





GOVERNANCE

Develop a strong, sustainable governance and organizational structure.

HIGH-LEVEL PRIORITY ACTIONS	MEASUREMENTS	RESPONSIBLE COMMITTEE(S)	STATUS
1. Collect data to serve as benchmarks and to establish key objectives for effective Board governance (data collected from financials, members, region directors, historical records, etc.).	<ul style="list-style-type: none"> • Consultant hired to collect data. • Key data sources are identified. • Data collection process completed. 	<ul style="list-style-type: none"> • Governance Task Force 	 Completed
2. Evaluate Board structure based on data collected and determined objectives and submit recommendations to the Board.	<ul style="list-style-type: none"> • Board's actions/changes align with the data. • Increased interest in running for board positions • Member-balanced geographical regions • Defined board position descriptions 	<ul style="list-style-type: none"> • Donohue / Mejia / Nieto • Governance Task Force • Board of Directors Deadline: May 2021 	 On Point
3. Examine financial framework for appropriate investments in governance and organizational structures.	<ul style="list-style-type: none"> • Board members' increased understanding of financial framework. • Investments reflect informed Board members' decisions. • Revenues meet financial needs • Simplified membership dues structure 	<ul style="list-style-type: none"> • Hughes-Gonzalez / Mejia / Spence / Sousa / Gout • Governance Task Force • Board of Directors Deadline: April 2021 	 On Point
4. Review and update CCAC and LCC City Clerk Department Bylaws for consistency and submit to the members.	<ul style="list-style-type: none"> • Consistent Bylaws. • Terminology updated to reflect "Municipal Clerk" 	<ul style="list-style-type: none"> • Johl / Mejia / Olds • Board of Directors Deadline: May 2021 	 On Point



Key:  On Point  Slight Progress  Delayed or Stopped  Deliberately Changed

OTHER GOALS:

- Establish Regular Meeting Schedule
- Improve File Sharing System
- Update the Nomination Process to be more inviting

EDUCATION

Ensure CCAC’s educational model promotes the holistic municipal clerk.

HIGH-LEVEL PRIORITY ACTIONS	MEASUREMENTS	RESPONSIBLE COMMITTEE(S)	STATUS
<p>1. Conduct a professional, comprehensive survey of membership to benchmark their educational goals, needs, preferred delivery methods, etc.</p>	<ul style="list-style-type: none"> • Survey is completed and data serves as benchmark. • Programs and services are improved in alignment with the data. 	<ul style="list-style-type: none"> • Governance Task Force • Education Task Force 	 Completed
<p>2. Based on the data, review educational programs and institute contracts and submit recommendations to the Board.</p>	<ul style="list-style-type: none"> • Increased ways of learning. • Increased participation among all municipal clerks • Changes in managers’ perceptions of the roles of clerks. • Educational opportunities for all experience levels • Better understanding of the registration costs of the institutes • Better understanding and more input on educational offerings at the institutes • Increased communication between the institutes and the association • Balance between offering technical and soft skills • Educational offerings are affordable 	<ul style="list-style-type: none"> • Professional Development Director • Education Task Force • Board of Directors • Executive Team 	 On Point

<p>3. Partner with key organizations (i.e., LCC, ICMA, MMANC), including presenting CCAC coursework at their respective conferences.</p>	<ul style="list-style-type: none"> • CCAC members are more actively partnering with organizations and the number of presentations at professional organizations' conferences/meetings increases. • Changes in managers' perceptions of the roles of clerks. • Increase connection between our training and other organization training to not duplicate educational opportunities (i.e. cross training with CSDA or ICMA, etc.) 	<ul style="list-style-type: none"> • Regional Directors • Professional Development Director • Professional Development Committee 	<p style="text-align: center;">● On Point</p>
<p>4. Evaluate the scholarship program and submit recommendations to the Board.</p>	<ul style="list-style-type: none"> • Members are supported with lower registration fees and scholarships when needed 	<ul style="list-style-type: none"> • Professional Development Director • Education Task Force • Board of Directors 	<p style="text-align: center;">● On Point</p>




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OTHER GOALS:

- Develop a rolling 6-12-month education schedule
- Send education-related communications in a way that reaches all members
- Update the Municipal Clerk Handbook
- Promote the Athenian Leadership Society Fellowship Program and Facilitator Program

BRANDING AND COMMUNICATIONS

Create a professional brand that engages stakeholders through valuable, timely and effective communications.

HIGH-LEVEL PRIORITY ACTIONS	MEASUREMENTS	RESPONSIBLE COMMITTEE(S)	STATUS
1. Contract with an expert to conduct a member engagement survey.	<ul style="list-style-type: none"> • Consultant is engaged and survey is implemented. • Data is collected to serve as a benchmark data and includes recommendations for action. • Improved programs and services based on data. 	<ul style="list-style-type: none"> • Communications Task Force • Board of Directors 	 Completed
2. Develop and distribute a Request for Proposal for a marketing/communications plan, including but not limited to style guide, design guide, primary key messages, social media strategies, etc.).	<ul style="list-style-type: none"> • Marketing/communications expert is selected. • Plan is completed. • CCAC branding is improved and member engagement increases. 	<ul style="list-style-type: none"> • Communications Task Force • Board of Directors 	 On Point
3. Develop a marketing strategies plan, including leveraging relationships with external stakeholders, that promote the profession at-large.	<ul style="list-style-type: none"> • Increase in partnerships • Attract an IIMC Annual Conference • Changing perception of managers and others. 	<ul style="list-style-type: none"> • Communications Task Force • Board of Directors 	 On Point

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OTHER GOALS:

- Update the Municipal Clerk Elevator Speech