



Urban Municipal Administrators Association of Saskatchewan **(U.M.A.A.S)**

Strategic Plan 2022-2027

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Approved by UMAAS Executive at the February 2, 2022

UMAAS Mission Statement

Urban Municipal Administrators Association of Saskatchewan is a professional organization of municipal administrators which assists its members in maintaining the highest possible standards for local governance by providing professional development opportunities and support services, and by promoting advanced education while engaging our various associate organizations to enhance the future of our valuable profession.

UMAAS PROGRAM AREAS

Member Development	Outreach and Dialogue	Organizational Maintenance and Development
1. Education 2. Compensation 3. Membership and Support Services 4. Promotion	5. Liaison with Fraternal Organizations and Government	6. Officers

Program Area: Education				
Strategic Goal				
UMAAS is an organization that ensures that its members have access to the education tools relevant to all aspects of the profession.				
Objective:				
Ensure annual program of educational workshops are offered for members				
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Ensure 2 pertinent workshops per year are made available to members via joint UMAA/RMAA Agreement	Executive Members	For Profit or Cost Recovery program	Annually - Spring and fall	Two workshops held annually 2022-2027
Promote and participate in MLDP	Executive Members	N/A	Ongoing	Annual statistics showing % of members participating

Program Area: Education				
Strategic Goal				
UMAAS is an organization that ensures that its members have access to the education tools relevant to all aspects of the profession.				
Objective:				
Ensure Educational opportunities and job descriptions are available to commensurate with the establishment of CAO positions in appropriate Municipal Units				
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Develop Basis of Standard CAO Job Responsibilities	Administration Committee	N/A	December 31, 2022	Template of Job Description Posted on website
Define Typical Municipal Size and Service Delivery to support CAO position	Administration Committee	N/A	December 31, 2023	Conceptual Typical Municipal Body Defined and Posted
Develop targeted Training Workshops to cover key CAO Job duties	Education Committee Executive	Cost Recovery program	Ongoing	Successful program implementation

Program Area: Education				
Strategic Goal	UMAAS' membership, as well as municipal employers, recognizes the benefits of continued education.			
Objective:	Utilize the Municipal Update, the SUMA website, UMAAS' website and newsletter, and speaking opportunities to encourage municipal employers to recognize the value of continuing education and professional development of municipal administrators.			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Municipal Update Contributions	Executive Members	N/A	Bi-Monthly	Articles published with SUMA materials
Post UMAAS newsletter on SUMA Website	Executive Director	N/A	December 31, 2022	Request made & Newsletter Posted
Participation in SUMA Regional meetings and newly elected workshops	Executive Members	N/A	Ongoing	Attendance and participation achieved

Program Area: Education				
Strategic Goal		UMAAS is an organization that ensures that its members have access to the education tools relevant to all aspects of the profession.		
Objective :		Introduce educational and planning opportunities to assist members with retirement planning		
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Promote annual MEPP and Retirement Planning Workshop	Executive Director and Executive Board	Cost recovery project	Dec 31, 2011 and each year thereafter	Workshops achieved
Invite MEPP to participate in annual convention.	Executive Director	N/A	Ongoing	Annual convention participation achieved.

Program Area: Education				
Strategic Goal				
UMAAS is an organization that ensures that its members have access to the education tools relevant to all aspects of the profession.				
Objective:				
Ensure understanding of local Councils of educational requirements for certified administrators in conjunction with SUMA & Government Relations				
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Promoting LGAA Program curriculum requirements to Municipalities	Executive Members	N/A	Ongoing	Increased awareness of educational requirements incrementally achieved.
Communicate with SUMA and Government Relations	Board of Examiners	N/A	December 31, 2022	Official communication completed.

Program Area: Compensation				
Strategic Goal		UMAAS' compensation guideline is comparable to other professional organizations and reflects the level of responsibility associated with municipal management.		
Objective:		Complete surveys and comparative data development from fraternal organizations in other provinces and comparative Saskatchewan Administrative positions in a useable reference form		
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Complete Salary survey, comparative data survey and analysis	Executive Director, Assistant and Admin. Committee	\$500.00	September 30, 2023 and then ongoing every 3 years.	Survey, data base and analysis completed
Update Salary Guideline to appropriate levels and distribute	Executive Board and Executive Director	Internal	Annually	Annual Salary guideline posted and available to members

Program Area: Compensation				
Strategic Goal	UM AA S' compensation guideline is comparable to other professional organizations and reflects the level of responsibility associated with municipal management.			
Objective:	Maintain SUMA recognition and acceptance of the UMAAS Salary Guideline on an annual basis			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Annual update of Salary guideline with full integrity	Executive Board	<i>N/A</i>	October 31st annually	Exercise completed annually
Annually submit salary guideline to SUMA Board and support letter requesting their consideration and approval	Executive Director	<i>N/A</i>	Annually by December 10th	Receipt of acceptance / acknowledgement letter from SUMA Board

Program Area: Compensation				
Strategic Goal	UMAAS' compensation guideline is comparable to other professional organizations and reflects the level of responsibility associated with municipal management.			
Objective:	Develop a joint office schedule for members in joint office employment			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Do joint office Survey and analysis (part of salary survey)	Committee of Directors	N/A	Ongoing	Survey and analysis completed
Develop format and appropriate salary scales in conjunction with RMAA Consultation	Committee and Executive Office	N/A	Ongoing	Reasonable and Presentable Joint Office Guideline Developed
Request joint recognition with RMAA	Executive Board	N/A	Ongoing	Joint approval reached

Program Area: Membership and Support Services				
Strategic Goal	UMAAS maintains the integrity of municipal administration.			
Objective:	On an annual basis, preserve the currently effective "100% Membership" campaign of administrators and CAO's required by legislation.			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Annual distribution of membership notices	Executive Director & Executive Assistant	N/A	December 15 th Annually	Renewal notices distributed
Follow up policy on Enforcement of Payment of Annual Membership fees.	Executive Director and Executive Assistant	N/A	December 31 st annually	100% required Membership maintained.

Program Area: Membership and Support Services				
Strategic Goal	UMAAS maintains the integrity of municipal administration.			
Objective:	Development of funded internship program for Municipal Administrators			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Lobby SUMA and Government Relations for program sponsorship	Executive Board & Board of Examiners	<i>N/A</i>	Ongoing	Program in Place

Program Area: Membership and Support Services				
Strategic Goal	UMAAS maintains the integrity of municipal administration.			
Objective:	Promote Member services including EFAP Program and availability of legal advice via Association Retainer			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Regular Communication of Services available	Executive Director	N/A	Ongoing	Information in each newsletter
Obtain annual reports from EFAP provider and Solicitor on retainer as to use of programs	Executive Director	N/A	Annual	Annual reports received.
Promote EFAP through SUMA	Executive Director	N/A	Ongoing	Reach out to SUMA for details. Communicate to members.

Program Area: Promotion				
Strategic Goal	UMAAS maintains the integrity of municipal administration.			
Objective:	Within 5 years, re-establish perception of Municipal Administration as a publicly recognized professional specializing in municipal government administration and ensure that the position of Chief Administrative Officer (CAO) is recognized as an essential component of Municipal Governance.			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Encourage members to make positive presentations in communities	Executive Members	N/A	Ongoing	Enhancement of public perception and increased enrollment in LGA program.
Encourage use of RMA, CAO acronyms	Executive Members	N/A	Ongoing	Evidenced by membership's use in their daily work.
Establish Municipal Local Government Day or Week	President, Ministry of Government Relations, SUMA, SARM, RMAA, UMAAS	N/A	December 2022	Day or week designated by Ministry of Government Relations,
Attend U of R Career Fair annually	Executive Board	\$1500.00	Annually	Province of Sk. Attendance and promotion achieved
School Presentations at Career Days	Executive & Individual Members	\$500.00 Lure pieces	Ongoing as opportunities arise	Lure pieces to direct people to our website distributed at CareerDays.

Program Area: Liaison				
Strategic Goal	UMAAS is recognized for its leadership in providing advice in dialogues regarding policies, legislation, and other issues affecting municipalities.			
Objective:	Strengthen relationships and information sharing with SUMA, RMAA and SASBO by meeting with them annually, and by continuing to attend annual conferences of these and other fraternal organizations.			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
President to attend Annual meeting with SUMA.	President or Designate	\$500.00	Annual - Ongoing	UMAAS Representative attends Annual SUMA meeting in December. President sits as ex-officio on SUMA Board and vice versa.
Host Annual Joint Meeting with RMAA.	Executive Director	\$800.00	Annual - September	Annual Joint Meeting completed.
Attend Fraternal Conferences LGAA, MMAA, RMAA, SASBO.	Executive Members	\$2000.00	Annual	Annual attendance and report back to Executive Board.

Program Area: Liaison				
Strategic Goal	UMAAS is recognized for its leadership in providing advice in dialogues regarding policies, legislation, and other issues affecting municipalities.			
Objective:	Maintain relationship with senior officials in Government Relations by meeting at least once per year to discuss policies, legislation, and other issues affecting municipalities			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Arrange meeting with Minister or Senior Officials in Regina each November.	Executive Director	\$1000.00	Annual - November	Annual Meeting with Government Relations Officials achieved.
Invite Minister and Senior Officials to Annual Convention in June.	Executive Director	N/A	Annual - June	Annual attendance of officials at UMAAS Conference.
Ensure appropriate responses to all requests.	Executive Board & Executive Director	N/A	Ongoing	All consultations from Senior Governments are answered in a timely, professional manner.

Program Area: Liaison				
Strategic Goal	UMAAS is recognized for its leadership in providing advice in dialogues regarding policies, legislation, and other issues affecting municipalities.			
Objective:	Establish and annually maintain links from UMAAS' website to SUMA, RMAA, SARM, SASSO, SAMA, Alberta and Manitoba fraternal organizations, and ensure that UMAAS' website has reciprocal links on their websites. Municipal Directory Link			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
List Websites to be linked and forward to UMAAS Web Maintenance Contractor.	Executive Director	N/A	December 31, 2022 and review annually for functionality.	Links completed online.

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Program Area: Officers				
Strategic Goal	UMAAS' membership recognizes that being a UMAAS Executive Board member is a professional and personal achievement, and beneficial for their career.			
Objectives:	Develop more interest in Executive positions			
Tasks	Responsibility	Budget	Timeline	Indicator of Success
Promote positive image	Executive Members (All Members)	N/A	Ongoing	Full Executive
Regular Executive meeting reports to division members	Executive Members	N/A	Ongoing	Reports completed.
Regular minutes posted on website.	Executive Assistant	N/A	Ongoing	Minutes posted on website.
Expand executive committees to include members	Executive Board	N/A	Ongoing	In place