



*Michigan Association of Municipal Clerks
Five Year Strategic Plan
August, 2009*

Facilitated by:
Lew. G. Bender Ph.D. Consulting and Training Services

2009-2010 MAMC Board

Todd M. Blake, CMC, President

Evan Hope, CMC, First Vice President

Nancy M. Weiss, MMC, Third Vice President

Betty L. Kennedy, MMC, Director, Treasurer

Carolyn Boersma, Director, Secretary

Sue Hillebrand, CMC, Director, Ways & Means/Media Relations

Chris Swope, CMC, Director, Co-Chair/Conference Committee

Joel Hondorp, CMC, Director, Education Chair

Dan Kasunic, CMC, Director, Conference Chair

J. Cherilynn Tallman, Director, Education Co-Chair

Terry Bennett, CMC, Director, Membership

Jeff Hawkins, CMC, Second Vice President

Ann Ulrich, CMC, Past President

CONTENTS

- I.** Overall Observations
- II.** MAMC Vision Tour: 2014
What a visitor would observe in five years
- III.** Major goal areas supporting the Vision Program
- IV.** Outline of each major goal area with board members that are identified to champion each goal
- V.** Closing Comments

I. Facilitator's Overall Observations

The MAMC Board held very healthy discussions and made some important decisions during this day long retreat. The following Goal Areas and outlines for each goal area reflect the direction that the Board wished to pursue in each of the four areas. The Board also agreed that the champions for each goal area had the following roles, responsibilities and rights:

- ✓ To recruit members from the MAMC to participate in the task groups needed to create and implement the group.
- ✓ To “re-size” the goal objectives and tasks to fit work that could be completed within a year.
- ✓ To report to the Board on the tasks that will be completed within a year.
- ✓ To make adjustments as opportunities and challenges appear throughout the year and report to the Board on those adjustments.

II. MAMC Vision Tour: 2014

- ✓ 70 % – 80 % of all municipal clerks are members of MAMC
- ✓ Updated technology is used for internet based membership communications, mentoring and networking; i.e. Facebook
- ✓ Parties want MAMC support for SOS
Effective legislative lobby
PAC money
- ✓ Vibrant education relative to all jurisdictions
- ✓ MAMC has a promotion piece that is part of a branding and marketing plan
- ✓ Resource guide for Clerks – who do you call for clerk expertise access
- ✓ Introducing administrative assistant
Discussing full time and the need for an executive director
The board in leadership role rather than clerical
- ✓ Clerks have been surveyed for needs
- ✓ MAMC creates its own certification program for CMC, in coordination with IIMC's, but separate if needed
- ✓ Regional collaboration is in place
- ✓ Membership is regional represented body
- ✓ Credible communication and reputation
- ✓ Regional education with IIMC
Got to get the same points
- ✓ Collaboration with local clerks
- ✓ MAMC district/regional subgroups (form a connection with MAMC board)

- ✓ Advisory subgroups to MAMC Board of Directors

III. Major goal areas supporting the Vision Program

- ✓ Membership and Connection to MAMC
- ✓ Create and Implement MAMC Certification
- ✓ Create and Implement MAMC support staff
- ✓ Expand User Friendly Technology

IV. Outline of each major goal area and identify champions

A. Membership and Connection to MAMC

Champions: Terry Bennett and Carolyn Boersma

- ✓ Mentoring
- ✓ Branding
- ✓ Form a Regional Delegates Committee
- ✓ Implement a semi-annual Clerking 101 class
- ✓ Expand influence to legislators

Describe the final goal outcome

- ✓ Jan/Feb 2013 Regional Clerking 101 is sub committee of Education Committee

One Year from now – accomplish the following

- ✓ Develop membership brochure
- ✓ Develop new member packet: membership certificate and car decals presented to new members and tied into the mentoring program
- ✓ Post information about regional county meetings on website and send MAMC representative to meetings
- ✓ Introduce regional delegate concept with representatives of geographic areas acting in advisory capacity to the Board to report to Board of Directors three times a year
- ✓ Form Clerking 101 sub-committee to implement annual/semi annual “traveling” classes to include membership packet
- ✓ Survey membership for opinions about: membership fee schedule, roadblocks to membership, interest in serving as regional representative
- ✓ Establish incentives for first time memberships and first time conference attendance

B. Create and Implement MAMC Certification

Champions: Joel Hondorp, Cherilynn Tallman and Dan Kasunic

Describe the final goal outcome

- ✓ Continue to strengthen education program
- ✓ Expand Clerking 101 topics
- ✓ Offer regional training based on needs
- ✓ Create and retain a list of MAMC speakers
- ✓ Survey membership to determine needs and wants. The survey will contain 5 – 10 questions and will be distributed to members and non-members.
Distribute to participants at March Institute and Master Academy and mail to non-participants and non-members.
- ✓ Basic institute certification
Three year institute and extras
- ✓ MCMC – Michigan Certified Municipal Clerk
- ✓ Ongoing Master Academy certification
IIMC or equal, following IIMC program
MMMC Michigan Master Municipal Clerk

One Year from now – accomplish the following

- ✓ In one year, bring survey results to IIMC

C. Create and Implement MAMC Support Staff

Champions: Todd Blake, Evan Hope and Sue Hillebrand

Administrative Assistant/Executive Director to assist committees with clerical duties to allow board members to focus on the big picture

- ✓ Confirm job description and set parameters for the board
 - ✓ Establish position that utilizes a 1099 at least in the initial years.
 - ✓ Set range of pay and budget to support
Part time – 20 hours per week or professional service
Use of fund balance first two years (\$15,000 - \$20,000)
 - ✓ May evolve with added demands (i.e. fulltime assistant or executive director)
 - ✓ If professional service contractor, then create an RFP if not, start search – advertise via list serve and websites for MML, MTA periodicals
 - ✓ Linked software
 - ✓ Target is January 1, 2010 start date

D. Expand User Friendly Technology

Champions: Nancy Weiss, Chris Swope and Betty Kennedy

The goal/outcome is to provide resource information for small, medium and large communities.

- ✓ Create/expand web based member services program
- ✓ Membership
- ✓ Communications
 - List serve
 - Message board i.e. Twitter/Facebook etc.
 - Information resources and areas ie. subject headlines, topics, relationship resources
- ✓ On-line education programs
 - Web streaming
 - On-line classes
 - Support materials
 - Testing
- ✓ Certification evaluation tracking/monitoring
- ✓ Click areas for small, medium, large and general information/members
- ✓ Click area for non-members
- ✓ Interactive – send us a message
- ✓ Interactive forms for payments and registration

One Year from now – accomplish the following

- ✓ Investigate and evaluate present technology and look at proposal for web services
- ✓ Reorganize resource pages

Year three through five

- ✓ Expand on line education programs

V. Closing Comments: Next Steps

The Board agreed to the following next steps:

- a. At the next Board Meeting each Goal Area Champion would present their plan for moving their respective Goal area forward, including the items they intend to complete in the first year and the members they will include on their task group. The Board will review, adjust and bless the plans for moving forward.
- b. At least one goal area should be discussed or status updated at each meeting of the Board.
- c. The Board should hold a “mini-retreat” circa February to review and discuss all four Goal Area with all of the Champions.
- d. The Board should meet again in the summer of 2010 to review, revise and update the Strategic Plan. You all will be most welcome to convene here on the banks of the Pine River!