



# 2024 – 2026 Strategic Plan



*We have set our sights even higher as we look ahead to the next three years.*

## United to Advance Pennsylvania's Municipalities

The 2024-2026 Strategic Plan of the Pennsylvania Municipal League aims to be both ambitious and attainable. Rather than acting as an anchor, the plan is designed to function as a guiding rudder, helping us navigate challenges and capitalize on opportunities in the coming years.

**Our most recent strategic plan was instrumental in allowing us to grow and strengthen our offerings for municipal leaders and become a more effective organization.** Building upon the success of that plan, we again engaged 2B Communications & Strategy Group to help us create a data-informed and actionable plan that would serve as a source of inspiration and motivation for our members and staff.

We have set our sights even higher as we look ahead to the next three years. **Among the many opportunities on the horizon is The League's 125th anniversary of serving those who serve municipalities in Pennsylvania.** We will mark this milestone in 2025 with a year-long commemoration involving municipal leaders and communities across the commonwealth.

We extend our sincere appreciation to everyone who contributed to the in-depth and insightful research, the reflective analysis, and the creation of our new strategic plan. We are confident its successful implementation will strengthen and empower effective local government and advance our vision of a thriving commonwealth.

Our 2024-2026 Strategic Plan was approved by the League's Board of Directors on January 10, 2024.



## **We Listened. We Learned. We Focused.**

Developing The League's path forward was an inclusive process that challenged and engaged our Board of Directors, members, and staff.

Our discovery process included:

- Interviews with internal and external stakeholders
- Surveys to gather input from our members, Business Leaders Network, and staff
- Evaluating our member programs and offerings
- Conducting a thorough examination of our organizational performance

### **Our research affirmed that The League has many strengths from which to build.**

We remain uniquely positioned to advocate for and serve Pennsylvania's municipal leaders as they address their communities' increasingly complex needs. We also gained insights on what more we can do to serve elected and appointed municipal leaders who fulfill vital roles in diverse communities across the commonwealth.

The process included a series of collaborative planning sessions, which provided the space for us to understand, debate, and craft our new plan. We agreed that the time was right to review and update The League's mission, vision, and core values to which we are firmly committed.

**We have laid the groundwork for future success by formulating a plan that will enable us to sustain strategic focus and adapt to ongoing shifts and changes.** It contains fresh mission and vision statements, refined core values, and a new set of goals and strategies that prioritize the needs of elected and appointed municipal leaders and the vitality and well-being of our commonwealth communities.

## **We are guided by our mission and vision.**



### **Our Mission**

The Pennsylvania Municipal League strengthens and empowers effective local government through advocacy, education, and support for our members.



### **Our Vision**

A commonwealth thriving with vibrant, resilient communities.



### The following core values serve as our compass.

#### ▶ **Our Core Values**

**Local Governance:** We believe that local authority, autonomy, and accountability are central to effective municipal government, and we are fully committed to their protection, preservation, and advancement.

**Non-Partisanship:** We welcome and respect the perspectives of all elected and appointed officials without regard to their political affiliation.

**Diversity, Equity, Inclusion, and Belonging:** We value the diversity of our members and the people they serve and are dedicated to ensuring equal respect, recognition, fairness, and access to opportunity for everyone.

**Leadership:** We proactively support the ongoing development of our local leaders as they are vital to the commonwealth's success and the well-being of Pennsylvanians.

**Service:** We listen to our members and ensure that their priorities, needs, and satisfaction drive what we do.

**Collaboration:** We enhance Pennsylvania's communities by facilitating collaborations through alliances with public entities, organizations, businesses, and educational institutions.

**Innovation:** We embrace the need to find and develop new ideas and solutions to help local governments increase their adaptability, effectiveness, and impact.

**Fiscal Integrity:** We believe that accountability, transparency, and the responsible management of resources are essential for both our association and local government.



## Our 2024-2026 Goals

**Six goals convey what we aim to achieve.** Five represent focused areas of action, and Organizational Excellence is a foundational goal encompassing several cross-cutting functions that support everything The League does.



### ADVOCACY GOAL

Protect and advance the interests of Pennsylvania's municipalities through proactive, bold, and sustained advocacy.



### TRAINING & EDUCATION GOAL

Champion excellence in municipal leadership by helping local officials and staff expand their capacity to meet community needs.



### SERVICES GOAL

Provide high-quality service programs that help municipalities optimize their operations.



### MEMBER ENGAGEMENT GOAL

Connect, convene, and engage municipal leaders across the commonwealth.



### AWARENESS GOAL

Raise the visibility of Pennsylvania municipalities and serve as an information hub for municipal issues.



### ORGANIZATIONAL EXCELLENCE GOAL

Maximize The League's structures, systems, and resources to ensure long-term sustainability.

## 2024 - 2026 Goals & Strategies



### ADVOCACY

Protect and advance the interests of Pennsylvania's municipalities through proactive, bold, and sustained advocacy.

#### Strategies

- Facilitate increased strategic relationship-building among League members and state decision-makers.
- Elevate the visibility of The League's advocacy efforts and its Legislative Committee.
- Equip League members to serve as effective advocacy liaisons.
- Produce and disseminate periodic briefings on legislative issues to highlight the connection between state action and municipal impact, including what local officials can do to support League advocacy efforts.
- Develop a new legislative communications tracking system to coordinate advocacy efforts with League members.



### TRAINING & EDUCATION

Champion excellence in municipal leadership by helping local officials and staff expand their capacity to meet community needs.

#### Strategies

- Deliver best-in-class training programs tailored to meet the diverse needs of elected officials and municipal staff.
- Develop a new, comprehensive timely training certificate program for aspiring and current officials.
- Explore the creation of internship and mentoring programs.



### SERVICES

Provide high-quality service programs that help municipalities optimize their operations.

#### Strategies

- Work with municipalities to ensure they realize maximum benefit from the services offered (e.g., PELRAS, Sustainable PA, Municipal Utility Alliance, GrantFinder).
- Identify and implement new programs to enable municipalities to save money and secure funding and other resources.
- Pursue offerings that address municipalities' employee recruitment and hiring needs.



## MEMBER ENGAGEMENT

Connect, convene, and engage municipal leaders across the commonwealth.

### Strategies

- Strategically grow membership by implementing a comprehensive recruitment strategy.
- Update member onboarding, engagement, and retention approaches to deepen involvement within member municipalities.
- Consistently assess member needs and adapt offerings to ensure relevance.
- Evaluate and update district leadership structures, geographic regions, and programming to heighten engagement.
- Provide outstanding value to the Business Leaders Network.
- Foster meaningful connections among members through playground builds and other experiential programming.



## AWARENESS

Raise the visibility of Pennsylvania municipalities and serve as an information hub for municipal issues.

### Strategies

- Shine the light on outstanding municipal leadership, best practices, and innovations.
- Focus The League's branding and messaging to enhance cohesion and amplify its impact.
- Sustain optimal communication practices, including strengthening The League's social media presence.



## ORGANIZATIONAL EXCELLENCE

Maximize The League's structures, systems, and resources to ensure long-term sustainability.

### Strategies

- Review and update the bylaws to ensure they are streamlined, modernized, and informed by member input.
- Evolve the technology infrastructure to meet ongoing needs and enable targeted member communications.
- Maintain strong financial and operational performance, policies, and practices.
- Align resources to ensure the successful implementation of the strategic plan.
- Cultivate a positive work environment while consistently attracting and retaining highly qualified staff.