Introduction

Founded in 1938, the North Carolina City and County Management Association (NCCCMA) is the professional association for city and county managers and assistant managers from counties and municipalities throughout the State of North Carolina.

One of our primary purposes for existing is to improve the quality of local government. Our members subscribe to a high standard of professionalism, including conformance with the International City/County Management Association (ICMA) Code of Ethics.

Vision

The NCCCMA seeks to inspire, develop, and support North Carolina’s local government managers.

Mission

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

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 Statements

**Strong Relationships**
Build strong relationships among managers and local government partners across the state

**Strategy:** Increase networking opportunities and promote core values outside of conferences

**Adequate Managers in a Highly Valued Profession**
Ensure an adequate pipeline of North Carolina managers and that the profession is highly valued by both citizens and elected officials

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

**Host Conferences that Meet Managers’ Needs**
Plan and structure conferences to meet the needs of managers’ various experience levels, backgrounds, and jurisdiction sizes

**Strategy:** Increase relevance of events and continuing education for all members
Strong Relationships

**Goal** | Build strong relationships among managers and local government partners across the state

**Strategy** | Increase networking opportunities and promote core values outside of conferences

**Initiatives**

- **Hold regional meetings for managers in all parts of state (similar to western NC model)**
  - Member Support Committee and Regional Council of Governments (COGs) develop regional managers’ meetings
  - Hold at least one annual meeting in each COG region (preferably more often, i.e. quarterly)

- **Emulate Virginia’s Senior Advisor Program**
  - Divide state into regions and designate a regional convener of managers
  - Senior Advisors and Member Support Committee develop job description with expectations and potential compensation
  - Hiring and sustaining two to four Senior Advisors

- **Connect with new managers within 30 days of appointment and discuss core values and role of manager**
  - NCCCMA Senior Advisors help members reach out to new managers and assistants
  - New managers develop regional support system and join NCCCMA and/or ICMA

- **Create networking opportunities for new managers**
  - Pair new managers with seasoned managers for social events at Winter and Summer Seminars (i.e., ‘adopt a newbie’)
  - Increased percentage of members who agree networking opportunities are effective

- **Targeted networking to specific groups (small/big, urban/rural, women, minorities, etc.)**
  - Member Support and Conference Committees: assist with networking events such as Women’s Summit and Veterans in Local Government Receptions
  - NCCCMA leadership: engage in and collaborate on joint recruitment initiatives through formal outreach and personal conduct
  - ICMA: continue seeking new ways to develop key skills that support inclusive behavior into training and development portfolio

- **Actively involve and support retired members in NCCCMA events, programs, and advocacy**
  - Retirement Committee engages and involves retirees
  - Increased number of retirees participating in NCCCMA events

**Implementation strategy**

- Hold regional meetings for managers in all parts of state (similar to western NC model)
- Emulate Virginia’s Senior Advisor Program
- Connect with new managers within 30 days of appointment and discuss core values and role of manager
- Create networking opportunities for new managers
- Targeted networking to specific groups (small/big, urban/rural, women, minorities, etc.)
- Actively involve and support retired members in NCCCMA events, programs, and advocacy

**Indicator of progress**

- Increased percentage of new managers join the association within first year
- Increased percentage of members who agree networking opportunities are effective
- Increased percentage of members who agree that networking opportunities are effective
- Increased number of retirees participating in NCCCMA events
Adequate Managers in a Highly Valued Profession

Goal | Establish an adequate pipeline of managers throughout North Carolina and ensure 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

Actively engage youth at schools and through career fairs
- Market existing materials
- Develop a relationship with DPI
- Make materials available on website
- Reach out to school systems
- Participate in career fairs and job shadowing
- ICMA joint membership recruitment campaigns for every career stage (student to encore)

Enhance and promote local government track at MPA programs
- MPA Collaboration Committee: conduct joint meeting with MPA directors at Winter Seminar
- Identify college/university links for prospective student chapters
- Establish a baseline number of classes focused specifically on local government

Develop a scalable citizen academy template for local governments explaining their role
- Promote ICMA Student Chapters in every state
- Increased class offerings with local government focus
- Increased class attendance

Develop a recommended sequence for management and leadership training
- Publicize links to resources already hosted on the NCCCMA website
- Market to managers: emphasize community succession planning and advisory boards
- Develop presentation for managers to give at civic clubs, etc.
- ICMA: actively promote the value of professional local government management

Ensure legacy public outreach (website, newsletter) includes information on the council-manager form of government
- Civic Education Project Committee and UNC SOG (faculty member Rick Morse): update Local Government in North Carolina textbook (in progress)

Implementation strategy
- ICMA: continue promoting the value of professional local government management globally

Indicator of progress
- Develop and maintain programs that support and encourage members towards lifelong learning
- All committees, UNC SOG, and ICMA will work together on Local Government 101 and 201 (online courses, 15 weeks of course study taking nine months to complete)
- Establish a target percentage of managers who will obtain and maintain Credentialed Manager status
## Host Conferences that Meet Managers’ Needs

### Goal
Plan and structure conferences to meet the needs of managers’ various experience levels, backgrounds, and jurisdiction sizes

### Strategy
Increase relevance of events and continuing education for all members

### Initiatives

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<thead>
<tr>
<th>Implementation strategy</th>
<th>Indicator of progress</th>
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<tbody>
<tr>
<td>Provide need-based scholarships for members to attend conferences</td>
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<td>Professional Development Committee: continue working on proposed criteria and options for awarding scholarships to NCCCMA Seminars</td>
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<td>Sponsor organizations: investigate whether MPA programs could cover membership dues and conference registrations for some students</td>
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<td>Receive applicants for scholarships stating need and benefit</td>
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<td>Redefine Program/Conference Committee’s roles and responsibilities to take greater ownership of conference</td>
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<td>Identify audience groups (seasoned managers, new managers, MPA students, rural managers, urban managers) and ensure representation from each group</td>
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<td>Perform needs assessment for each audience</td>
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<td>Incorporate formal input process from other committees and Senior Advisors</td>
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<td>Continue to partner with UNC SOG on program development</td>
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<td>Enlist ICMA assistance to develop conference program and use existing ICMA content for state association conferences</td>
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<td>Release and redraw committee membership to establish expectation of representation from other committees and input from Senior Advisors</td>
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<td>Develop regional “Essentials” program for new managers</td>
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<td>Determine whether there is a need to underwrite some of these programs</td>
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<td>Possibly use distance learning technology to help</td>
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<td>Continue UNC SOG partnership to spread program options across NC</td>
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<td>UNC SOG: continue working on e-learning modules</td>
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<td>Buy-in from potential partners and drafted curriculum</td>
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<td>Develop Executive Coaching Program</td>
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<td>Form a subcommittee to more fully develop the transitional coaching program (possibly use additional funds to provide this service on annual basis to Managers in transition)</td>
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<td>Partner with UNC SOG (Lydian Altman) to accomplish these things</td>
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<td>Promote Core Values and Code of Ethics at all conferences</td>
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<td>Offer one annual ethics/leadership session at one of the seminars</td>
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<td>Include one annual ICMA ethics training for members</td>
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<td>Make ICMA ethics training available upon request (up to 75-minute sessions, free of charge, from Regional Director)</td>
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<td>Prominent display or discussion of Core Values and Code of Ethics</td>
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### Develop Executive Coaching Program
- Continue to promote ICMA Coaching Program
- Form a subcommittee to more fully develop the transitional coaching program (possibly use additional funds to provide this service on annual basis to Managers in transition)
- Partner with UNC SOG (Lydian Altman) to accomplish these things
- Establishment of transitional coaching program