



MARYLAND MUNICIPAL LEAGUE

2023-26 STRATEGIC PLAN



MISSION

The Maryland Municipal League uses its collective voice to advocate, empower and protect the interests of our 157 cities and towns and elevates local leadership, delivers impactful solutions for our communities, and builds an inclusive culture for the 2 million Marylanders we serve.



VALUES STATEMENT

At MML, we are committed to an organizational culture that values diversity and promotes belonging for our members and our staff alike. Our leadership believes in building inclusive communities and improving outcomes for all Marylanders. Equity remains a guiding principle for our work-and will be used as a lens throughout all of our components.



BUSINESS PRIORITIES

- Connect members directly to providers who can support cities and towns efforts best.
- Leverage existing relationships to support the bottom line of non-operating dues to support MML initiatives.
- Attract new business to Maryland with proven track records.

Management:

Board of Directors
Executive Committee
Ad Hoc Committees
Maryland Mayors Association
Past Presidents
MMA Annual Conference
Strategic Partners
LGIT
LGIT Health
NLC Mutual Insurance
National League of Cities
Consultants/Contractors
Office Operations

STRATEGIC GOALS

ORGANIZATIONAL

- ❖ MML will elevate its presence and impact across Maryland by elevating its strategic footprint, enhancing advocacy efforts through intentional communications, and offering impactful programs.
- ❖ MML will adopt a technology plan to assess current technological strengths and weaknesses and then establish a roadmap to align technology with day-to-day operations and member accessibility.
- ❖ MML will redevelop its website platform to both increase its visibility to the general public and provide more opportunities for members to connect with one another.
- ❖ MML will expand its existing sponsorship opportunities to develop a partnership coalition, building solutions and educational opportunities for members.
- ❖ MML will restructure its current member dues based on population as is the national standard practice.

COMPONENT:

MEMBER EXPERIENCE

- ❖ Cultivate a member engagement experience unparalleled to other associations where members feel supported and prepared to advocate for its best interests.
- ❖ Implementation of a targeted communication to new elected officials, municipal staff, active volunteers/leadership and under-engaged municipalities, inclusive of all types of members from chapters to departments.
- ❖ Enhance member engagement techniques through the life cycle of membership.
- ❖ Provide an accessible digital engagement platform for members to connect directly and share best practices.

Management:

Engagement and Outreach Committee
Banner City; Hall of Fame
If I Were Mayor Annual Contest
MML Town Hall Series
New Member Orientation
Member Clicks, CRM and Digital Directory

COMPONENT:

LEADERSHIP DEVELOPMENT

- ❖ Design and implement a DEIA leadership curriculum for members to expand knowledge.
- ❖ Enhance the various learning methods to expand and diversify member participation.
- ❖ Secure national speakers and develop a preferred MML speakers bureau with the goal of increasing both member participation and sponsors across all events.
- ❖ Elevate all MML publications to be a marketing tool to expand awareness, content, recognize members as leaders and expand non-dues revenue through ad sales.

Management:

Municipal Maryland Magazine; E-Bulletin
University of Maryland, Leadership Academy
Hometown Emergency Preparedness Ad Hoc
Conference Planning Committee
All MML Events inclusive of sponsors, exhibits
and content

COMPONENT:

ADVOCACY AND PUBLIC POLICY

- ❖ Develop and implement long term strategy to secure a share of sales tax revenue for member cities and towns.
- ❖ Foster relationships and partnerships with legislators, coalition partners and the media to best amplify advocacy efforts while increasing the visibility of MML team members at high profile events as speakers.
- ❖ Empower members knowledge by providing a digital research component.
- ❖ Encourage substantive member testimony to elevate municipal voices on the State level and strengthen the value of MML membership through storytelling and municipal facts.
- ❖ Develop an annual summer symposium on emerging issues with the goal to engage new industry leaders, legislators and policy area.

Management:

Legislative Committee
Media Strategy Management
Annual Opening Day Reception
Digital Library Management



MEASURING THE RESULTS

MML team will report to the Board of Directors via an annual report of tracking and data measurements, capturing efforts and goal success. Examples to include measurable tracking, financial reporting, et al.

ENGAGEMENT BY TYPE OF MEMBER

