



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: Services and Programs										
1A	Training/Education: Elevate importance of NHMA trainings and education; hold NHMA up as the the premier educational resource for local officials	Increase attendance at trainings; train more local officials so that they are better able to effectively serve their constituents; help reduce turnover in municipal offices 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	Increase attractiveness of NHMA training by offering training credits and/or certificates for training			x			Event Coord & Comm Coord	
			Develop annually recommended "NHMA curriculum" for local officials	x					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	x					Comm Coord	
1B	Training/Education: Enhance trainings by leveraging strategic partnerships	Increase perspectives and expertise present at our trainings; Cut down on duplication of training efforts where commonalities exist across organizations; Create opportunity for NHMA staff to learn from other experts in their fields	Identify and evaluate duplicative training efforts in NH and consider efficient ways of collaborating			x			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	

1C	Advocacy: Heighten awareness among city and town officials about legislation and its potential ramifications on municipalities and bolster NHMA's advocacy efforts on behalf of cities and towns	Enhance local officials' understanding of NHMA's advocacy work and of activity at the legislature; Broaden the number of local officials who are aware, educated, and engaged with the legislature and with their legislators	Determine effectiveness and accessibility of NHMA's legislative information and communications, including the Legislative Bulletin, bill tracker (FastDemocracy), and other email campaigns, then assess the most effective ways to communicate with local officials on the bills most important to their town or city				x		Gov Affairs & Comm Coord
			Encourage governing body members to invite legislators regularly to board meetings to discuss legislation and ensure board members have the information they need to have those discussions			x			Gov Affairs
			Keep local officials informed about how their legislators are voting on bills of interest			x			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			x			Comm Coord
			Consider and implement new ways to communicate (e.g. podcasts, weekly video, legislative updates, editorials/press releases/letters to the editor, Linked-in group)				x		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			x			Gov Affairs
			Improve use of FastDemocracy (bill tracker) both for internal operations and external communications			x			Gov Affairs & Comm Coord
1D	Legal Services: Improve efficiency of legal services operations and effectiveness of delivery of legal advice to NHMA members	Increase accessibility of legal advice and education and consider different modes of delivering legal advice and guidance aside from direct legal inquiries, appealing to a broader group of local officials.	Assess current legal inquiries system and its efficiency; consider other ways to deliver standard legal information through "practical" trainings and documents or streamlined "self service" approaches, such as stock answers, self screening FAQ's, or other short guidance documents	x					Legal Svcs & Admin Asst

			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 issues (while preserving confidentiality) for publication on website, in <i>Town & City</i> 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)			x				Legal Svcs & Comm Coord	
			Assess how to build more capacity for legal services, 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	future	Point Person(s)	Progress (+ or -)	
1E	Utilize data to improve our programs and services	A flexible and responsive organization	Annually adjust menu of programs and services to meet demand; balance between regularly scheduled programming and "timely" topics			x				Event Coord & Comm Coord	
		Ensure NHMA has a clear understanding of member needs and interests, including regional needs; NHMA can better target outreach and communications and identify gaps in usage of member benefits to determine how to better serve our members and show our value	Evaluate effectiveness of Municipal Wage Survey and consider other ways to collect this data and to present data to members			x				Bus Admin & Comm Coord	
1G	Use data to better connect with and engage members throughout the State		Optimize the member portal; improve manner in which we receive and assess feedback from members				x			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 documents (while always preserving attorney-client privilege)			x				Legal Svcs & Comm Coord	
1H	Better cross departmental information sharing and use of analytics (Google and portal)	Staff understands how members are interacting with our website	Continued staff training on use of portal and understanding of member needs	x				x		Bus Admin	
Strategic Priority #2: Member Outreach -- NHMA knows its members and effectively engages with them.											
	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027	future	Point Person(s)	Progress (+ or -)	
RE: Outreach to Members											

Strategic Priority #3: Staffing -- Providing expertise to our members while taking into account overall staff capacity.

	Goals (what)	Intended outcome (results)	Actions (how & note significant measures)	2024	2025	2026	2027	future	Point Person(s)	Progress (+ or -)
3A	Evaluate NHMA staffing and team structures	Balance demands with staff capacity; NHMA is known as a great employer; address the fact that NHMA staff are currently stretched too thin	Review current responsibilities to right-size workloads and to consider future staffing.		x				Exec Dir	
3B	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	
3C	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	
3D	Staff engages in professional development	Staff expertise and networking continually increases; staff are inspired and motivated to bring new ideas to NHMA	Encourage staff to identify training opportunities and create individual development plans					x	Exec Dir	
			Encourage staff to learn from other organizations and professionals both within and outside of NH				x	x	Exec Dir	
3E	Anticipate staffing changes	Position NHMA for the future; support smooth transition planning for staff retirements and potential new staff	Review/update succession plan as necessary (in case of emergency); review overall organizational structure				x		Exec Dir	
			Develop a 3-year staffing plan (based on results of 3A findings)			x			Exec Dir	
3F	Raise awareness of NHMA's work and workplace	Retain and attract talent; create awareness of careers at NHMA and in local government	Hire externs and interns (UNH Law School, but also 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	

Strategic 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 -)
4A	Examine existing non-dues revenue streams to determine viability and sustainability	A clear picture of revenue and expenses.	Review and analyze cost and time spent on various 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 mission. Determine the most cost effective and consistent revenue streams that align with our mission areas.		x				Exec Dir & Bus Admin	

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				x		Exec Dir & Bus Admin
4E	Assess potential consulting/specialized services for members	Meet individualized needs of members	Create a business plan to consider possible services, 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

Strategic Priority #5: Innovation -- NHMA is 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 entrepreneurial thinking	Address and embrace change; consider new ways of working; foster and promote new ideas and deep thinking	Determine a process for incubating and testing new ideas and opportunities				x	x	Exec Dir	
5B	Address challenges in attracting and retaining qualified municipal workforce	Bring more people into the field	Develop/join Municipal Workforce initiatives or Task Forces			x			Exec Dir	
			Encourage and support members in participating in leadership programs		x					
			Encourage retirees to mentor new people in field				x	x	Exec Dir	
5C	Keep track of national league trends and like-organizations	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 operating through examples from other states and other state leagues	Attend National League of Cities events and stay connected with them (ED, admin staff, etc.); continue to foster relationships with other New England municipal leagues (ED meetings, advocacy staff meetings, try to establish a regular meeting of the legal staffs)				x	x	Exec Dir	