



STRATEGIC
PLAN
2020 - 2022

CITY CLERKS ASSOCIATION OF CALIFORNIA STRATEGIC PLAN

On October 4-5, 2019, the City Clerks Association of California's (CCAC) Board of Directors met to assess the current environmental landscape and develop a strategic plan. The strategic planning session resulted in identifying a vision for CCAC, core values and three strategic goals under Governance, Branding/Communications and Education.

The following CCAC Strategic Plan includes the mission, vision, core values and the three strategic goals CCAC will focus on in the next three years as well as the priority actions to accomplish those goals. The plan will be the foundation for the work of CCAC committees and will serve as the roadmap for ongoing strategic discussions.

MISSION

To promote the Municipal Clerk profession through education, support and communication.

Objectives

In addition to providing leadership and management training opportunities, enhancing levels of service responsive to the growing demands within our organizations, fostering proactive programs to promote effective legislation, and promoting networking among members, the objectives of the CCAC are to promote:

- the interests of City Clerks;
- professional administration and education of City Clerks' offices;
- uniform standards for administering City Clerk duties;
- improved standards of efficiency for City Clerks;
- better municipal government through increased cooperation with other municipal officials;
- legislation which supports the goals and objectives of the organization.

VISION

Empowering each municipal clerk with resources for success

CORE VALUES

- ***Integrity and Honesty***
- ***Transparency and Clear, Open Communication***
 - ***Inclusivity and Diversity***
 - ***Innovative and Progressive***
 - ***Lifelong Learning***

Strategic Goals 2020 - 2022

GOVERNANCE

Develop a strong, sustainable governance and organizational structure.

BRANDING/COMMUNICATIONS

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

EDUCATION

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

GOVERNANCE

Develop a strong, sustainable governance and organizational structure.

- ★ **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.).**
- ★ **Evaluate Board structure based on data collected and determined objectives.**
- ★ **Examine financial framework for appropriate investments in governance and organizational structures.**

BRANDING/COMMUNICATIONS

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

- ★ **Contract with an expert to conduct a member engagement survey.**
- ★ **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.).**
- ★ **Implement marketing strategies, including leveraging relationships with external stakeholders, that promote the profession at large.**

EDUCATION

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

- ★ **Conduct a professional, comprehensive survey of membership to benchmark their educational goals, needs, preferred delivery methods, etc.**
- ★ **Based on the data, modify the curriculum at all educational offerings to include key and soft skills in support of the holistic clerk.**
- ★ **Partner with key organizations (e.g., LCC, ICMA, MMANC, MMASC), including presenting CCAC coursework at their respective conferences.**