

## 2024-2027 NHMA Strategic Plan

NHMA Vision: NHMA is known as the premier source of information and support needed for town and city officials to effectively serve the public.

NHMA Mission: NHMA supports effective municipal government by leveraging the collaborative strengths of NH cities and towns through education, training, advocacy, and legal services.

Overall Objective of 2024-2027 Strategic Plan: Enhance NHMA's impact and sustainability to serve our members to effectively conduct the work of their municipalities.

Strategic Priority #1: Member Services and Programs -- NHMA knows its members' needs and is responsive.

	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027 future	Point Person(s)	Progress (+ or -)
re: Se	rvices and Programs								
1A	Training/Education: Elevate importance of	Increase attendance at trainings; train more local officials	Increase attractiveness of NHMA training by offering						
	NHMA trainings and education; hold NHMA up	so that they are better able to effectively serve their	training credits and/or certificates for training						
	as the the premier educational resource for	constituents; help reduce turnover in municipal offices							
	local officials	and positions by supporting municipal officials with the							
		tools they need to do their jobs; leverage our expertise in							
		running events and understanding local officials' needs							
						х		Event Coord & Comm Coord	
			Develop annually recommended "NHMA curriculum" for						
			local officials						
				Х				Legal Svcs & Event Coord	
			Use portal data to focus on members that are not using						
			our trainings and to understand what barriers may exist						
			or what different types of trainings are needed						
						x		Comm Coord & Event Coord	
			Better promote our library of recorded trainings and						
			webinars	х				Comm Coord	
1B	Training/Education: Enhance trainings by	Increase perspectives and expertise present at our	Identify and evaluate duplicative training efforts in NH						
	leveraging strategic partnerships	trainings; Cut down on duplication of training efforts	and consider efficient ways of collaborating						
		where commonalities exist across organizations; Create							
		opportunity for NHMA staff to learn from other experts in							
		their fields				х		Event Coord & Exec Dir	
			Use outside speakers, such as current or retired local						
			officials, for more practical training (i.e. best practices or						
			nonlegal trainings)			x		Comm Coord & Event Coord	

			T					
1C	1	Enhance local officials' understanding of NHMA's	Determine effectiveness and accessibility of NHMA's					
		advocacy work and of activity at the legislature; Broaden	legislative information and communications, including					
	· ·	the number of local officials who are aware, educated,	the Legislative Bulletin, bill tracker (FastDemocracy), and					
	NHMA's advocacy efforts on behalf of cities and	and engaged with the legislature and with their legislators	other email campaigns, then assess the most effective					
	towns		ways to communicate with local officials on the bills most					
			important to their town or city					
							V	Gov Affairs & Comm Coord
			Encourage governing body members to invite legislators				^	GOV Arians & Commit Coold
			regularly to board meetings to discuss legislation and					
			ensure board members have the information they need					
			to have those discussions			Х		Gov Affairs
1			Keep local officials informed about how their legislators					
			are voting on bills of interest			Х		Gov Affairs & Comm Coord
			Optimize use of the member portal for legislative					
			communications and for more targeted outreach and to					
			determine where there are communication gaps in our					
			membership on legislation and assess how to address					
			them so that all members are receiving critical legislative					
			communications			<b>~</b>		Comm Coord
			Consider and implement new ways to communicate (e.g.			^		Comm coord
			podcasts, weekly video, legislative updates,					
			editorials/press releases/letters to the editor, Linked-in					
			group)				Х	Gov Affairs & Comm Coord
			Produce more public policy "white papers" and research					
			to assist in educating local officials, legislators, and the					
			general public on issues affecting local government and					
			how state policy affects local governments in New					
			Hampshire, to help address growing "anti-local					
			government" sentiment in our legislature					
						х		Gov Affairs
			Improve use of FastDemocracy (bill tracker) both for					1500
			internal operations and external communications					
			The state of the s			v		Gov Affairs & Comm Coord
1D	Legal Services: Improve efficiency of legal	Increase accessibility of legal advice and education and	Assess current legal inquiries system and its efficiency;			^	+	GOV AITAITS & COITIITI COUTU
חד	1 -		- · · · · · · · · · · · · · · · · · · ·					
	1	consider different modes of delivering legal advice and	consider other ways to deliver standard legal information					
	of legal advice to NHMA members	guidance aside from direct legal inquiries, appealing to a	through "practical" trainings and documents or					
		broader group of local officials.	streamlined "self service" approaches, such as stock					
			answers, self screening FAQ's, or other short guidance					
			documents					
L				<u>,                                    </u>	x			Legal Svcs & Admin Asst

			T						1	
			Develop library of frequently asked legal questions or							
			"legal notes" and other helpful ways to summarize/share							
			legal advice being provided to members on common legal							
1			issues (while preserving confidentiality) for publication on							ļ
			website, in Town & City magazine							
			, ,			x			Legal Svcs & Comm Coord	
			Develop more short guidance documents and assess							
			effectiveness and value of current publications (NHMA							
			production time vs. usefulness to membership)							
						х			Legal Svcs & Comm Coord	
			Assess how to build more capacity for legal services,							
1			including outsourcing specific projects and other							
			partnerships in producing advice and trainings							
						x			Legal Svcs & Exec Dir	
	re: Data and Metrics			2024	2025	2026	2027 fu	ture	Point Person(s)	Progress (+ or -)
1E	Utilize data to improve our programs and	A flexible and responsive organization	Annually adjust menu of programs and services to meet							
	services		demand; balance between regularly scheduled							
			programming and "timely" topics			x			Event Coord & Comm Coord	
		Ensure NHMA has a clear understanding of member needs							Event coord & commit coord	
		and interests, including regional needs; NHMA can better	consider other ways to collect this data and to present							
		target outreach and communications and identify gaps in	data to members							
		usage of member benefits to determine how to better	data to members							
		serve our members and show our value								
		serve our members and show our value								
						X			Bus Admin & Comm Coord	
1G	Use data to better connect with and engage		Optimize the member portal; improve manner in which							
	members throughout the State		we receive and assess feedback from members							
							х		Bus Admin & Comm Coord	
			Optimize legal service tracking system: review current							
			system for inefficiencies, areas of improvement; consider							
			ways in which the data collected in the tracking system							
			can be better used to inform our publications, trainings,							
			and other guidance documetns (while always preserving							
			attorney-client privilege)							
									Legal Svcs & Comm Coord	
1H	Better cross departmental information sharing	Staff understands how members are interacting with our	Continued staff training on use of portal and			X			Legai SVCS & Collilli Coord	
ΤΠ		website								
	and use of analytics (Google and portal)	WEDSILE	understanding of member needs							
				Х			Х		Bus Admin	
Strat	tegic Priority #2: Member Outreach	NHMA knows its members and effectively eng	ages with them.							
J W.	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027 fu	ture	Point Person(s)	Progress (+ or -)
	RE: Outreach to Members	The character of courses	process (now a note significant incasares)	2024	2023	2020	2027 Iu	tare	1 01110 1 013011(3)	10g1E33 (1 01 -)
	NE. Oddieddii to Meinibers									

Gain a better understanding of our our universe of members		Fully utilize NHMA portal and data system (see Strategic Priority Goal #1G)			<u> </u>	×	x	Bus Admin	
		Ideally connect with at least one person in each municipality (a pointperson)	x					Comm Coord	
Bring new officials into the NHMA fold sooner		Develop welcome information and recommended p training for new local officials			x			Legal Svcs & Comm Coord	
Effectively connect with members		Continued direct phone/text/in-person outreach to members by staff throughout the year to understand their needs and their knowledge of our services; consider board outreach to communities or form a board outreach committee and engage in targeted outreach and programs that are of interest to members and participants			x			Exec Dir & Comm Coord	
		Expand outreach efforts by connecting with members throughout the year, visit multiple towns in all 7 regions (if possible establish a regional point person)							
RE: Communication with members and partners			2024	2025	202€	202	7 future		Progress (+ or -)
Assess all forms of communication and their effectiveness	mind for city and town officials	Review current communication efforts; Develop a 3-year communication and branding plan with stakeholder targets and measurements (vet contractors for website and branding tasks)				X		Exec Dir & Comm Coord	
	1	Engage in targeted outreach to members in all 7 regions of the state			x		х	Exec Dir	
Work with strategic partners		Co-produce conferences, trainings, and events as appropriate; Speak at one another's trainings			/'	x	x	Exec Dir	
		Identify and nurture partnerships with organizations that align with NHMA's vision and mission			<sub> </sub>			5.5	
Re: Board membership			2024	2025	2026	X 202	7 future	Exec Dir Point Person(s)	Progress (+ or -)
Assess board responsibilities, duties, and	A well-functioning board	Conduct Board Self-assessment; review committee and	2027	2023	2020	2021	luture	Politi Personia,	riugiess (1 oi )
performance		board member "job descriptions"; review bylaws			١,	l	Ţ	Exec Dir	
	Bring new officials into the NHMA fold sooner  Effectively connect with members  RE: Communication with members and partners  Assess all forms of communication and their effectiveness	maximum effect on our members  Bring new officials into the NHMA fold sooner  Better engagement and training of local officials will promote good governance in the community and also help keep NHMA "top of mind" for local officials  Effectively connect with members  Members find deep value in NHMA membership; Increase participation at the NHMA annual conference  RE: Communication with members and partners  Assess all forms of communication and their effectiveness  NHMA is a well-known entity around the state and top of mind for city and town officials  Work with strategic partners  Extend our communication access points and network	maximum effect on our members    Ideally connect with at least one person in each municipality (a pointperson)	maximum effect on our members  Ideally connect with at least one person in each municipality (a pointperson)  Reference officials into the NHMA fold sooner promote good governance in the community and also help training for new local officials  Effectively connect with members  Members find deep value in NHMA membership; Increase participation at the NHMA annual conference increase participation at the NHMA annual conference  Increase participation at the NHMA annual conference  Expand outreach to communities or form a board outreach committee and engage in targeted outreach and programs that are of interest to members and participants  RE: Communication with members and partners  Review current communication efforts; Develop a 3-year communication and their feffectiveness  MHMA is a well-known entity around the state and top of mind for city and town officials  Review current communication efforts; Develop a 3-year communication and branding plan with stakeholder targets and measurements (vet contractors for website and branding tasks)  Engage in targeted outreach to members in all 7 regions of the state  Work with strategic partners  Extend our communication access points and network  Co-produce conferences, trainings, and events as appropriate; Speak at one another's trainings identify and nurrure partnerships with organizations that	maximum effect on our members    Ideally connect with at least one person in each municipality (a pointperson) x	Maximum effect on our members   Ideally connect with at least one person in each municipality (a pointperson)   X	maximum effect on our members    deally connect with at least one person in each municipality (a pointperson)	maximum effect on our members    deally connect with at least one person in each municipality (a pointperson)	Maximum effect on our members   Meally connect with at least one person in each municipality (a pointperson)   x   x   x   Bus Admin

	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027	future	Point Person(s)	Progress (+ or -)
4	Evaluate NHMA staffing and team structures	Balance demands with staff capacity; NHMA is known as a	Review current responsibilities to right-size workloads							
		great employer; address the fact that NHMA staff are	and to consider future staffing.							
		currently stretched too thin			x				Exec Dir	
3	Evaluate NHMA legislative demands	Close gap between capacity and ability	Compare other municipal associations: how much							
			legislation do they deal with and size of staff		x				Exec Dir	
	Review staff benefits	Attract and retain talent	Conduct wage and benefits review (e.g. cafeteria plan							
			benefits beyond healthcare such as childcare, FSA, paid							
			parental leave); Look at work/life balance and flex time							
					x				Exec Dir & Bus Admin	
)	Staff engages in professional development	Staff expertise and networking continually increases; staff	Encourage staff to identify training opportunities and							
		are inspired and motivated to bring new ideas to NHMA	create individual development plans							
								x	Exec Dir	
			Encourage staff to learn from other organizations and							
			professionals both within and outside of NH				х	x	Exec Dir	
	Anticipate staffing changes	Position NHMA for the future; support smooth transition	Review/update succession plan as necessary (in case of							
		planning for staff retirements and potential new staff	emergency); review overall organizational structure							
							х		Exec Dir	
			Develop a 3-year staffing plan (based on results of 3A							
			findings)			х			Exec Dir	
	Raise awareness of NHMA's work and	Retain and attract talent; create awareness of careers at	Hire externs and interns (UNH Law School, but also							
	workplace	NHMA and in local government	consider other intern programs such as UNH Carsey							
			School);							
			Encourage staff to participate in leadership programs							
			(e.g. Leadership NH, chambers, regional leadership							
			programs)				x		Exec Dir	
			Raise awareness of NHMA through more staff external							
			work and speaking engagements					x	Exec Dir	
			Provide regional dinners or other events in the field							
						x			Exec Dir & Event Coord	
ra	tegic Priority #4: Revenue Generation	Find new sources of revenue to better serve	NHMA members.							
	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027	future	Point Person(s)	Progress (+ or -)
	Examine existing non-dues revenue streams to	A clear picture of revenue and expenses	Review and analyze cost and time spent on various						` '	
	determine viability and sustainability		streams of nondues revenues, such as training, AMS							
			group contracts, sponsorship programs, publications, etc.							
			and assess how they fit into NHMA's fulfillment of its							
			•				1			1
			mission. Determine the most cost effective and							
			mission. Determine the most cost effective and consistent revenue streams that align with our mission							

4B	Diversify revenue streams	Assure financial stability	Continually look for new revenue opportunities (e.g. co-							
	,	,	hosting events, contractual opportunities)				x		Exec Dir	
4C	Increase non-dues revenue	Sustain and grow NHMA	Develop 3-year budget				х		Exec Dir & Bus Admin	
4E	Assess potential consulting/specialized services	Meet individualized needs of members	Create a business plan to consider possible services,							
	for members		demand, staffing needs, timeline			x			Exec Dir	
4F	Examine potential to add a 501c3 arm	Access grant dollars	Research, and possibly establish, an IRS 501(c)(3) entity							
			and governance structure to provide additional services							
			and to open up grant and other funding opportunities to							
			support cities and towns			x			Exec Dir	
Strat	egic Priority #5: Innovation NHMA i	s nimble, adaptive, and responds to change.								
	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027	future	Point Person(s)	Progress (+ or -)
5A	Encourage a culture of entreprenuerial thinking	Address and embrace change; consider new ways of	Determine a process for incubating and testing new ideas							
5A	Encourage a culture of entreprenuerial thinking	Address and embrace change; consider new ways of working; foster and promote new ideas and deep thinking								
5A	Encourage a culture of entreprenuerial thinking	,					x	x	Exec Dir	
5A 5B		,					х	х	Exec Dir	
		working; foster and promote new ideas and deep thinking	and opportunities			x	х	х	Exec Dir Exec Dir	
	Address challenges in attracting and retaining	working; foster and promote new ideas and deep thinking	and opportunities  Develop/join Municipal Workforce initiatives or Task			x	x	x		
	Address challenges in attracting and retaining	working; foster and promote new ideas and deep thinking	and opportunities  Develop/join Municipal Workforce initiatives or Task Forces		x	x	x	х		
	Address challenges in attracting and retaining	working; foster and promote new ideas and deep thinking	pand opportunities  Develop/join Municipal Workforce initiatives or Task Forces  Encourage and support members in participating in		x	x	x	x	Exec Dir	
	Address challenges in attracting and retaining	working; foster and promote new ideas and deep thinking	Develop/join Municipal Workforce initiatives or Task Forces Encourage and support members in participating in leadership programs		x	x	x	x	Exec Dir	
5B	Address challenges in attracting and retaining qualified municipal workforce	working; foster and promote new ideas and deep thinking Bring more people into the field	Develop/join Municipal Workforce initiatives or Task Forces  Encourage and support members in participating in leadership programs  Encourage retirees to mentor new people in field		x	x	x	x	Exec Dir	
5B	Address challenges in attracting and retaining qualified municipal workforce  Keep track of national league trends and like-	working; foster and promote new ideas and deep thinking  Bring more people into the field  Keep finger on the pulse; ensure that NHMA's products	Develop/join Municipal Workforce initiatives or Task Forces  Encourage and support members in participating in leadership programs  Encourage retirees to mentor new people in field  Attend National League of Cities events and stay		x	x	x	x	Exec Dir	
5B	Address challenges in attracting and retaining qualified municipal workforce  Keep track of national league trends and like-	working; foster and promote new ideas and deep thinking  Bring more people into the field  Keep finger on the pulse; ensure that NHMA's products and services do not become outdated and irrelevant;	Develop/join Municipal Workforce initiatives or Task Forces  Encourage and support members in participating in leadership programs  Encourage retirees to mentor new people in field  Attend National League of Cities events and stay connected with them (ED, admin staff, etc.); continue to		x	x	x	x	Exec Dir	
5B	Address challenges in attracting and retaining qualified municipal workforce  Keep track of national league trends and like-	working; foster and promote new ideas and deep thinking  Bring more people into the field  Keep finger on the pulse; ensure that NHMA's products and services do not become outdated and irrelevant; assist municipal officials in new ways of thinking and	Develop/join Municipal Workforce initiatives or Task Forces  Encourage and support members in participating in leadership programs  Encourage retirees to mentor new people in field  Attend National League of Cities events and stay connected with them (ED, admin staff, etc.); continue to foster relationships with other New England municipal		x	x	x	x	Exec Dir	