

Montana League of Cities and Towns

2017 Strategic Plan Update

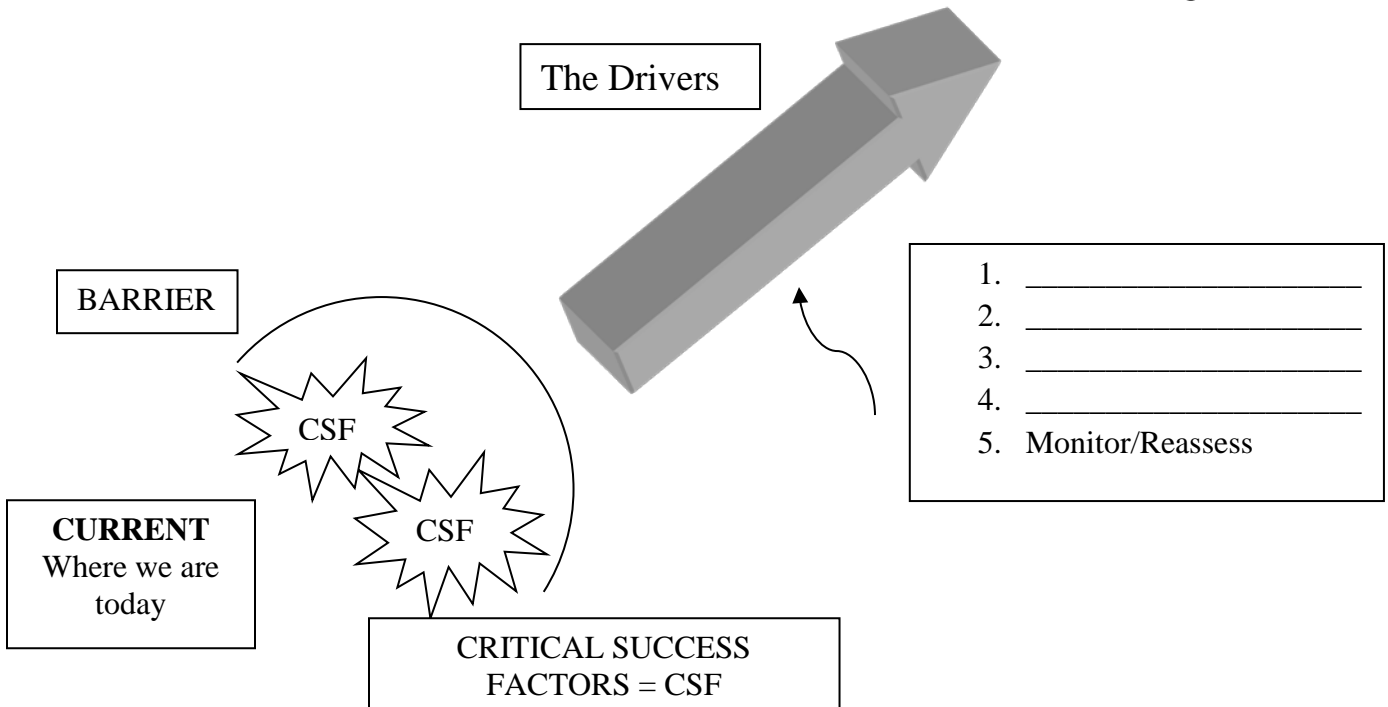


Prepared by:
Local Government Center
Montana State University Extension

TABLE OF CONTENTS

MLCT Vision, Mission Statement and Organizational Goals	3 – 4
MLCT – One Page Strategic Plan Summary	5
MLCT Strategic Plan (Goals 1-4)	6 – 8

The Driver's Model Leadership Strategies, Inc.



Montana League of Cities and Towns

Mission Statement:

Montana League of Cities and Towns will provide resources and representation for its members to build and maintain vibrant, healthy and safe communities.

Vision Statement:

The Montana League of Cities and Towns – leading Montana communities into the future as a respected and influential advocate for its members and the public they serve.

Historical Background:

The Montana League of Cities and Towns (MLCT) is an incorporated, nonpartisan, nonprofit association of 129 Montana municipalities. Organized under a constitution originally adopted in 1931, the sole purpose of MLCT is to promote and improve performance among municipal governments in Montana. MLCT acts as the clearinghouse through which Montana cities and towns cooperate for their mutual benefit.

Major policies are determined by vote of the delegates at the annual conference and implemented by an 18 member governing body elected and appointed from among the city and town delegates. MLCT serves as an advisory body to facilitate contact between municipal officials and state and federal governments. By cooperating through MLCT, Montana municipalities provide for themselves an ongoing research program and a consistent legislative voice that would be impossible for members to achieve individually.

Core Values:

- *Local control*
 - Empowering cities and towns to make decisions locally
- *Advocacy*
 - Local, state and national level
- *Teamwork*
 - Leverage resources through collaboration & coalition building
- *Transparency*
 - Openness, communication and accountability to all members
- *Fiscal Responsibility*
 - Diversified revenue model

Organizational Goals

1. Advocacy & Government Services

- Through effective strategic partnerships, the MLCT will promote and improve performance among municipal governments in Montana by serving as a clearinghouse through which Montana cities and towns cooperate for their mutual benefit.
- Representing Montana cities and towns, the MLCT will promote local control and healthy and safe communities at state and federal levels.

2. Member Services

- Through effective strategic partnerships, the MLCT will provide technical assistance, education/support and research/analysis to our members. These services will be provided on a day-to-day basis, at annual conference, and at district and other meetings.

3. Communication

- Seek opportunities to build MLCT's capacity for long term sustainable growth by leveraging strategic partnerships and effectively communicating MLCT's ongoing work on behalf of members. Our two-pronged plan will focus internally on members by communicating issues, initiatives and MLCT efforts, while also developing a strong message and brand to external stakeholders, state and federal agencies and legislators.

4. Organizational Structure

- Enhance MLCT Board's ability to effectively govern the MLCT through board meetings, committee structure, orientation and education, and an annual retreat. Work with strategic partners to develop enhanced advocacy, legal, and communication capacity within the MLCT to more effectively serve our members.

Montana League of Cities and Towns (MLCT) – One Page Strategic Plan Summary

MISSION of the MLCT:

Montana League of Cities and Towns provides resources and representation for its members to build and maintain vibrant, healthy and safe communities.

Organizational Goals (Blue Boxes) and Strategies (White Boxes):

1. Advocacy & Government Services	2. Member Services	3. Communication	4. Organizational Structure
Enhance MLCT's advocacy presence across all sectors.	Review roles and responsibilities with strategic partners to more effectively provide technical assistance in legal, management, and personnel disciplines; provide education; and build capacity.	Build permanent internal and external communications capacity to enhance participation of MLCT members.	Enhance MLCT Board's ability to effectively govern the organization.
	Create a culture of partnership and continual improvement with the annual conference and district meetings to enhance the quality and effectiveness for our members.	Explore opportunities to enhance the MLCT profile.	Evaluate resource needs to meet the desired services of the membership.

Montana League of Cities and Towns (MLCT)

Organizational Goal 1: Advocacy & Governmental Services

Through effective strategic partnerships, the MLCT will promote and improve performance among municipal governments in Montana by serving as a clearinghouse through which Montana cities and towns cooperate for their mutual benefit.

Representing Montana cities and towns, the MLCT will promote local control and healthy and safe communities at state and federal levels.

STRATEGY	ACTION	RESOURCES	YE R	STATUS
Enhance MLCT's advocacy presence across all sectors.	Action A: Elected officials/executive director participate as active members in the NLC.	Budget/Board	1-5	Ongoing
	Action B: Provide advocacy technical assistance and training to enhance board and member participation.	Budget	1-5	Ongoing
	Action C: Design a legislative scorecard.	Board/ Committee/ Staff	1-5	Complete
	Action D: Continue to build our strategic partnerships with Montana Infrastructure Coalition and other public and private sector partners to achieve our advocacy goals.	Board/ Committee/ Staff	1-5	Ongoing
	Action E: Represent members at legislature and with state and federal agencies.	Board/ Committee/ Staff	1-5	Ongoing
	Action F: Explore resources necessary through contracts and/or staffing enhancements to meet the defined advocacy strategy.	Budget	1-5	Ongoing - Engagifii

Organizational Goal 2: Member Services

Through effective strategic partnerships, the MLCT will provide technical assistance, education/support and research/analysis to our members. These services will be provided on a day-to-day basis, at annual conference, and at district and other meetings.

STRATEGY	ACTION	RESOURCES	YEA R	STATUS
Review roles and responsibilities with strategic partners to more effectively provide technical assistance in legal, management, and personnel disciplines; provide education; and build capacity.				
	Action A: Evaluate MLCT resources and capacity to fulfill our responsibility in achieving the defined strategy.	Budget	1-5	Ongoing
Create a culture of partnership and continual improvement to provide value-added professional services that enhance the quality and effectiveness of our members.	Action A: Collaborate with the Board and other strategic partners to create goals for the MLCT conference.	Staff/Budget	1-5	Ongoing
	Action B: Collaborate with strategic partners and the membership to determine current issues of importance and agenda items for district meetings.	Staff/Budget/ Board	1-5	Ongoing
	Action C: Determine opportunities to assess other value-added services that will benefit members.	Staff/Budget/ Board	1-5	Ongoing

Organizational Goal 3: Communication

Seek opportunities to build MLCT’s capacity for long-term sustainable growth by leveraging strategic partnerships and effectively communicating MLCT’s ongoing work on behalf of members. Our two-pronged plan will focus internally on members by communicating issues, initiatives and MLCT efforts, while also developing a strong message and brand to external stakeholders, state and federal agencies and legislators.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
Build permanent internal and external communications capacity to enhance participation of MLCT members.	Action A: Create a more structured process to engage members on current MLCT activities and issues.	Staff/Budget	1-5	Ongoing – Engagifii
	Action B: Develop and implement a MLCT strategic communications plan.	Staff/Budget	1-5	Ongoing – communications working group update
	Action C: Provide outreach through district and other meetings to engage legislators and other strategic partners with the MLCT.	Staff/Budget/ Board	1-5	Ongoing
	Action D: Quarterly planning meetings between executive directors of the MLCT, MMIA, and LGC.	Staff	1-5	And MACO
	Action E: To improve the website to make it more user friendly for our members.	Staff/ Budget	1-2	Ongoing
Explore opportunities to enhance the MLCT profile.	Action A: Enhancement of MLCT brand, to include website design, development, logo, and joint branding opportunities between MLCT and MMIA.	Staff/Budget	1-5	Ongoing

Organizational Goal 4: Organizational Structure

Enhance MLCT Board’s ability to effectively govern the MLCT through board meetings, committee structure, orientation and education, and an annual retreat. Work with strategic partners to develop enhanced advocacy, legal, and communication capacity within the MLCT to more effectively serve our members.

STRATEGY	ACTION	RESOURCES	YEAR	STATUS
Enhance MLCT Board’s ability to effectively govern the organization.	Action A: The Board will meet four times a year in person or by phone.	Staff/Budget	1-5	Ongoing
	Action B: Conduct a strategic planning meeting once a year.	Staff/Budget	1-5	Ongoing
	Action C: Develop strategies to improve board participation in board meetings and advocacy issues.	Staff/Board/ Membership	1-5	Ongoing – Engagifii and BoardPag
	Action D: Develop a job description and orientation packet for board members	Staff/Board	1-2	Complete
Evaluate resource needs to meet the desired services of the membership.	Action A: Evaluate MLCT resources and capacity to fulfill our responsibility in achieving the defined strategy.	Staff/Board	1-5	Ongoing
	Action B: Continue to build our strategic partnerships with public and private sector partners to achieve member goals.	Staff/Board	1-5	Ongoing
Effectively administer the affairs of MLCT.	Action A: Manage all fiscal matters.	Staff	1-5	Ongoing – discussion of software options
	Action B: Coordinate with staff, contractors, and other professionals as needed.	Staff	1-5	Ongoing