

NORTH CAROLINA CITY & COUNTY MANAGEMENT ASSOCIATION

2023-2028 STRATEGIC PLAN

NORTH CAROLINA CITY & COUNTY MANAGEMENT ASSOCIATION

Whom We Serve and Why

We exist to serve North Carolina's city and county management professionals at every stage of their careers, so they can continue the vital work of serving and improving their communities. We help management professionals learn, respond to an ever-changing environment, and forge an extensive professional network across North Carolina.



www.ncmanagers.org

Value Proposition

NCCMA's purpose is to promote ethical, professional public management while building vibrant and prosperous North Carolina communities.

Our Unique Value

- We are a community of practice and a vital source of information for our members and partners
- We promote a robust network of local government managers across North Carolina
- We facilitate strategic partnerships with strong peer organizations
- We present opportunities for members to gain professional skills and knowledge through involvement in the organization

Our Core Services

- Hosting networking events and professional development opportunities
- Building a pipeline of talent for the future
- Leveraging connections with partner and peer organizations
- Providing ethics guidance and accountability
- Ensuring a safe space to seek support and knowledge/advice from peers
- Advocating the value of the Council-Manager form of government

Our Strategic Focus Areas

Grow, Support
and Engage
Membership

Provide
Professional
Development

Leverage
High-Impact
Partnerships

Ensure NCCMA
financial
stability

Promote the
Value of the
Profession

Our Partner Organizations

- NC Association of County Commissioners
- NC League of Municipalities
- International City/County Management Association
- University of North Carolina – Chapel Hill School of Government
- NC Association of Regional Councils of Governments
- The 10 Masters of Public Administration Programs in NC

Prepared by  **strategyworks**

Overview

The North Carolina City and County Management Association (NCCCMA) has developed this five-year strategic plan to articulate core elements of its identity and to outline its strategic priorities. This plan provides high-level focus areas and objectives to help NCCCMA realize its vision of how best to serve its membership and accomplish its mission.

NCCCMA's mission is to promote ethical, professional public management while building vibrant and prosperous North Carolina communities. The organization carries out this mission by providing a support network for public management professionals, hosting professional development opportunities and events, and being a hub of expertise to which public managers can turn for guidance. This strategic plan will be evaluated at least annually for its alignment with the mission and to identify new or shifting areas of focus.

Strategic Focus Areas & Objectives:



Strategic Planning Process

The Executive Committee initiated a strategic planning process, engaging Fountainworks to lead the effort. A strategic planning committee was established to provide guidance and direction to the process. Research was conducted to review strategic priorities and promising initiatives of peer organizations within North Carolina and in southeastern states. A survey of NCCCMA members was conducted in addition to six stakeholder engagements, each of which provided valuable input about what NCCCMA does well and could do better. More information on the strategic planning process and stakeholder engagements can be found in the Appendix.

- Focus Group of Municipal Managers at NCLM Breakfast Meeting
- Summer Seminar Strategic Planning Booth
- Focus Group of County Managers at NCACC Lunch Meeting
- Focus Group of NCCCMA Members
- Focus Group of MPA Directors
- Focus Group of NCCCMA Partners

Strategic Focus Areas

In pursuit of our mission and to support our members, NCCCMA will focus on the five following strategic initiatives:

- Grow, Support, and Engage Membership
- Provide Professional Development
- Leverage High-Impact Partnerships
- Ensure Financial Stability
- Promote the Value of the Profession

Focus Area 1: Grow, Support, and Engage Membership

NCCCMA will examine its services and events for opportunities to maximize engagement with new, existing, and prospective members. We will create a friendly atmosphere in which local government professionals can build collegiality and support with one another. Our members will have expanded opportunities to engage with committees and actively participate in NCCCMA initiatives.

Objective 1.1: Increase outreach to new and prospective members

Form Welcome Committee and explore welcome events while thinking about how to connect new and existing members

Potential Activities:

- Form Welcome Committee and draft welcome program(s)
- Evaluate and expand mentorship programs
- Encourage current members to recruit new managers and non-members
- Reach out to affinity groups such as NFBPA, LGHN, and AAGEN

Objective 1.2: Expanding opportunities for professional networking

Provide inclusive networking and relationship building opportunities at conferences and events

Potential Activities:

- Use virtual communication methods
- Encourage conference attendance
- Promote inclusivity at conferences
- Include activities/programming for new members at conferences

Focus Area 2: Provide Professional Development

NCCCMA will provide professional development opportunities that allow members to expand their knowledge and expertise while connecting with their peers. Members will have more opportunity to connect with peers who have similar needs and interests.

Objective 2.1: Increase opportunity for interest- and region-specific connection

Provide opportunities to members to connect with one another based on similar needs and interests

Potential Activities:

- Explore regional or county-wide managers' meetings
- Create framework for regional initiatives

Objective 2.2: Maintain conference excellence

Host conferences that meet managers' needs and provide a wide variety of inclusive professional development opportunities

Potential Activities:

- Review current professional development offerings to ensure they are relevant, inclusive, and provide value to managers
- Explore creating conference tracks

Focus Area 3: Leverage High-Impact Partnerships

NCCCMA will partner with peer organizations to provide managers access to high-value opportunities for outreach, networking, and education. These partnerships with organizations such as NCACC, NCLM, ICMA, UNC SOG, and North Carolina MPA programs. NCCCMA will expand its capacity to provide valuable services to its members.

Objective 3.1: Promote NCCCMA as a key partner with peer organizations

Work with peers to increase NCCCMA's capacity to educate and communicate with the public

Potential Activities:

- Offer to speak at peer conferences/events

- Create coalition activities
- Promote attendance and participation at peer organization events

Objective 3.2: Coordinate support for the profession with peer organizations

Work with peer organizations to identify and *leverage* individual strengths to create a network of strength and support for managers across North Carolina

Potential Activities:

- Co-sponsor training and networking events

Focus Area 4: Ensure Financial Stability

NCCCMA will use its strong financial position to secure long-term financial stability. We will set future members on a path for success by creating policies and standards for the organization's financial resources.

Objective 4.1: Examine revenue structures

Review revenue structures to ensure financial outlook aligns with the long-term goals of the organization

Potential Activities:

- Review dues and fee structure
- Explore other partners for funding/endowment
- Diversify revenue sources (e.g., sell branded merchandise)
- Evaluate sponsorship levels

Objective 4.2: Create financial policies

Establish financial policies and best practices for NCCCMA

Potential Activities:

- Create fund balance policy
- Endow civic education efforts
- Emphasize reporting and transparency

Focus Area 5: Promote the Value of the Profession

NCCCMA will increase community, regional, state, and national understanding of and support for the local government management profession through communication and outreach efforts. We will share positive impacts our members have on their communities and more clearly communicate the benefits of local government in North Carolina.

Objective 5.1: Become the “go-to” people for local government

Offer NCCCMA representatives to educate schools, colleges, peer organizations, and others on the profession

Potential Activities:

- Institute a Speakers' Bureau to offer guest lecturers, speakers, and presenters to K-12 schools, strategic partners, and North Carolina's MPA programs

Objective 5.2: Encourage adoption of a civic education curriculum

Continue efforts to have local government curriculum adopted by K-12 schools across the state

Potential Activities:

- Use partnerships to encourage DPI adoption
- Market the curriculum to private and non-traditional school types

Objective 5.3: Showcase our value

Communicate the value of our profession to the public in order to build support and trust

Potential Activities:

- Publish articles in peer organization publications
- Highlight ethical and stability benefits of NC local government climate
- Create a program that shares the value managers bring to their communities (e.g., Life Well Run)

Implementation Plan

The Executive Committee will hold ultimate responsibility for overseeing the strategic plan, with coordination and support of the Executive Director. As a volunteer board with one employee, we recognize that the successful implementation of our plan will need to be completed in phases and through the work of committees. Our work plan for implementing our strategy will be developed as follows:

Strategic Plan Initiatives:
Process for Implementation



Standing Committees

Committees will be assigned individual objectives to implement. NCCCMA committees will be tasked with developing actionable improvements for us to pursue to realize the improvements in each area. This plan identifies potential activities the committees may consider implementing. Key activities under each focus area and objectives will be identified on at least an annual basis. Committees will be asked to periodically provide written and/or verbal updates to the membership on the progress of their work.

Strategic Planning Committee

A strategic plan steering committee was created to oversee the development of the strategic plan. We anticipate assigning the steering committee the responsibility of monitoring the implementation of the strategic plan and progress of each standing committee and overseeing the success of the overall strategic plan. As with other NCCCMA committees, the membership of the strategic planning committee will be appointed annually by the President. The Strategic Planning Committee will monitor progress and include progress reports at Executive Board meetings and at conferences to keep the membership informed.

Annual Progress Report & Evaluation

We will devote time at our Executive Committee meetings to monitor our progress to ensure our desired outcomes and adjust as needed. We anticipate evaluating the results in each initiative area annually and identifying new or shifting areas of focus as our members' circumstances change. The annual progress reports will be shared with the membership.

Measures of Success

Indicators of success will be used to track progress and support shared accountability across the organization regarding progress on the various priorities.

- Demographic and professional diversity of membership
- Senior Advisor activity reports
- Membership numbers
- Conference attendance

Appendix

Stakeholder Engagements

Focus Group of Managers at NCLM Breakfast

Approximately 30 managers, assistant managers, and League staff attended the NCLM City Vision breakfast for NCCCMA. We used the breakfast as a focus group to provide input into the future of NCCCMA. In small table groups, the managers were asked to respond to three questions around NCCCMA's value, ideas for the NCCCMA's future, and what NCCCMA could do to wow members.

Summer Seminar Strategic Planning Booth

NCCCMA's membership had an opportunity to give quick input into the strategic plan at the Summer Seminar. Nearly 100 members stopped by the Strategic Planning booth to share their thoughts on NCCCMA's services, areas for improvement, and other topics.

Focus Group at NCACC Lunch Meeting

At the North Carolina Association of County Commissioners' Manager's Lunch, over 100 managers worked in small groups to discuss how NCCCMA can most effectively meet the needs of managers across the state.

Survey of Members

In order to reach the entire membership, an online survey was sent out to all members. With over 100 responses, many members took the time to give their feedback on the valuable services NCCCMA offers, how to engage with partners, and other topics.

Focus Group of NCCCMA Members

A small focus group of nine NCCCMA members with different roles, experiences, and opinions was convened to gain deeper insight into the specific challenges members had previously identified.

Focus Group of MPA Directors

To gain more understanding of how NCCCMA can work to build relationships with MPA programs, a focus group was held with eight of the ten MPA programs from across North Carolina. This conversation focused on how NCCCMA can support the manager pipeline and increase communication about the profession.

Focus Group of NCCCMA Partners

NCCCMA's strategic partners from organizations like NCLM, NCACC, and the UNC SOG were invited to discuss how the organizations can work together to support local governments and their managers.

Sample Annual Progress Report

Strategic Focus Initiative Tracking



Overall Status: On Track Cautions Not on Track

Activity Overview		Goal and Objectives	
(Description of proposed activity and relation to strategic plan)		What is the goal, what are the intended outputs/outcomes?	
Proposed Steps and Timeline for Completion		Lead Committee: (committee name)	
1.Step/Action and expected end point 2.Step Two 3.Step Three		Committee Chair: Name Committee Members: Name (s)	
Progress Reports and Dates (Qtr.)		NCCCM Partners:	
Q1 (Jul-Sept) • x Q2 (Oct-Dec) • x Q3 (Jan-Mar) • x Q4 (Apr-Jun) • X		External Partners: (Who else is involved)	
		Resources Needed: (if not on track, can explain here?)	