

DRAFT Strategic Plan

North Carolina City County Management Association

May 22, 2016

Vision statement: Inspire, develop, and support North Carolina's local government managers.

Mission statement: Promote ethical, professional, public management while building vibrant and prosperous North Carolina communities.

NCCCMA Core Values:

- Promote and adhere to ICMA Code of Ethics
- Encourage lifelong professional development
- Support membership diversity and inclusion
- Appreciate each community's culture and values

GOAL: Strong relationships among managers and local government partners across the state

STRATEGY: Increase networking opportunities and promote core values outside of conferences

INITIATIVE(S)	(A) NCCCMA Lead? 1 st V.P.	(B) Required Resource(s)? <input type="checkbox"/> New <input type="checkbox"/> Existing	(C) Who else can help or partner?	(D) Indicator of Progress?
<p>A. Hold regional meetings for managers in all parts of state, similar to western NC model</p> <p>B. Emulate Virginia’s Senior Advisor Program: Virginia divides up state and designates a convener of managers in their region (senior manager)--could do this by county (whoever is senior)</p>	<p>Appoint Directors from defined regions to work with Senior Advisors, NCACC and NCLM Field Reps.</p>	<p>New with the exception of WNC Managers Association and perhaps some COGs that are currently conducting such meetings</p> <p>Partner with NCACC and NCLM expanded field rep (existing) and NCCCMA Senior Advisors</p>	<ul style="list-style-type: none"> • NCACC field rep can facilitate arrangements • NCACC already is working on regional meetings for counties • NCLM is hiring 4 part-time people and may hold regional meetings • NCCCMA Senior Advisors can assist with creating or being present at regional meetings • Rotate hosting and meeting agenda prep amongst members 	<ul style="list-style-type: none"> • All regions host at least one meeting annually but preferably more often such as quarterly or even monthly.

			<ul style="list-style-type: none"> • COGS that are active--Triangle J • Other groups--Western Carolina 	
<p>C. Connect with new managers within 30 days of appointment and discuss core values and role of manager</p>	<p>Member Support / Sustaining Membership Committees/ senior member in county</p>	<p>New Membership Support Committee and NCCMA Senior Advisors??</p>	<p>Make sure we have membership support committee members in each "region" of state to reach out to new managers and assistants with the assistance of NCCMA Senior Advisors.</p>	<p>% of new managers who join the association within first year (goal is to increase)</p>
<p>D. At conferences, pair new managers with seasoned ones for introductions and social events (adopt a newbie)</p> <p>E. Targeted networking to specific groups (small/big, urban/rural, women, minorities)</p>	<p>Membership Support / Sustaining Membership Committees</p>	<p>New.</p>	<p>Conference Committee will make sure there is networking opportunity for new managers</p>	<p>% of members who agree networking opportunities are more effective</p>

F. Actively involve and support retired members in NCCCMA events, programs and advocacy	Retirement Committee		NC Retirement System	# of retirees participating in NCCCMA events
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GOAL STATEMENT: North Carolina has an adequate pipeline of managers and the profession is highly valued by citizens and elected officials.

STRATEGY: Promote the value of the profession to all generations of managers and citizens

INITIATIVES	NCCCMA Committee Lead? Sec./Treasurer	Required Resource(s)? <input type="checkbox"/> New <input type="checkbox"/> Existing	Who else can help or partner?	Indicator of Progress?
A. Actively engage youth through schools and career fairs.	<i>Civic Education Project Committee</i>	<i>Consider use of "Local Government in NC" book, Whitaker</i>	<i>School system, state Board of Education</i>	
B. Enhance and promote local government track at MPA programs	MPA Collaboration Committee	Existing; work through MPA/NCCCMA existing committee	Partner with each school individually and begin working through undergrad and community colleges	Increased class offering w/ local gov't focus and attendance growth in these classes
C. Develop a citizen academy template that is scalable for each unique local government explaining the role of local government; work on canned presentation for managers to give at civic clubs, etc.	<i>Civic Education Project Committee</i>	New – may work through civic education project but will need outreach to existing programs and managers with this experience		Increase in citizen academies and involvement of small locations as well

<p>D. Develop a recommended sequence for management and leadership training and identify gaps in training and strategies to address</p>	<p>Professional Development Committee</p>	<p>Current curriculum or resources available through SOG, ICMA NCACC and NCLM</p>	<p>UNC School of Government, ICMA, NCACC, NCLM</p>	<p>Development of a recommended priority list of training resources for new managers</p>
<p>E. Make sure that legacy public outreach (website, newsletter) includes information on the council-manager form of government</p>	<p>Civic Education Committee</p>		<p>ICMA for info and language; other towns who have this as an example</p>	
<p>F. Develop and maintain programs that support and encourage members to commit to lifelong learning.</p>	<p>All Committees</p>	<p>UNC SOG, ICMA, NCACC and NCLM</p>	<p>Public and private universities; community colleges</p>	<p>Establish goal of % of managers obtaining and maintain Credentialed Manager status</p>

GOAL STATEMENT: Conferences meet the varied needs of managers (experience level, diversity, size of jurisdiction)

STRATEGY: Increase relevance of events and continuing education for all members

INITIATIVES	NCCMA Committee Lead? 2 nd V.P.	Required Resource(s)? <input type="checkbox"/> New <input type="checkbox"/> Existing	Who else can help or partner?	Indicator of Progress?
<p>A. Provide need-based scholarships for members to attend conferences</p>	Professional Development Committee	New; work through Sustaining Membership and Membership Support committees	Sponsor organizations – Investigate whether MPA programs would be willing to cover membership dues and conference registrations for some students	Receive applicants for scholarships stating need and benefit
<p>B. Charge Program/Conference Committee with redefining its role and responsibilities; take greater ownership of conference</p> <ul style="list-style-type: none"> • Identify audience groups (seasoned managers, new managers, MPA students, rural managers, urban managers) and ensure representation from each group • Perform needs assessment for each audience • Incorporate formal input process from other committees and Senior Advisors to Program/Conference Committee 	Executive Committee	Existing	ICMA, NCACC, NCLM	Release and redraw committee membership; establish expectation of representation from other committees and input from Senior Advisors

C. Develop regional (East and West) “Essentials” program for new managers	Professional Development Committee	New; requires program support and curriculum	UNC School of Government, ICMA	Buy-in from potential partners; draft curriculum
D. Incorporate speed coaching [mentoring?] session for newer managers at each conference	Program Committee	New; enlist veteran managers to serve as coaches [mentors?] Revamp Professional Partners program?	ICMA	Commitment from veteran managers
E. Promote Core Values and Code of Ethics at all conferences	Professional Conduct Committee	Core Values and ICMA Code of Ethics	ICMA	Prominent display or discussion of Core Values and Code of Ethics