

Goal Statement: Strong relationships among managers and local government partners across the state
Strategy: Increase networking opportunities and promote core values outside of conferences

Initiatives		NCCCMA Committee Lead		Implementation Strategies		Partner Organization Commitments		Indicator of Progress		Affiliate Agreement Compliance
A. Hold regional meetings for managers in all parts of state, similar to WNC model		Member Support Committee		Work with Regional Council of Governments to develop regional managers' meetings				All COG regions have at least one meeting annually, but preferably more often such as quarterly.		
B. Emulate Virginia's Senior Advisory Program: Virginia divides up the state and designates a convener of managers in their region (Senior manager) --could this be by county (whoever is senior		Senior Advisors and Member Support Committee		Develop job description with expectations and potential compensation				Hiring and sustaining of 2-4 Senior Advisors		
C. Connect with new managers within 30 days of appointment and discuss core values and role of manager		Sustaining Membership Committee and Local Senior Manager						New managers develop regional support system and join NCCCMA and /or ICMA.		
D. At conferences, pair new managers with seasoned ones for introductions and social events (adopt a newbie)		Sustaining Membership Committee						New managers are paired with seasoned managers for social events at Winter and Summer Seminars		

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E. Targeted networking to specific groups (small/big, urban/rural, women, minorities)		Membership Support and Conference Committees		Assist with networking events such as Women's Summit and Veterans in Local Government Receptions		UNC School of Government will continue to provide assistance with Engaging Women Leaders Program		% of members who agree networking opportunities are more effective		<p>ICMA will continue to seek new ways to develop key skills that support inclusive behavior into ICMA training and development portfolio.</p> <p>NCCCMA must confirm acknowledgement and support of ICMA commitment to diverse executive board. NCCCMA leadership will engage in and collaborate on joint recruitment initiatives through formal outreach and personal conduct.</p>	
F. Actively involve and support retired members in NCCCMA events, programs and advocacy		Retirement Committee						# of retirees participating in NCCCMA events			

Goal Statement: N.C 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

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A. Actively engage youth through schools and career fairs.		Civic Education		Material is available for distribution. It is a matter of marketing them and developing relationship with DPI. The committee will get the materials together on the website, then ask the membership to participate by reaching out to school system, participating in career fairs and job shadowing. <i>Should NCCCMA Leadership try to a schedule meeting with DPI?</i>						ICMA will spearhead and administer joint membership recruitment campaigns for every career stage from student to encore.
B. Enhance and promote local government track at MPA programs		MPA Collaboration Committee		Trying to have joint a meeting with MPA directors at Winter Conference. Trying to come up with a baseline of how many have specific classes focused on local government.				Increased class offering with local government focus and attendance growth in classes.		Promote ICMA student Chapters in every state. <i>NCCCMA will assist in identification of college/university links for prospective student chapters</i>

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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.		Civic Education Project Committee		We have links to all sorts of resources already on the NCCCMA website. It's a matter of publicizing them. Strategy is how to market to managers, emphasizing community succession planning and advisory boards.		Rick Morse with UNC SOG has developed a Citizen Academy Handbook for communities interested in starting a citizen academy.		Increase in citizen academies and involvement of small locations as well.		ICMA will continue to actively promote the value of professional local government management globally.
D. Develop a recommended sequence for management and leadership training and identify gaps in training and strategies to address.		Professional Development Committee		A professional development checklist has been developed and will be available for use by the membership.		UNC SOG is working on several programs to assist with the initiative. (I.e. Center for Public Leadership, new professional development series, etc.)		Development of a recommended priority list of training resources for new managers		
E. Make sure that legacy public outreach (Website, newsletter) includes information on the council-manager form of government.		Civic Education Committee		The committee was already working to update Gordon's book. They are using an ICMA fellow in Catawba County, who is working with Rick Morse. They are assigning two committee members to each chapter and updating format and content, as well as including other stories.		UNC SOG Faculty Member Rick Morse is assisting with updating Local Government in North Carolina textbook.				ICMA will continue to actively promote the value of professional local government management globally.

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F. Develop and maintain programs that support and encourage members to commit to lifelong learning		All committees		Local Government 101 and 201 are entirely online based courses over fifteen weeks of course study taking nine months to complete. Each course is \$1,495 for ICMA members and \$2,495 for non-ICMA members. <i>Should we allocated funding to help with these courses?</i>		UNC SOG and ICMA		Establish goal of % of managers obtaining and maintaining Credentialed Manager status.		

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		NCCCMA Committee Lead		Implementation Strategies		Partner Organization Commitments		Indicator of Progress		Affiliate Agreement Compliance
A. Provide need-based scholarships for members to attend conferences		Professional Development Committee		Thom Morton and Michael Douglas are working on set of proposed criteria for awarding scholarships. Professional Development Committee is exploring options to offer scholarships to the NCCCMA Seminars.				Receive applicants for scholarships stating need and benefit		
B. Charge Program/Conference Committee with redefining its role and responsibilities; take greater ownership of conference <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, Professional Development Committee and Program Committee		Currently the Program Committee is made up of seasoned managers, new managers, an MPA student and both rural and urban managers. <i>Should we include representatives to focus on creating specific program tracks (i.e., new, seasoned, students, women and minorities, rural, urban, retirees etc.)?</i> The Program Committee is considering ways to gain additional feedback from conference participants.		UNC SOG will continue to assist the NCCCMA Conference Committee with program development		Release and redraw committee membership to establish expectation of representation from other committees and input from Senior Advisors.		ICMA has valuable content available for state association conferences: Our ICMA point of contact will assist in the development of your state association's conference program to ensure a robust offering. NCCCMA conference planning committee will consider the array of ICMA content sessions or speakers available annually

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C. Develop regional (East and West) "Essentials" program for new managers		Professional Development Committee		NCCCMA will need to determine if there is a need to underwrite some of these programs. Could distance learning technology available to help with this initiative?		The School of Government is willing to work with NCCCMA to spread program options across N.C. The SOG is working on e-learning modules.		Buy-in from potential partners; draft curriculum		
D. Incorporate speed coaching [mentoring?] session for newer managers at each conference		Program Committee		The Program Committee will continue to offer speed coaching as a session at future conferences. <i>This has been attended mostly by students in the past. Do we hold specific session for new managers?</i>				Commitment from veteran managers		
E. Promote Core Values and Code of Ethics at all conferences		Professional Conduct/Program Committee		<i>Annually offer one ethics/leadership session at one of the seminars</i>				Prominent display or discussion of Core Values and Code of Ethics		<i>Make ICMA ethics training available upon request from the state. Up to 75 minute ethics session free of charge from Regional Director upon request. NCCCMA will strive to include one ICMA ethics training for your state association members per year.</i>
F. Develop Executive Coaching Program		Member Support Committee/ Professional Development Committee		Professional Development Committee will continue to promote ICMA Coaching Program. A subcommittee will be formed to more fully develop the transitional coaching program. <i>Should we use some of our additional funds to provide this service to Managers in transition on annual basis?</i>		UNC School of Government (Lydian Altman)		Establishment of transitional coaching program.		