## AGENDA
### MUNICIPAL MANAGEMENT ASSOCIATION OF NORTHERN CALIFORNIA
### Board of Directors Committee Meeting
#### Thursday, December 13, 2018  |  4:00 p.m. to 5:00 p.m.
**Webex Link:** [https://mmanc.my.webex.com/](https://mmanc.my.webex.com/)  |  **Dial in:** 510-338-9438  |  **Access code:** 623 393 268

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<thead>
<tr>
<th>TOPIC</th>
<th>PREPARATION</th>
<th>PROPOSED PROCESS</th>
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<tbody>
<tr>
<td>1 <strong>Commence Meeting/Roll Call</strong>&lt;br&gt;TIME: 2 minutes&lt;br&gt;PURPOSE: Procedure&lt;br&gt;LEADER: Miranda Lutzow/Alexandra Orologas</td>
<td>None</td>
<td>- Miranda calls the meeting to order.&lt;br&gt;- Alexandra takes roll.</td>
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<td>2 <strong>Director Reports</strong>&lt;br&gt;TIME: 2-5 minutes each&lt;br&gt;PURPOSE: Informational/Feedback&lt;br&gt;LEADERS: Miranda Lutzow, Carla Hansen, Shay Narayan, Jessica Deakyne, Justin Lovell, Alexandra Orologas, Monica Davis</td>
<td>None</td>
<td>- Brief Report from all Directors:&lt;br&gt;• Finance&lt;br&gt;• Program&lt;br&gt;• Membership&lt;br&gt;• Communications&lt;br&gt;• Conference&lt;br&gt;• Vice President&lt;br&gt;• President</td>
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<td>3 <strong>2019-2024 MMANC Strategic Plan</strong>&lt;br&gt;TIME: 10 minutes&lt;br&gt;PURPOSE: Informational&lt;br&gt;LEADER: Miranda Lutzow</td>
<td>Review the adopted 2019-2024 Strategic Plan.</td>
<td>- Miranda will review the 2019-2024 MMANC Strategic Plan.</td>
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<td>4 <strong>Update –Marketing Plan</strong>&lt;br&gt;TIME: 2 minutes&lt;br&gt;PURPOSE: Informational&lt;br&gt;LEADER: Miranda Lutzow</td>
<td>None</td>
<td>- Miranda will provide an update on the strategic and marketing plan processes.</td>
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<td>5 <strong>Approval of Honorary &amp; Executive Members</strong>&lt;br&gt;TIME: 5 minutes&lt;br&gt;PURPOSE: Decision&lt;br&gt;LEADER: Justin Lovell</td>
<td>Review the list of proposed Honorary and Executive members.</td>
<td>- Justin will review the list of nominees for Honorary and Executive MMANC membership.</td>
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<td>5 <strong>Affiliate Agreement with ELGL</strong>&lt;br&gt;TIME: 10 minutes&lt;br&gt;PURPOSE: Decision&lt;br&gt;LEADER: Alexandra Orologas/Miranda Lutzow</td>
<td>Review the proposed affiliate agreement with ELGL.</td>
<td>- Alex will review the proposed affiliate agreement between MMANC and ELGL.</td>
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<td>5 <strong>2019 MMANC Board Retreat</strong>&lt;br&gt;TIME: 5 minutes&lt;br&gt;PURPOSE: Informational&lt;br&gt;LEADER: Carla Hansen</td>
<td>None.</td>
<td>- Carla will review plans for the 2019 MMANC Board Retreat.</td>
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<td>7 <strong>Signature/Regional Event Updates</strong>&lt;br&gt;TIME: 2-5 minutes each</td>
<td>Prepare short update on Region</td>
<td>- Brief Report from all Co-Chairs:&lt;br&gt;• Winter Forum Update</td>
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<td></td>
<td>PURPOSE: Informational/Feedback</td>
<td>LEADERS: All</td>
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<td></td>
<td>Women’s Leadership Summit Update</td>
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<td>Region 4</td>
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<td>8</td>
<td>Other Items and Announcements</td>
<td>None</td>
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<td></td>
<td>PURPOSE: Informational</td>
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<td>LEADERS: All</td>
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<td>9</td>
<td>Adjournment</td>
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<td>PURPOSE: Meeting’s End</td>
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This is the first strategic plan for Municipal Management Association of Northern California since its inception in 1950. The plan is a living document, featuring a comprehensive framework that can be adjusted based on the current needs of the organization. It sets forth board priorities for the next five years. Each year, board representatives make periodic updates to the Board on progress and performance of each goal. It is intended that the plan be modified in future years to ensure that stated goals are aligned with the needs of the organization.

MMANC’s goals and strategies are organized into three major Focus Areas. There are two goals within each Focus Area. Each includes a set of strategies that will enable progress toward accomplishing each individual goal.

### STRATEGIC AREAS OF FOCUS

**FOCUS AREA 1: EVENTS AND PROGRAMMING**

- **Strategic Goal 1:** Provide exceptional signature and regional events that inspire, inform and connect our members.
- **Strategic Goal 2:** Strengthen regions with targeted programming and events that meet the unique needs of each region.

**FOCUS AREA 2: PROFESSIONAL DEVELOPMENT**

- **Strategic Goal 3:** Develop the pipeline of future local government leaders.
- **Strategic Goal 4:** Establish Credentialed Government Leader (CGL) as the premier professional development program for growing local government leaders in California.

**FOCUS AREA 3: GOVERNANCE AND HEALTH**

- **Strategic Goal 5:** Expand membership within regions.
- **Strategic Goal 6:** Ensure long-term effective governance and financial health of the organization.
MISSION

Inspiring and connecting local government leaders since 1950.

VALUES

Collaboration
• Share ideas and work together to enhance the organization and the industry.
• Learn from each other and contribute innovative ideas or identify opportunities for improvement.

Professional growth
• Keeps skills and knowledge current.
• Creates an environment to mentor and cultivate successful leaders.
• Fosters new and creative thinking and solution.

Inclusiveness
• Show consideration for all points of view.
• Cultivate a broad and diverse network to exchange ideas.
• Seek to provide resources to promote and support inclusiveness.

Integrity
• Strive to do what’s right, even when it’s not easy.
• Believe in doing the right thing and following through on promises made.
• Exercise good judgment.

Public Service
• Encourages our members to develop their leadership skills to better serve our communities.
• Provides stewardship.
• Seeks ways to increase community participation and inclusion in government.
Providing high quality events and programming to our membership has always been a strategic focus. The following goals will allow the organization to ensure that all members have access to the highest quality educational and networking events, regardless of geographical location.

**GOAL 1:**
**PROVIDE EXCEPTIONAL SIGNATURE AND REGIONAL EVENTS THAT INSPIRE, INFORM AND CONNECT OUR MEMBERS.**

**OBJECTIVE 1.1:** Assess membership needs regularly to inform program offerings.

**OBJECTIVE 1.2:** Strategically program events evenly among and within regions.

**OBJECTIVE 1.3:** Rotate location of signature events geographically to promote accessibility.

**OBJECTIVE 1.4:** Standardize and inventory event programming, planning and scheduling processes.

**OBJECTIVE 1.5:** Provide exceptional events through leveraging partnerships and reflecting national and state conversations in content offered.

**OBJECTIVE 1.6:** Develop onboarding and training process for new Region Co-Chairs.
GOAL 2:
STRENGTHEN REGIONS WITH TARGETED PROGRAMMING AND EVENTS THAT MEET THE UNIQUE NEEDS OF EACH REGION.

OBJECTIVE 2.1: Develop calendar of predictable, planned region meetings to address local issues or topics.

OBJECTIVE 2.2: Expand event access for communities that have historically had lower rates of participation due to geography, resource availability, or other constraints.
Professional growth is a core value of the organization, and will continue to be an area of focus. The following goals will ensure that adequate resources are dedicated towards efforts that encourage professional development and promote the value of MMANC membership in facilitating that development.

**GOAL 3:**
**DEVELOP THE PIPELINE OF FUTURE LOCAL GOVERNMENT LEADERS.**

**OBJECTIVE 3.1:** Re-launch co-mentoring program.

**OBJECTIVE 3.2:** Create an emerging leaders scholarship program to offer discounted membership or event attendance.

**OBJECTIVE 3.3:** Develop formal strategic partnership agreements with other organizations and identify gaps and underutilized resources.

**OBJECTIVE 3.4:** Partner with other organizations in promoting the profession and building the pipeline of local government leaders.

**OBJECTIVE 3.5:** Represent MMANC membership in conversations held at state and federal-level entities.
GOAL 4:
ESTABLISH THE CREDENTIALED GOVERNMENT LEADER PROGRAM (CGL) AS THE PREMIER PROFESSIONAL DEVELOPMENT PROGRAM FOR GROWING LOCAL GOVERNMENT LEADERS IN CALIFORNIA.

OBJECTIVE 4.1: Connect CGL program to larger credentialing programs (e.g. ICMA).

OBJECTIVE 4.2: Centralize oversight of the CGL program within a single organization.

OBJECTIVE 4.3: Establish alumni groups to promote collaboration and camaraderie.

OBJECTIVE 4.4: Market CGL as a defining feature of MMANC membership.

OBJECTIVE 4.5: Create board role to oversee CGL program.

“When I found MMANC, I found my tribe. The friends I have made, the connections I’ve maintained, the knowledge I’ve gained... MMANC is the foundation that I have built upon and has sustained me through every phase in my career over the past 17 years. MMANC is not just involved in the local government management conversation, it is a part of the very fabric of the profession in California and beyond. MMANC members are leaders in making people’s lives better through local government, and I am so grateful for all MMANC has done for me and honored to be a member.”

KAREN PINKOS
ASSISTANT CITY MANAGER
CITY OF EL CERRITO
2018-2019 ICMA PRESIDENT
FOCUS 3: STRATEGIC GOVERNANCE AND HEALTH

STRATEGIC FOCUS OVERVIEW

The organization has experienced significant growth in membership within the past five years. The goals outlined below will ensure that the organization continues to expand its membership base, while focusing on professional, accountable and transparent governance.

GOAL 5: EXPAND MEMBERSHIP WITHIN REGIONS

OBJECTIVE 5.1: Evaluate membership structure and consider alternatives.

OBJECTIVE 5.2: Evaluate region boundaries to localize MMANC.

OBJECTIVE 5.3: Improve communication with members.
GOAL 6:
ENSURE LONG-TERM EFFECTIVE GOVERNANCE AND FINANCIAL HEALTH OF THE ORGANIZATION.

OBJECTIVE 6.1: Explore the options of professionalizing organization management (i.e., Executive Director or other form of contracting out).

OBJECTIVE 6.2: Ensure active board participation by setting goals and codifying the number of co-chairs for each region.

OBJECTIVE 6.3: Establish policies to address succession planning and continuity.

OBJECTIVE 6.4: Utilize technology platforms to improve communications, accountability, and document management.

OBJECTIVE 6.5: Improve legal and financial reporting transparency.

OBJECTIVE 6.6: Identify and communicate ways to involve members beyond board-level involvement.
NOMINEES FOR EXECUTIVE AND HONORARY MEMBERSHIP

Executive:

Deanna Santana, City Manager, City of Santa Clara
Jim Schultz, City Manager, City of San Rafael
Mark Danaj, City Manager, City of Fremont
Kelly McAdoo, City Manager, City of Hayward
Jovan Grogan, City Manager, City of San Bruno
Kurt Wilson, City Manager, City of Stockton

Honorary:

Karen Pinkos, City Manager, City of El Cerrito
Frank Benest, Retired City Manager, City of Palo Alto
OVERVIEW

This Agreement:

1) Formalizes the affiliate relationship between:
   a. Municipal Management Association of Northern California (MMANC);
   and,
   b. Engaging Local Government Leaders (ELGL).

2) Documents the basic terms of the relationship, which is intended to provide useful benefits and improved outcomes for both organizations.

OBJECTIVES

Both organizations offer their members resources and a community for those serving in the local government profession. Through this Affiliate Agreement, MMANC and ELGL will be able to collaboratively connect members of each respective organization to local government professional development and networking opportunities. Below are the mission statements for each organization.

MMANC

The mission of MMANC is to inspire and connect local government leaders. The organization was formed in 1950 to address the professional needs of public service professionals.

ELGL

The mission of ELGL is to engage the brightest minds in local government by:

- Providing timely, relevant, real content
- Fostering authentic, meaningful connections
- Expecting equity and inclusion
- Encouraging joy in public service
- Welcoming new ideas and technology

TERMS

1. This Affiliate Agreement is for a one (1) year term, beginning January 1, 2019.

2. Beginning 15 days before its anniversary, the Affiliate Agreement will be reviewed by both parties for consideration of a one-year extension. With confirmation from the MMANC President (upon approval by the MMANC Board) and the ELGL Executive Director (representing the ELGL Board) of the mutual desire to continue the relationship an additional term of one (1) year.
3. Modification of the terms of the agreement within the one-year term must be agreed to by both parties.

Should either party be in breach of the terms of the agreement, a notice shall be submitted by the other party seeking a remedy. If within 15 days of this written notification there is not a good faith effort to cure the breach, then the agreement may be terminated. Termination will be signed by both parties.

**SCOPE**

**MMANC Agrees to:**

1) Recognize the Affiliate relationship on its website;
2) Upon ELGL request, promote opportunities to participate in ELGL events (as attendees or panelists) via MMANC email newsletters, social media and/or events to its members, on up to six (6) occasions, each in a form subject to MMANC’s Communications Director’s approval;
3) Provide up to a one (1) complimentary registration to the MMANC Annual Conference (at the early bird member rate worth $400) to ELGL;
4) Have the MMANC President meet with the ELGL Executive Board upon request (virtually or in-person) to provide a MMANC update and hear, for future event planning, from the ELGL Board topics of interest to local government professionals;
5) Upon request, participate in planning efforts, co-host, and/or be a supporting partner for ELGL events held in Northern California, as appropriate and within MMANC’s mission.

**ELGL agrees to:**

1) Recognize the Affiliate relationship on its website;
2) Upon MMANC request, promote opportunities to participate in MMANC events (as attendees or panelists) via ELGL email newsletter, social media and/or at events to its members, on up to six (6) occasions, each in a form subject to ELGL’s approval;
3) Provide up to two (2) complimentary registrations to MMANC to be used for registration the annual ELGL conference, for example, #ELGL19 (at the early bird member rate worth $200 each, for a total worth $400);
4) Have the ELGL Executive Director meet with the MMANC Executive Board upon request (virtually or in-person) to provide a ELGL update and hear, for future event planning, from the MMANC Board topics of interest to local governments to factor into future planning;
5) Upon request, participate in planning efforts, co-host, and/or be a supporting partner for MMANC events, as appropriate and within ELGL’s mission.

**MUTUAL RELATIONSHIP**
The parties willingly enter into this Affiliate Agreement; it does not constitute a legal partnership, but rather an arrangement to cooperatively work together. This agreement may not be assigned by either party to any other entity without the approval of the undersigned or their equivalent.

This Agreement is entered into on ___________________________.

Month   Day   Year

Agreed to by:

______________________________     ______________________________
Kirsten Wyatt  Miranda Lutzow
Executive Director  Board President
ELGL  MMANC
19363 Willamette Drive, #193  950 Glenn Drive, Suite 150
West Linn, OR 97068  Folsom, CA 95630
919-225-2961  855-737-2687