner organizations in IAMMA Annual Conference programming	Events and Education	

Strategic Objective: Educate our members regarding the importance of equity in our profession

Action Steps	Responsible Committee	Term
Partner with the ILCMA DEI Committee for programming	Engagement	

Strategic Objective: Balance in-person vs online vs hybrid training to maximize attendance

Action Steps	Responsible Committee	Term
Determine which events are best for each format	Events and Education	

GOAL: ENHANCE OPPORTUNITIES FOR MEMBER OUTREACH & INVOLVEMENT

The promise of this strategic plan is “Facilitating Your Next Step.” In order to deliver on this promise, the organization will need to enhance its opportunities for member outreach and involvement the board is setting a target that every IAMMA member activity participate in at least one program (professional development, social, or networking per year through the following objectives and actions.

Strategic Objective: Improve promotion of committee participation

Action Steps	Responsible Committee	Term
Develop communication materials to promote committee participation (Benefits, Value, etc.)	Membership	
Explore direct/ personalized outreach to members about joining a committee	Membership	

Strategic Objective: Provide volunteering opportunities

Action Steps	Responsible Committee	Term
Partner with Metro Managers to organize a spring volunteering event	Engagement	

Strategic Objective: Create opportunities for networking and informal interaction

Action Steps	Responsible Committee	Term
Pursue additional “after hours” and social events (outside the work day) throughout the year	Membership	

Strategic Objective: Collect follow-up surveys after each event

Action Steps	Responsible Committee	Term
Develop survey tool	Membership	
Develop a process to incorporate feedback	Membership	
Ensure all event organizers can access follow-up survey database	Membership	

Strategic Objective: Use website, social media, newsletters effectively

Action Steps	Responsible Committee	Term
Develop brand guidelines / identity to make branding more accessible	Engagement	

GOAL: STRENGTHEN PARTNER RELATIONSHIPS

In order to provide our members with the ability to experience the full breadth of what a career in public service can entail, it is imperative the IAMMA have strong relationships with other local government-focused professional relationships. Partnering with these organizations not only exposes IAMMA members to new ideas and topics but allows employers to network with potential future applicants. The board is setting a target that fifty percent of the IAMMA program (professional development, social, or networking) be co-sponsored by a partner organization through the following objectives and actions.

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