

A RESOLUTION ENDORSING THE
NORTH CAROLINA LEAGUE OF MUNICIPALITIES'
STRATEGIC DIRECTIONS INITIATIVE
Resolution No. 73/2006-07

WHEREAS, the North Carolina League of Municipalities has undertaken a strategic visioning process to determine how to continue to meet the needs of its members as the League approaches its second century of operation; and

WHEREAS, the Strategic Directions Initiative Steering Committee studied the history of the organization, the forces that shaped the League and the trends that are likely to occur; and

WHEREAS, the NCLM Strategic Directions Initiative Steering Committee has examined the strengths, weaknesses, opportunities and threats that face the League in the years ahead; and

WHEREAS, the committee has talked with municipal elected and appointed officials, as well as NCLM staff members, to determine what members value about the League; and

WHEREAS, the committee has proposed to strengthen the League by developing a mission statement that makes explicit why the League exists; and

WHEREAS, the committee is proposing core values that define how the League lives its mission, with these being: ethical; fair and equitable; financially sound; good government and public service are valuable; inclusive, collaborative, engage partners, stakeholders and external actors; innovative and forward-thinking; municipalities matters; nonpartisan; open and transparent; and unity; and

WHEREAS, the committee is proposing that the League focus on strengthening member communication, participation and engagement; strengthening the League's governance capacity; and strengthening policy development and representation of municipal interests in an increasingly regional, global and intergovernmental world; and

WHEREAS, the Carrboro Board of Aldermen has reviewed the proposed mission statement, core values and strategic directions developed by the Strategic Directions Initiative Steering Committee.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE TOWN OF CARRBORO:

Section 1. The Board hereby endorses the findings of the committee, encourages the NCLM Board of Directors to adopt the recommends, and move the League forward to its preferred future.

Section 2. This resolution shall become effective upon adoption.

The Strategic Directions Initiative

Municipal officials are being asked to envision the future of the League by getting involved in the organization's strategic visioning process. At the recent NCLM Annual Conference, held in Greensboro, members of the League's Strategic Directions Steering Committee presented a draft mission statement, core values and strategic directions that would shape the League as it begins its second century of operations.

The committee and the NCLM Board of Directors now are asking municipal officials to comment on the proposed mission, values and strategic directions. Each member municipality is being sent a CD with a visual presentation (and instructions for viewing), along with written materials to aid in the discussion.

"The steering committee has gone through a thoughtful process, drawing in information and participation from the members and the staff, and has crafted a mission statement, and come up with a list of core values that should define our work," said NCLM Director S. Ellis Hankins. "From that they have identified three areas for refocusing the League to ensure its continued success."

As NCLM Immediate Past President A. Everette Clark, mayor of Marion and a member of the Strategic Directions Steering Committee, explains, "The Board felt that the League's mission and strategic vision should be re-examined with an eye to the future. The organization has grown and changed dramatically over the past 20 years and so has our world. It has been some time since we stood back and discussed what we want the League to be in the future."

"Now we want all of our membership to look at what the committee has done and provide feedback and comments. That will give the Board the perspective needed to adopt a mission and strategic directions document for the League next year," Clark said.

Once the mission statement is adopted and strategic directions established, the League will develop a strategic plan to implement overall goals.

"This work will give us criteria to guide the decisions that must be made about specific programs and services to begin, continue or discontinue," said Hankins.

The process

The strategic directions process began in June 2005 when the NCLM Board of Directors instructed the staff to develop a new strategic vision. The last formal strategic planning process had been completed a decade earlier.

The steering committee was appointed in September and began work in January. During the effort, elected officials, managers and other municipal staff, and NCLM staff provided information and input through focus groups and special meetings.

Detailed information on the process, working documents, committee meeting agendas and summaries are available at <http://nclmvision.blogharbor.com>

Phil Boyle, Ph.D., Leading & Governing Associates, Inc., served as consultant on the project. Boyle has led a number of workshops at NCLM meetings and conferences and is a former faculty member of the UNC-Chapel Hill School of Government.

The draft mission statement, core values and strategic directions, along with highlights of the findings are included in the attached materials.

Next steps

After municipal officials provide comments and suggestions, the Board of Directors will revise as needed and then adopt a mission statement, core values and strategic directions. The next step will be development of a long-range plan to carry out the strategic directions.

Strategic Directions Steering Committee

MEMBERS

Don Brookshire, manager, Mount Airy; chair, NCLM Risk Management Board of Trustees

Council Member Nancy Carter, Charlotte

Mayor A. Everette Clark, Marion; president, NCLM

Mayor Ethel Clark, Spring Lake

Alderwoman Elizabeth Feichter, Waynesville

John Hice, senior analyst, NCLM

Mayor Al King, Goldsboro; member, NCLM Risk Management Board of Trustees

Commissioner Bob Oakes, Nags Head

Mayor Robert Partin, Scotland Neck; first vice president, NCLM;
member, NCLM Risk Management Board of Trustees

Steve Settlemyer, attorney, Morganton

Rob Shepherd, manager of member services and marketing, NCLM

Penelope Spicer-Sidbury, CMC. Clerk, Wilmington

Roger Stancil, manager, Chapel Hill

Council Member Harold Troy, Whiteville

Charles Archer, associate director for operations and federal relations, NCLM (ex officio)

October 2006

Identity MUNICIPALITY: _____

Participants in Discussion: (Name/Title)

_____	_____	_____
_____	_____	_____
_____	_____	_____

Form Completed by: _____ Phone: _____ Date: _____

Mission Statement

The mission is the reason the League exists. Here is the mission statement developed by the steering committee.

The North Carolina League of Municipalities is a nonpartisan association of municipalities in North Carolina. The mission of the League is to enhance the quality of life in municipalities through excellent municipal government. The League carries out this mission by:

- *Providing member services that strengthen and support good municipal government.*
- *Engaging members, staff, and stakeholders in representing municipal issues and interests.*
- *Developing municipal leaders who can address the needs and interests of their citizens.*
- *Providing a unified, nonpartisan voice for municipal issues at the state and federal level.*

Please review the statement and suggest changes to make it better reflect what you think the mission of your League should be.

Core Values

These define how the League lives its mission. They reflect the soul of the League as an organization, and as such are essential to sustaining the character of the League.

The League will be:

- | | | |
|--|---------------------------------------|--------------------------|
| • <i>Ethical</i> | • <i>Open and transparent</i> | • <i>Fair, equitable</i> |
| • <i>Financially sound</i> | • <i>Innovative, forward-thinking</i> | • <i>Non-partisan</i> |
| • <i>Inclusive and collaborative as it engages partners, stakeholders, and external actors</i> | | |

The League will stand for:

- *Good government and the value of public service*
- *The principle that municipalities matter*
- *Unity of citizens within municipalities and municipalities through the League.*

Please review this list of core values and suggest changes better reflect what the core values of your League should be.

Strategic Goals The steering committee established goals in three areas to further the Mission. Please consider this goal. What suggestions do you have to help further the League's efforts toward this end?

Goal I. Strengthen member communication, participation and engagement.

Goal II. Strengthen the League's governance capacity.

Goal III. Strengthen policy development and representation of municipal interests in an increasingly regional, global and intergovernmental world.

Further Contact Some of you may like to have a further role in shaping the course of the League in future. If you would like to have further contact about the Vision Project please give us contact information below:

If you have questions or would like to speak to someone about the Vision Project please contact one of the League staff members below.

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John Hice, senior programmer/analyst, jhice@nclm.org, 919-715-3919