THE OHIO STATE UNIVERSITY
JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

A Roadmap to Promote Excellence in Local Government Management and Encourage Personal and Professional Growth of Local Administrators

Prepared for the Ohio City/County Management Association (OCMA)
by The Ohio State University John Glenn College of Public Affairs

October 19, 2023

OCMA

Introduction

This report documents strategies for the Ohio City/County Management Association (OCMA) to promote excellence in local government management and encourage the personal and professional growth of local administrators. It translates OCMA's top priorities – growing membership, encouraging professional development, and supporting the profession – into a strategic plan that OCMA can use to strengthen the quality of local governance through professional management.

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External Landscape

During the first meeting of the OCMA strategic planning process (August 24, 2023), the project team reviewed information from other state associations and conducted an analysis of OCMA strengths, weaknesses, opportunities, and threats (SWOT).

Comparison to Peers

The project team summarized information from peer associations on strategy, governance, administration, committee structure, and membership (Appendix A).

Mission Focus

In general, the mission statements of peer associations focus on three priorities: (1) to promote effective local government by (2) providing leadership, advocacy, and support (3) for city and county managers and their communities.

Membership Requirements

Membership requirements vary across associations. ICMA membership includes "chief administrative officers (CAOs), assistant chief administrative officers (ACAOs), department heads, and mid-management and entry level staff." Some states are more restrictive ("CAO, ACAO, and senior level staff members" in Kansas) and some more inclusive ("all employees working in local government" in Ohio).

Ohio's membership requirement is inclusive – "all employees working in local government" – but may be too general for potential members to see their role in the association.

Membership Types

In addition to regular membership (e.g., full member, voting member, professional member), most associations have multiple types of membership. For example, there are variations on regular membership (e.g., affiliated with other organizations, packages for multiple memberships), options to attract and retain individuals early or late in their career (e.g., student, intern, emerging leader, manager in transition, retired, life), and premium memberships (e.g., for academia, private-sector, consultants, subscribers).

Membership type is an important consideration because it has the potential to impact membership dues, member services, and committee tasks and assignments.
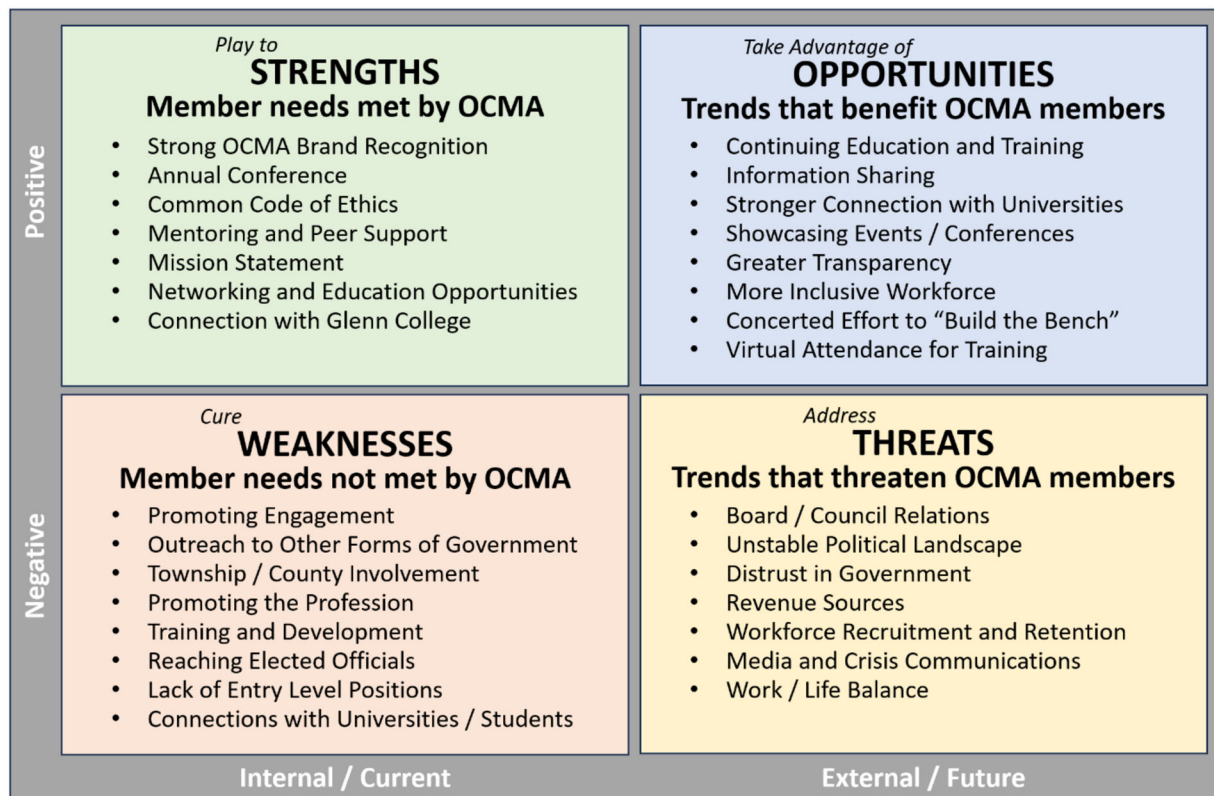
Member Benefits

Creating value for members is a priority for all of OCMA's peer associations. The most common association activities on behalf of members include:

- Professional Development: training programs, conferences, and webinars.
- Networking: connect managers and professionals to share ideas and solve problems.
- Publications: journals, newsletters, and other materials that keep members up-to-date.
- Technical assistance: on the council-manager form of government, budgeting, personnel, procurement, etc.
- Research: collect and disseminate research and information that supports the profession.
- Advocacy: lobbying for policies that support local governments, providing information about the work of local governments, and responding to media inquiries.
- Discounts: on products and services from vendors.

SWOT Analysis

Informed by a review of peers, the OCMA Project Team completed a SWOT analysis to identify Ohio's strengths and weaknesses, and to survey the landscape of threats and opportunities facing the association and its members. Here are the results:

	Play to **STRENGTHS** — Member needs met by OCMA	Take Advantage of **OPPORTUNITIES** — Trends that benefit OCMA members
Positive	• Strong OCMA Brand Recognition • Annual Conference • Common Code of Ethics • Mentoring and Peer Support • Mission Statement • Networking and Education Opportunities • Connection with Glenn College	• Continuing Education and Training • Information Sharing • Stronger Connection with Universities • Showcasing Events / Conferences • Greater Transparency • More Inclusive Workforce • Concerted Effort to "Build the Bench" • Virtual Attendance for Training
Negative	Cure **WEAKNESSES** — Member needs not met by OCMA • Promoting Engagement • Outreach to Other Forms of Government • Township / County Involvement • Promoting the Profession • Training and Development • Reaching Elected Officials • Lack of Entry Level Positions • Connections with Universities / Students	Address **THREATS** — Trends that threaten OCMA members • Board / Council Relations • Unstable Political Landscape • Distrust in Government • Revenue Sources • Workforce Recruitment and Retention • Media and Crisis Communications • Work / Life Balance
	Internal / Current	**External / Future**

Internal Landscape

During the second meeting of the OCMA strategic planning process (September 21, 2023), the project team reviewed OCMA's current leadership roles and responsibilites, committee assignments, the role of the Secretariat, and the association's budget.

OCMA Board

The OCMA Board includes six voting members (President, Past President, Vice President, and three Members at Large) and Secretary/Treasurer. OCMA Committee Chairs, Vice Chairs, and staff from the Secretariat also attend board meetings. Roles and responsibilities include:

- President – lead all board meetings and annual conference, approve expenditures and contracts, lead interviews for committee chairs and senior advisors, provide ICMA update and participate in ICMA quarterly calls, participate on ICMA Midwest Regional Nominating Committee, and attend ICMA annual conference.
- Immediate Past President – participate on interviews for committee chairs and senior advisors, prepares the annual report for the previous year, and attends meetings.
- Vice President – lead board meetings in the absence of the President, participate on the ICMA Conference Planning Committee, and participate on interviews for committee chairs and senior advisors.
- Members at Large – serve one-year terms with an expectation of three years at large followed by three years in leadership, attend board meetings, approve new members, conduct outreach, and appoint Secretary/Treasurer.
- Secretary/Treasurer – maintain records and books, provide Treasurer's reports during meetings, signatory for checks, and account holder for OCMA credit card.

OCMA Secretariat

OCMA contracts with The Ohio State University John Glenn College of Public Affairs to serve as its Secretariat and provide administrative support to the organization in the following ways:

- Membership Services – maintain membership database, prepare newsletters, serve as primary communications contact, handle annual billing, pay invoices, maintain website.
- Business Operations – support banking and financial responsibilities with the Treasurer, file taxes, initiate routine correspondence.
- Board Meetings – prepare agendas, coordinate logistics for meetings and lunch, distribute minutes, follow up on action items, support committee chairs.
- Winter Conference – assist the Board organizing conference.
- ICMA Liaison – work the Board to coordinate OCMA activities with ICMA.

OCMA Committees

- Membership Services – welcome new members and share information, strengthen communications among members, coordinate awards.
- Professional Development and Education – identify professional development and educational needs, assist in the design of conferences, promote training.
- Leadership Development – develop programs and information to attract and support students and professionals new to professional local government.
- Diversity and Inclusion – promote hiring that reflects community diversity, promote DEI training and policies, engage diverse constituent groups.
- Support of the Profession – promote the use of professional local government managers and the council-manager form of government, strengthen OCMA's relationships with Ohio colleges, universities, and other professional organizations.
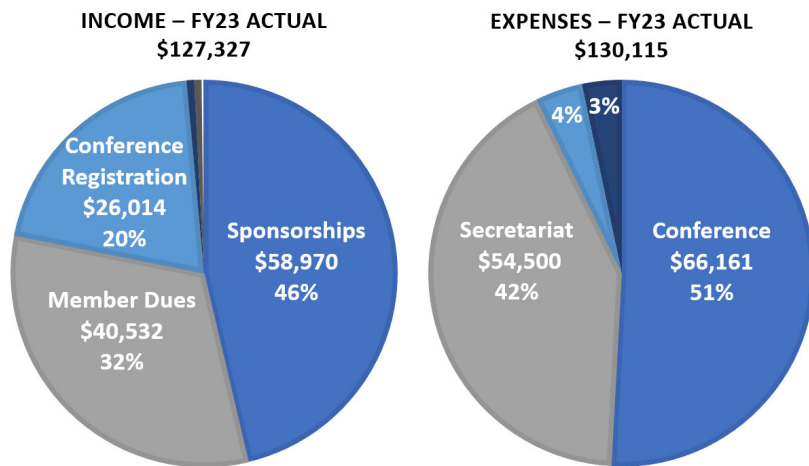
> The internal review of committee assignments showed duplication of some tasks, other priorities that are not addressed, and a general lack of clarity around committee work. The last audit of the committee structure was in 2014.

OCMA Budget

OCMA operates under a tight budget margin (see below). As expenses increase, additional revenue will be required for the association to continue to provide value to members.

> Short-term options to strengthen OCMA's financial situation include:
>
> - Increase membership numbers.
> - Increase membership dues.
> - Increase conference sponsors.
> - Increase sponsorship amounts.
> - Increase conference registration.

INCOME – FY23 ACTUAL
$127,327

Conference Registration $26,014 20%
Member Dues $40,532 32%
Sponsorships $58,970 46%

EXPENSES – FY23 ACTUAL
$130,115

4% 3%
Secretariat $54,500 42%
Conference $66,161 51%

Key Insights

Throughout the strategic planning process, the OCMA Project Team sought value for members. Along the way, several key insights emerged about what delivers the most value, and what adjustments can be made to be more efficient, as described below.

Nurture Inclusion and Belonging

OCMA's strategic planning sessions revealed the most heartfelt moments when participants described their original connection to the association, being welcomed into a professional organization, and feeling a sense of belonging among their peers. Many became involved as students, most were invited by someone already in the association, and everyone agreed that camaraderie is one of the greatest benefits of membership. OCMA should continue to foster inclusion and belonging, and celebrate it as a core benefit of membership.

> *Working as a local government administrator can be an isolating experience. Having the ability to candidly interact and learn from your peers can not only allow you to grow professionally, it can also allow you to cathartically survive a tricky political landscape and provide a better work/life balance.*

Create Value at All Career Stages

OCMA members represent a diverse range of professional experience, from those just starting out to seasoned professionals nearing retirement. Their personal and professional needs change over time, so OCMA should create value for members at all career stages, and keep these stages in mind when prioritizing activities related to membership, professional development, and support of the profession.

PIPELINE → ENTRY → MID-CAREER → LATE CAREER → RETIREMENT

Internships / Workforce Pipeline / Recruitment
Professional Development / Conferences / Leadership / Wellness / Awards
Mentoring / Members In Transition / Coaching / Senior Advisor

Align Association Tasks to Support Priorities

OCMA is a member-driven organization, and its success depends on the time and talent of its volunteers. With busy schedules, the value of active membership must be clear, and volunteers should feel confident that their contributions directly support OCMA's priorities.

To respect members time, OCMA should focus on priority activities and avoid wasting time on tasks that do not align with those priorities. For example, eliminating duplicative tasks, unnecessary tasks, and clarifying committee roles and responsibilities (as proposed in Appendix B) has the potential to make better use of members' time and increase organizational capacity.
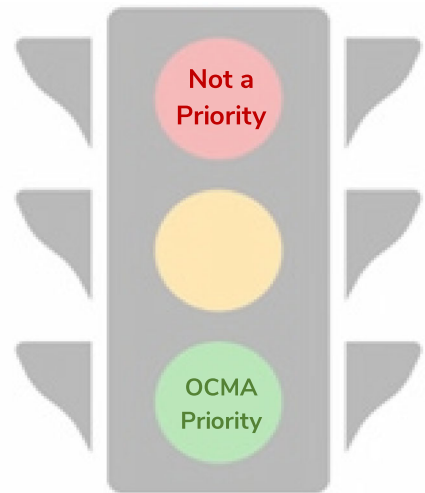
Generate Revenue to Support the Mission

OCMA needs to generate more revenue to support its mission and keep up with rising costs. Membership dues and sponsorships cover the cost of the annual conference and Secretariat contract, and there is an emergency cushion, but there are no excess funds to support other priorities.

OCMA should review all of its activities through the lens of potential revenue generation. For example, the association could create new membership types for private-sector partners, charge registration fees for professional development courses, or offer consulting services for technical assistance. Any new revenue-generating strategy should be consistent with OCMA's commitment to provide value for its members and support of the profession.

In addition to generating revenue, OCMA should also be mindful of its expenses, most of which relate to the annual conference and Secretariat contract.

> The Board should identify and assign specific individuals to be responsible for revenue-generating strategies, and to work together on those strategies.

2017 Strategic Plan

The current strategic plan was written in 2017 and does not reflect all the priorities identified by OCMA's leadership during strategy sessions in 2023. The current plan is summarized below, and updated goals and objectives are shown on the next page.

Ohio City/County Management Association

Vision

OCMA is the leading organization in the State of Ohio promoting and developing excellence in local government. OCMA supports its members through professional development programs, member services, promoting high ethical standards, and networking with other professional organizations to achieve excellence in government.

Mission

To promote excellence in local government management and encourage personal and professional growth of local government administrators.

Goals

- Articulate and develop the value proposition of OCMA.
- Embrace opportunities to support local efforts related to professional local government management. This includes identifying opportunities for involvement and initiating a response to communicate the benefits of professional local government management.
- Evaluate current communication strategies against other opportunities that will increase the frequency and usefulness of information shared with OCMA members.
- Grow the number of OCMA dues-paying members.
- Host summit of local government associations to secure the future of local government in Ohio.
- Strengthen relationships with universities.
- Successful implementation of the Friends of OCMA Corporate Partners program.

> Consider changing the name of OCMA to be more inclusive, e.g., Ohio Government Management Association (OGMA).

> Compared to city and county management associations in other states, Ohio has a strong mission statement that succinctly focuses attention on support of the profession and value for members.

2023 Goals

Based on the first two strategic planning sessions, the Glenn College Project Team translated priorities identified by the OCMA Project Team into the following proposed goals and objectives for consideration by the Board.

Grow Membership

- Make membership as inclusive as possible.
- Set dues at levels that are not a barrier to membership.
- Grow membership through robust recruitment activities.

Update the strategic plan to reflect OCMA priorities to grow membership, encourage professional development, and support the profession.

Encourage Professional Development

- Expand professional development opportunities for members at all career stages.
- Increase participation in the annual conference and maximize sponsorships.
- Provide other services that benefit members.

Create a working group for each of the three goals and assign current association leaders to identify and propose specific strategies to achieve each goal.

Support of the Profession

- Provide technical assistance to advance professional local government.
- Educate the public on the benefits of professional management.
- Develop, review, and maintain professional standards.

Incorporate diversity, equity, and inclusion (DEI) into every OCMA goal and objective, and appoint a Board member to advocate for DEI strategies in membership, professional development, and support of the profession.

Goal 1: Grow Membership

The focus of this goal is to **recruit new members** into OCMA. Strategies include making membership as inclusive as possible, setting dues at levels that are not a barrier to membership, and increasing membership through robust recruitment activities. These strategies have the potential to increase revenue for the association by increasing the number of dues-paying members and the amount of dues collected.

Make membership as inclusive as possible.

Examples:

- Identify the profile of the OCMA member that the organization wants to recruit.
- Describe the OCMA brand/value proposition in response to the ideal member profile.
- Define a target membership base that reflects OCMA's values and community diversity.
- Review, and if necessary, update the requirement for full membership to be as clear and inclusive as possible, e.g., city, county, township, chief administrative officer, assistant chief administrative officer, department heads, mid-management, entry-level.
- Review, and if necessary, update membership types to be as clear and inclusive as possible, e.g., member, affiliate, package (multiple members), student, intern, emerging leader, manager-in-transition, retired, life, private-sector, consulting, subscriber.
- Conduct a membership survey to identify priorities for membership.
- Work with the Ohio Municipal League, County Commissioners Association of Ohio, and other organizations to establish affiliate memberships and shared recruitment goals.

Set dues at levels that are not a barrier to membership.

Examples:

- Set dues to encourage entry into the association and retain members across career stages.
- Review membership dues in similar organizations and ensure OCMA's dues are competitive.
- Consider a tiered structure for dues for full membership that is based on salary, or population of the jurisdiction, or other indicator of capacity to pay.
- Align dues to match member types, e.g., *standard* dues for full members; *discounted* dues for students, interns, emerging leaders, managers in transition, retirees, life; *premium* dues for individuals from academia, private-sector, consulting, and subscribers.
- Create a discount program for organizations that purchase multiple memberships.

Grow membership through robust recruitment activities.

Examples:

- Create and maintain an annual plan for membership recruitment (coordinate with professional development and support of the profession).
- Include specific strategies to increase association revenue in the annual plan.
- Update membership recruitment materials based on the key insights in this report.
- Refresh membership application and recruitment information on the website and develop a regular schedule to keep it updated.
- Develop a "membership track" for the annual conference, e.g., welcome new members, member competition to recruit new members, award for new-member achievement.
- Encourage all eligible Ohio local government professionals to become members.
- Develop a targeted recruitment strategy for specific potential members, e.g., women, underrepresented administrators, township, county, entry-level and early career.
- Define and promote the value of belonging to OCMA in addition to ICMA and other related professional organizations.
- Personally contact members and former members who have become inactive.

Goal 2: Encourage Professional Development

The focus of this goal is to **retain current members** in OCMA by providing valuable benefits throughout their careers. Strategies include expanding professional development opportunities for members at all career stages, increasing participation in the annual conference, and providing other services that benefit members. These strategies have the potential to increase revenue for the association through an increase in conference registrations and sponsorships.

Expand professional development opportunities for members at all career stages.

Examples:

- Create and maintain an annual plan for professional development that is based on the key insights in this report (coordinate with membership and support of the profession).
- Include specific strategies to increase association revenue in the annual plan.
- Refresh professional development materials and resources on the website and develop a regular schedule to keep it updated.
- Conduct a membership survey to identify priorities for professional development.
- Review professional development programs in other similar organizations and ensure OCMA's activities are competitive.
- Develop a targeted training strategy for members across all career stages, e.g., interested in the profession, entry level, mid-career, late career, retired.
- Create training opportunities for members with diverse career backgrounds.
- Prioritize training that relates to diversity, equity, and inclusion.
- Identify best practices in delivering training, e.g., conference, regional, webinar, podcast.
- Launch regional training events outside the annual meeting.
- Identify potential partners and/or existing resources, e.g., ICMA, OML, OTA, universities.
- Evaluate the effectiveness and impact of professional development programs.
- Incorporate the concept of leadership in professional development offerings.
- Organize and deliver content so it is easily accessible and fresh.
- Support the next generation of the profession by providing outreach, mentoring activities, peer to peer networking, and financial support for educational opportunities.
- Provide outreach to managers in crisis and/or transition.
- Provide Senior Advisor assistance.

Increase participation in the annual conference and maximize sponsorships.

Examples:

- Identify strategies to increase conference registrations.
- Evaluate registration fees to maximize participation and revenue.
- Increase the number of sponsors.
- Restructure sponsorship amounts.
- Activate a team to recruit and sell sponsorships.
- Develop a "professional development track" for the annual conference.
- Consider an add-on fee for training courses provided at the conference.
- Formalize the welcoming process by which new members and first-time conference attendees receive orientation and ways to connect with members and activities.
- Create awards across the career journey, e.g., new members, rising star, mentoring, career achievement, service in retirement.
- Create awards for excellence in the profession, e.g., placemaking, redevelopment, courage, innovation, cooperation.

> **Add Value to the Conference**
>
> - Provide professional development courses on-site at the annual conference.
> - Create training opportunities for members at all career stages.
> - Create an association-granted credential for members who complete training.
> - Use the conference as an opportunity to survey members on training needs.

Provide other services that benefit members.

Examples:

- Identify networking opportunities outside of the annual conference.
- Provide benchmark information about careers, e.g., wage reports, staffing size.
- Keep members connected through an informational newsletter.
- Promote opportunities for community engagement with diverse constituent groups.
- Leverage social media, email, and website tools to better connect all members to information and each other.
- Promote credentialing to underscore the professional expertise and resource that professional managers bring to their community and citizens.
- Consider regional conferences.
- Create and maintain a website inventory of professional development opportunities offered through ICMA, OCMA, universities, and other organizations.
- Negotiate discounts on products and services for members.

Goal 3: Support of the Profession

The focus of this goal is to **promote professional local government** in Ohio. Strategies include providing technical assistance to advance professional local government, educating the public on the benefits of professional management, and developing, reviewing, and maintaining professional standards for local administrators.

Provide technical assistance to advance professional local government.

Examples:

- Create and maintain an annual plan for supporting professional local government (coordinate with membership and professional development).
- Conduct a member survey to understand what technical assistance would be most beneficial to support professional local governance.
- Refresh "support of the profession" materials and resources on the website and develop a regular schedule to keep it updated.
- Develop a "support of the profession" track for the annual conference, e.g., train members to advocate, discuss threats and opportunities, recruit experts to provide technical assistance.
- Provide expertise to communities considering a change in form of local government.
- Identify and use ICMA materials and resources.
- Create a mechanism to share publications and best practices.
- Promote leading practices to ensure local governments ability to attract and retain a talented and diverse workforce.
- Share best practices that support diversity, equity, and inclusion in the profession.
- Support and highlight academic and practitioner research identifying the most significant issues and best practices.

Educate the public on the benefits of professional management.

Examples:

- Develop a comprehensive, statewide public information campaign to tell the story of professional local government to broad audiences.
- Identify and train a "quick response team" to represent professional local government to the media, in testimony, and other public forums.
- Increase outreach to other forms of government.

- Strengthen and formalize relationships with organizations that have similar missions to leverage resources for the benefit of the profession.
- Partner with related organizations to collectively respond to public policy issues impacting local governments.
- Educate elected officials on the value of professional local government management.
- Expand programs in schools to explain local government and encourage careers in local government and management.
- Increase connections with universities.
- Expand the relevance of student chapters and highlight career opportunities in local government management.
- Develop programs to engage, mentor, and coach students into the profession.
- Involve students of public administration, public policy, and relevant degree programs in OCMA activities, networking, and conferences.
- Develop programs to engage, mentor, and coach municipal/county and other agency directors/employees into the profession.
- Demonstrate how professional local government generates results for communities in an unstable political landscape.

Build Early Awareness of the Profession

- Establish a direct relationship with colleges and universities that train the next generation of government managers.
- Identify intern sites among OCMA members and develop a process to match students.
- Recruit more students to volunteer and participate in the annual conference.
- Expand programs in high schools, and universities that build awareness of local government as a career.

Develop, review, and maintain professional standards.

Examples:

- Promote the ICMA Credentialing Program.
- Promote and educate members on ICMA Ethics.
- Build professionalism among staff members.
- Encourage members to conduct ICMA ethics training sessions.
- Provide an ethics training session for OCMA members every year at the conference.
- Clarify the OCMA process for dealing with member breaches of ethical conduct.

Implementation Checklist

If the board wants to convert the goals and objectives in this report into a detailed strategic plan, then the following checklist may be useful for filling in details.

STRATEGY: _____

(e.g., define membership to be as inclusive as possible, provide training opportunities across members' career journey, provide technical assistance to advance professional local government).

1. Inventory
   - _____ Review other states' strategic plans for ideas (Appendix A).
   - _____ Identify current tasks that relate to this strategy (Appendix B).
   - _____ Identify current financial resources that support this strategy.
   - _____ Review examples of tactics that support this strategy (pages 11-16).
   - _____ Brainstorm additional tactics that support this strategy.

2. Prioritize
   - _____ Categorize each tactic as critical, important, or desirable.
   - _____ Categorize each tactic as short-term, medium-term, or long-term.
   - _____ Does this tactic address issues in the SWOT analysis (page 4)?
   - _____ Does this tactic positively impact members' career journey (page 7)?
   - _____ Does this tactic contribute to diversity, equity, and inclusion?
   - _____ Is this tactic technically feasible?
   - _____ Are human and financial resources sufficient to support this tactic?
   - _____ Does this tactic require board support and/or approval?

3. Select
   - _____ Identify a subset of specific tactics to recommend (Appendix C).
   - _____ Identify who is responsible for implementing each tactic.
   - _____ Identify the source and amount of funding for each tactic.
   - _____ Identify a timeline to implement and evaluate each tactic.

4. Measure
   - _____ Identify a clear measure of success for each tactic.
   - _____ Identify how and when each tactic will be monitored.
   - _____ Evaluate the impact of each tactic at least by June 2026.
   - _____ Adjust tactics as necessary to ensure progress toward the goal.

Implementation Timeline

If the board chooses to pursue the goals and objectives outlined in this report, then the following proposed timeline may be useful for staging next steps.

August - October 2023	The OCMA board meets three times to refresh its strategic direction, with an emphasis on membership, professional development, and support of the profession.
October 19, 2023.	The project team delivers a roadmap to promote excellence in local government and encourage personal and professional growth of local administrators.
November 2023.	The board assigns association leaders to serve on three working groups (membership, professional development, support of the profession).
December - January 2023.	Working groups use the implementation checklist (page 17) to identify, prioritize, and recommend strategies for OCMA to implement over the next two years.
January 2023.	The board considers whether to convert the working groups into standing committees for Membership, Professional Development, and Support of the Profession.
February 24, 2024.	The board reports on its strategic direction at the OCMA conference, e.g., presentation, survey members, host workshops on each goal, recruit into new committees.
March - May 2024.	Based on input from the conference, working groups prepare final recommendations to update the OCMA strategic plan, and the board prepares a final report.
June 2024.	**The board adopts a two-year strategic plan and shares the final plan with the OCMA members.**
July 2024 - June 2026	Review progress toward achieving strategic objectives and update goals, objectives, and strategies as necessary.

Summary of Strategies

Throughout this report, the Project Team made recommendations based on its understanding of OCMA priorities. Those recommendations are summarized here.

1. Consider changing the name of the association to be more inclusive, e.g., Ohio Government Management Association (Board).

2. Update the strategic plan to reflect OCMA goals to grow membership, encourage professional development, and support the profession (Board).

3. Create a working group for each of the three goals and assign current association leaders to identify and propose specific strategies to achieve each goal (Board).

4. Identify, prioritize, and recommend to the Board specific strategies under each goal for OCMA to implement over the next two years (Working Groups).

5. Identify and assign specific individuals to be responsible for specific revenue-generating strategies, and to work together on those strategies (Board).

6. Incorporate diversity, equity, and inclusion (DEI) into every OCMA goal and objective, and appoint a Board member to advocate for DEI strategies.

7. Consider restructuring committees to eliminate duplication and clarify roles related to Membership, Professional Development, and Support of the Profession (Board).

8. Report on strategic direction at the OCMA conference (Board).

9. Adopt a two-year strategic plan and share the final plan with members (Board).

10. Review progress toward achieving strategic objectives, conduct an evaluation at the end of two years, and update goals, objectives, and strategies as necessary (Board).

Project Team

In July 2023, OCMA accepted an offer from the John Glenn College of Public Affairs to facilitate a strategic planning process in its role as the Secretariat for the association. The Glenn College convened a four-person project team to manage the project, facilitate three strategic planning sessions from August to October 2023, and produce the recommendations in this report.

OCMA Project Team

- Michele Boni, Orange Township
- Larry Burks, West Chester Township
- Edward Ciecka, City of Rossford (ret.)
- Robert Fowler, City of Mentor
- Bryan Heck, City of Springfield
- Daryl Hennessy, City of Sunbury
- Tracy Heno, City of Montgomery
- Amber Holloway, City of Vandalia
- Brian Humphress, City of Willard (ret.)
- Kyle Kridler, City of Delaware
- Joe Laborie, ICMA Student Chapter-OSU
- Dan Ralley, City of Hilliard
- Mark Schwieterman, City of Kettering (ret.)
- Jackie Thiel, City of Upper Arlington
- Oliver Turner, Sylvania Township
- Philip Turske, City of Norton
- Jeff Weckbach, Colerain Township
- Dan Wendt, City of Vandalia
- Kenneth Wilson, Franklin County
- Mariah Vogelgesang, City of Centerville

John Glenn College of Public Affairs Project Team

- Greg Moody, Director of Professional Development, John Glenn College of Public Affairs.
- Megan Hasting, Program Manager, John Glenn College of Public Affairs.
- Sandra Miller, Program Assistant, John Glenn College of Public Affairs.
- Dana McDaniel, Partner, Management Advisory Group.

Contact the project team:

Phone: 614-292-3242
Email: glenn-training@osu.edu
Website: glenn.osu.edu/professional-development

THE OHIO STATE UNIVERSITY
JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Appendix A – Comparison of City and County Management Associations (1 of 4)

Organization	Ohio City/County Management Association	Illinois City/County Management Association	Michigan Municipal Executives	Florida City and County Managers Association	Virginia Local Government Management Association	Texas City Management Association	Kansas Association of City/County Management
Website	https://www.ocmaohio.org/	https://www.ilcma.org/about-ilcma/	https://www.mme.org/about-mme/	https://fccma.org/	https://www.vlgma.org/	https://www.tcma.org/	https://kacm.us/
Strategic Plan	--	https://www.ilcma.org/wp-content/uploads/2023/05/ILCMA-Trifold-Brochure.pdf	https://www.mme.org/wp-content/uploads/2021/01/FINAL-mme.pdf	https://fccma.org/wp-content/uploads/2023/06/2023-State-of-the-Association_FINAL.pdf	https://static1.squarespace.com/static/5ef4d43f26e12c6968a893c4/t/63cc7084a3bccd7779fecbee/1674342532683/VLGMA+Strategic+Plan+-+June+2022.pdf	https://www.tcma.org/DocumentCenter/View/167/Strategic-Plan-PDF?bidId=	--
Case for Council Manager	https://www.ocmaohio.org/the-case-for-professional-management/	https://www.ilcma.org/why-professional-management/	https://www.mme.org/the-council-manager-plan/	https://fccma.org/professional-management-matters/		https://www.tcma.org/537/Campaign-for-Professional-City-Management	--
VISION, MISSION, AND GOALS							
Vision / Punchline	OCMA is dedicated to improving the quality of Local Governance through Professional Management.	Strengthening the Quality of Local Governance Through Professional Management	--	A professional organization of practicing public administrators from throughout Florida local governments.	Our vision is to support local government managers building great Virginia communities through ethical, inclusive, diverse innovative leadership.	--	Enhance the quality of local government and to support and assist local government professionals in Kansas.
Mission	To promote excellence in local government management and encourage personal and professional growth of local government administrators.	ILCMA promotes professional local government management through its commitment to inclusiveness, adherence to the ICMA Code of Ethics, and high-quality member support.	MME works to provide members' professional development, support their personal growth, and promote the municipal executive profession in Michigan. MME seeks to enhance management excellence, continuous improvement, and high ethical standards.	To support practitioners of local government and the cities and counties they serve in Florida through innovation, best practices and a strong code of ethics.	The primary goal of VLGMA is to strengthen the quality of local government through professional management. The Association seeks to promote professional management in a variety of ways including training, networking, member support and resource sharing.	TCMA is an organization of local government professionals dedicated to promoting the highest standards of governance, service, leadership, ethics, and education while embracing individual and regional diversity for the benefit of our membership and the cities of Texas.	KACM seeks to support member managers, administrators, and assistants through the interchange of ideas and information for professional development and through support of the individual.
Goals / Values / Strategies	- Value-Added Services - Partnerships - Stewardship of Public Funds - Excellence in Local Government - Professional Development - Efficient and Effective Government - Transparency and Access to Government	- Inclusiveness - Ethical Behavior - Advocacy for Local Government - Professionalism - Member Support	- Increase transparency - Improve Sense of Community - Increase Organizational Capacity by clarifying committee, regional group, and staffing support roles - Improve recruitment system - Advocate for Profession	- Supporting and promoting the council-manager plan as the form of local government that advances the highest ethical and professional standards - Providing education, support, information and regulation to its members - Fostering community awareness of the critical issues of governance	- Communications and Networking - Next Generation of the Profession - Civic Engagement - Membership Growth and Support - Professional Development - Leadership and Ethics	- Member driven, ethical, and inclusive - Committed to the council-manager form of government - Dedicated to effective partnerships with elected officials - Devoted to the professionalism of our organization and members - Determined to provide quality service to our membership and the cities we serve	- Supports and actively promotes council-manager government and professional management in all forms of local government - Provides training programs and publications for local government professionals that improve their skills, increase their knowledge of local government, and strengthen their commitment to the profession. - Supports members in their efforts to meet professional and personal needs.

Appendix A – Comparison of City and County Management Associations (2 of 4)

Organization	Ohio City/County Management Association	Illinois City/County Management Association	Michigan Municipal Executives	Florida City and County Managers Association	Virginia Local Government Management Association	Texas City Management Association	Kansas Association of City/County Management
GOVERNANCE AND ADMINISTRATION							
Board Members	7 (6 voting, 1 nonvoting)	10	16	15 incl. 8 District Directors	19	17	13
Staff	Secretariat Program Manager, Program Assistant	Secretariat Executive Director, Assistant Director, Program Assistant for Membership	--	Executive Director, Director of Association Services, Coordinator, Administrative Assistant	Municipal League Executive Secretary, Secretariat Conferences Contact		
Secretariat Organization	John Glenn College of Public Affairs	Northern Illinois University	--	--	Weldon Cooper Center for Public Service		
Bylaws	https://www.ocmaohio.org/ocma-constitution-and-bylaws/	https://www.ilcma.org/wp-content/uploads/2021/03/ILCMA-By-Laws_Final_2021.pdf	https://www.mme.org/mme-constitution/	https://fccma.org/wp-content/uploads/2021/09/FCCMA-Bylaws.pdf		https://www.tcma.org/DocumentCenter/View/123/Constitution-PDF	https://kacm.us/sites/default/files/KACM%20Bylaws%2012.3.20.pdf
Budget	--	--	--	--	--	$800,000	--
MEMBERSHIP							
Primary Membership	- All employees working in local government in Ohio	- City, village, and county administrators - Assistant managers and administrative assistants - Directors of councils of government and regional organizations - Others that assist the chief administrative officer including department heads	- Manager/Administrator - Senior Staff	- A person who serves as the full-time administrative head of a local government within Florida	- Local government chief executives, managers, or administrators, and deputy/assistant managers or administrators - Also included are executive directors of regional planning districts, regional service authorities, or similar regional government entities	- City administrator or city manager - Deputy or assistant city manager - Council of Government director - Deputy or assistant COG director - Anyone certified by both the member's city manager and region as performing the duties of a deputy or assistant city manger or COG director	- Chief administrative officers (CAO), assistant CAOs, and senior level staff members
Member types	- Full Member - Affiliate - Emerging Leader - Consultant	- Corporate (voting) - Retirees - Non-Voting - Student - Consulting - Affiliate	- Professional - Affiliate - Consultant - Retired - Manager in Transition - Emerging Leader (student)	- Full Member - Affiliate - Corporate - Life - Student - Subscriber	- Member - Associate - Members In Transition - Affiliate - Life - Student - Retired - Agency	- Full - Associiate - Cooperating - Distinguished - Life - Student	- Full Member - Affiliate - Business Affiliate - Students - Retired - Life
Member count	317	650+	--	689	1,122		
Membership dues	$180 full member, $360 consultant, free students and interns	$65 standard with reductions for first year, student, retiree; $325 for consultants	$425 for professional and consultant, dicounts for affiliate and retired, free for in transition and student	$200+ based on base salary with discounts for affiliate, life, student; $350 corporate	$185-$525 with discounts for all non-member types; $1,225-$2,250 agency memberships	$3 for each $1000 base salary, discounted for other types	$100-$300 based on city/county population; $150 business; discounts for all others

Appendix A – Comparison of City and County Management Associations (3 of 4)

Organization	Ohio City/County Management Association	Illinois City/County Management Association	Michigan Municipal Executives	Florida City and County Managers Association	Virginia Local Government Management Association	Texas City Management Association	Kansas Association of City/County Management
Member benefits	- Professional Development Seminars/Webinars - Professional Conferences - Professional Standards - Senior Advisors - Secretariat Support - Connect with Fellow Members	- Affiliates - Publications - Community Resource Network - Mentorship Programs - Conferences - Senior Advisor Program	- Professional Development - Connect with Fellow Members - Early Career Outreach - Professional Standards and Support	- Training - Members-In-Transition Program - Senior Advisors - Educational Support		- Annual conference - Specialized training - Regional meetings - Publications - Senior advisor - Salary survey - Coaching - Career assistance - In-transition services - Scholarships - Internships	- Directory of members - Annual member pay and benefit salary - Annual conference - Ethics information and investigation at ICMA's request - Information and support to cities and counties interested in professional management - Support of professional standards for local governmental management - Networking opportunities - Transition support
Affiliates	ICMA, County Commissioners Association of Ohio	ICMA, Illinois of Municipal Management Assistants, Metropolitan Managers Association, Downstate Management Association, Illinois Association of County Administrators, Southwest Illinois City Management Association, The Legacy Project	--	Business Watch, Florida League of Cities, ICMA	Virginia Municipal League	--	- League of Kansas Municipalities - National League of Cities - National Association of Counties - Hugo Wall School of Public Affairs - Kansas Association of Counties - National Association of Counties - ICMA - The University of Kansas - Kanstas State University Master of Public Administration
Awards	Career Achievement, Career Development/Mentoring, Profiles in Courage, Innovation in Local Government, Citizen Participation, Intergovernmental Cooperation, Community Placemaking, Community Redevelopment	Lifetime Achievement, Service to the Association, Service to the Profession, Service to the Community	Innovation, Community Leadership, Mentoring, New Executive Achievement, Executive of the Year, Outstanding Assistant, DEI Leadership, Service	Lifetime Achievement, Career Development, Professional Management Excellence, Assistant for Excellence in Leadership, Rising Star		Excellence in Ethics, City Council of the Year, Academician, Profesional	- Exellence in Management - Early Career Excellence - Career Recognition - Leadership - Sunflower Award

Appendix A – Comparison of City and County Management Associations (4 of 4)

Organization	Ohio City/County Mangement Association	Illinois City/County Management Association	Michigan Municipal Executives	Florida City and County Managers Association	Virginia Local Government Management Association	Texas City Management Association	Kansas Association of City/County Management
COMMITTEES							
Member Recruitment	Membership Services		Early Career Outreach	Membership		City Managers of Tomorrow	Membership
Member Services	Membership Services	Membership Services	Member Success		Deputies, Assistants, and Others	Membership	
Ethics		Professional Conduct	Ethics	Ethics		Ethics	Ethics
Professional Development	Professional Development and Education,	Professional Development and Education	Professional Development	Professional Development	Professional Development	Professional Development	
Conference	Professional Development and Education	Winter/Summer Conference		Conference Planning			Conference Planning
Comms		Communications		Communications	Communications and Networking		Marketing
Scholarships and Awards	Membership Services, Support of the Profession	Scholarship and Awards	Experience	Awards and Scholarships			Awards, and Foundation Funds
Executive				Fiscal and Administrative Policy, and Investment	Strategic Planning	Executive	
Nominating		Nominating				Nominating	
Advocacy	Support of the Profession		Advocacy			Advocacy, and Public Policy Task Force	
DEI	Diversity and Inclusion	Diversity, Equity, Inclusion	Diversity, Equity, Inclusion				
Affinity Groups		Municipal Managers	Regional Groups	Senior Advisors, Partners	Civic Engagement	TCMA Allies	

Category	Task	Current Assignment	Proposed Assignment
Administrative	Oversee all email and phone communications	Secretariat	Secretariat
Administrative	Schedule and attend Board meetings	Secretariat	Secretariat
Administrative	Prepare Board agendas	Secretariat	Secretariat
Administrative	Prepare and distribute meeting minutes	Secretariat	Secretariat
Administrative	Process all OCMA deposits, reimbursements, invoices, and bills (with Secretary/Treasurer)	Secretariat	Secretariat
Administrative	Initiate routine correspondence with the Board	Secretariat	Secretariat
Administrative	Manage finances and assist Secretary/Treasurer with reconciling accounts	Secretariat	Secretariat
Administrative	Monitor and maintain OCMA website	Board, Secretariat	Secretariat
Administrative	House and maintain OCMA document archive and templates	Secretariat	Secretariat
Administrative	Manage and document internal processes	Secretariat	Secretariat
Administrative	Schedule interviews for open positions and meetings as	Secretariat	Secretariat
Administrative	Design marketing materials as needed	Secretariat	Secretariat
Administrative	Liaison with ICMA and attend Quarterly Meetings	Secretariat, Support of the Profession Committee, Board President	Secretariat
Administrative	Organize Ohio Reception at the ICMA Conference	Secretariat	Secretariat
Administrative	Assist with tax filings	Secretariat	Secretariat
Membership	Define a target membership base that reflects community diversity and association values	Board	Membership
Membership	Oversee member recruitment and retention strategies	Board, Membership	Membership
Membership	Respond to inquiries from members, municipalities, and other interested parties	Board, Committee, Chairs, Secretariat	Secretariat
Membership	Review and recommend updates to membership categories and processes	Board	Secretariat
Membership	Maintain and update membership information in database	Secretariat	Secretariat
Membership	Coordination annual billing of membership dues	Secretariat	Secretariat
Membership	Conduct member survey to identify priorities	Membership Services	Membership
Membership	Oversee the communication strategy for membership and share information on the website and social media	Board	Membership
Membership	Make a recommendation to the Board on annual membership dues and due structure	Board & Committee Chairs	Membership
Membership	Recruit current OCMA members to OCMA committees	Board, Membership	Membership
Membership	Prepare monthly newsletters for OCMA members and those interested in membership	Secretariat	Secretariat
Membership	Coordinate the Annual Awards process (communication, review, selection, award)	Membership Services	Membership
Membership	Work with Senior Advisors to support Managers-in-Transition	Board, Support of the Profession	Membership
Membership	Purchase Annual Awards and provide support during the selection process	Secretariat	Secretariat
Membership	Schedule committee meetings and report back to the Board	Membership, DEI	Membership
Professional Development	Develop and carry out a professional training program for members (regional events, social activities, etc.)	Professional Development	Professional Development
Professional Development	Develop and carry out professional training activities that promote DEI in professional governance	DEI Committee	Professional Development
Professional Development	Work with Senior Advisors to provide peer support, mentorship, and coaching	Board & Committee Chairs	Professional Development
Professional Development	Foster leadership development of diverse professionals	DEI Committee	Professional Development
Professional Development	Promote the means for community engagement with diverse constituent groups	DEI Committee	Professional Development
Professional Development	*Annual Conference:* Develop the conference agenda, including keynote, speakers, and breakout sessions	Professional Development	Professional Development

Category	Task	Current Assignment	Proposed Assignment
Professional Development	*Annual Conference:* Determine Sponsorship and Benefit Levels	Board	Professional Development
Professional Development	*Annual Conference:* Select annual conference venue, dates, and	Professional Development	Professional Development
Professional Development	*Annual Conference:* Respond to requests and circulate information about the Sponsorship Program	Secretariat	Secretariat
Professional Development	*Annual Conference:* Process sponsor invoices and communicate with sponsors about their benefits	Secretariat	Secretariat
Professional Development	*Annual Conference:* Oversee the creation of the venue contract, room block, room reservations, and A/V	Secretariat	Secretariat
Professional Development	*Annual Conference:* Oversee the general communication strategy for the conference	Board, Secretariat	Professional Development
Professional Development	Oversee the communication strategy for professional development and share information on the website and social media	Professional Development, Leadership Development	Professional Development
Professional Development	Execute professional training activities when organized	Board, Secretariat	Secretariat
Professional Development	*Annual Conference:* Maintain OCMA Sponsor Outreach Database with contact information and history	Secretariat	Secretariat
Professional Development	*Annual Conference:* Develop the conference program and marketing materials	Professional Development, Secretariat	Secretariat
Professional Development	*Annual Conference:* Make arrangements for catering, room layouts, and on-site facilitation of the event	Secretariat	Secretariat
Professional Development	*Annual Conference:* Prepare all conference materials, website, and registration information	Secretariat, Professional Development	Secretariat
Professional Development	*Annual Conference:* Oversee the conference budget, pay all fees, and deposit incoming registration payments	Secretariat	Secretariat
Professional Development	*Annual Conference:* Coordinate volunteers and session moderators and guest talking points	Board, Secretariat	Professional Development
Professional Development	*Annual Conference:* Coordinate logistics for sponsor exhibit	Secretariat	Secretariat
Professional Development	*Annual Conference:* Prepare conference materials and nametags	Secretariat	Secretariat
Professional Development	*Annual Conference:* Develop conference evaluations and summarize data to share with the Board	Secretariat	Secretariat
Professional Development	Schedule committee meetings and report back to the Board	Professional Development, Leadership	Professional Development
Support of the Profession	Offer technical assistance and expertise to communities interested in professional governance	Support of the Profession	Support of the Profession
Support of the Profession	Partner with ICMA Student Chapters in Ohio	Leadership Development	Support of the Profession
Support of the Profession	Share best practices that support DEI in the profession	DEI Committee	Support of the Profession
Support of the Profession	Share publications on the website that support the profession	Support of the Profession	Support of the Profession
Support of the Profession	Oversee the communication strategy for this priority area & share information on the website/social media	Support of the Profession	Support of the Profession
Support of the Profession	Oversee the communication strategy for student engagement and share on the website and social media	Leadership Development, Support of the Profession	Support of the Profession
Support of the Profession	Develop and carry out education activities to promote the ethical standards of the profession	Board	Support of the Profession
Support of the Profession	Work with Senior Advisors to identify communities who are considering a transition to professional governance	Support of the Profession	Support of the Profession
Support of the Profession	Coordinate the G. Tracy Williams Internship Program	Support of the Profession	Support of the Profession
Support of the Profession	Organize student-focused events and programs	Leadership Development	Support of the Profession
Support of the Profession	Serve as the primary liaision with the ICMA Committee on Professional Conduct	Support of the Profession	Support of the Profession
Support of the Profession	Communicate with ICMA on any information needed in regard to ethics complaints on questions involving Ohio	Board	Secretariat
Support of the Profession	Liaison with MPA programs in Ohio	Support of the Profession	Support of the Profession
Support of the Profession	Schedule committee meetings and report back to the Board	Support of the Profession	Support of the Profession

Appendix C – OCMA Strategic Planning Worksheet (1 of 2)

SORT	ACTION ITEM	ASSIGNED TO:	START DATE:	DUE DATE:	RESOURCES:	SMART MEASURE:	STATUS:
1.0.0	GROW MEMBERSHIP						
1.1.0	Make membership as inclusive as possible.						
1.1.1	Strategy 1:						
1.1.2	Strategy 2:						
1.1.3	Strategy 3:						
1.1.4	Strategy 4:						
1.2.0	Set dues at levels that are not a barrier to membership.						
1.2.1	Strategy 1:						
1.2.2	Strategy 2:						
1.2.3	Strategy 3:						
1.2.4	Strategy 4:						
1.3.0	Grow membership through robust recruitment activities.						
1.3.1	Strategy 1:						
1.3.2	Strategy 2:						
1.3.3	Strategy 3:						
1.3.4	Strategy 4:						
2.0.0	ENCOURAGE PROFESSIONAL DEVELOPMENT						
2.1.0	Expand professional development opportunities for members at all career stages.						
2.1.1	Strategy 1:						
2.1.2	Strategy 2:						
2.1.3	Strategy 3:						
2.1.4	Strategy 4:						
2.2.0	Increase participation in the annual conference and maximize sponsorships.						
2.2.1	Strategy 1:						
2.2.2	Strategy 2:						
2.2.3	Strategy 3:						
2.2.4	Strategy 4:						

SORT	ACTION ITEM	ASSIGNED TO:	START DATE:	DUE DATE:	RESOURCES:	SMART MEASURE:	STATUS:
2.0.0	ENCOURAGE PROFESSIONAL DEVELOPMENT						
2.3.0	Provide other services that benefit members.						
2.3.1	Strategy 1:						
2.3.2	Strategy 2:						
2.3.3	Strategy 3:						
2.3.4	Strategy 4:						
3.0.0	SUPPORT THE PROFESSION						
3.1.0	Provide technical assistance to advancce professional local government.						
3.1.1	Strategy 1:						
3.1.2	Strategy 2:						
3.1.3	Strategy 3:						
3.1.4	Strategy 4:						
3.2.0	Educate the public on the benefits of professional management.						
3.2.1	Strategy 1:						
3.2.3	Strategy 2:						
3.2.3	Strategy 3:						
3.2.4	Strategy 4:						
3.3.0	Develop, review, and maintain professional standards.						
3.3.1	Strategy 1:						
3.3.2	Strategy 2:						
3.3.3	Strategy 3:						
3.3.4	Strategy 4:						