

Montana League of Cities and Towns

2019 Strategic Plan Update



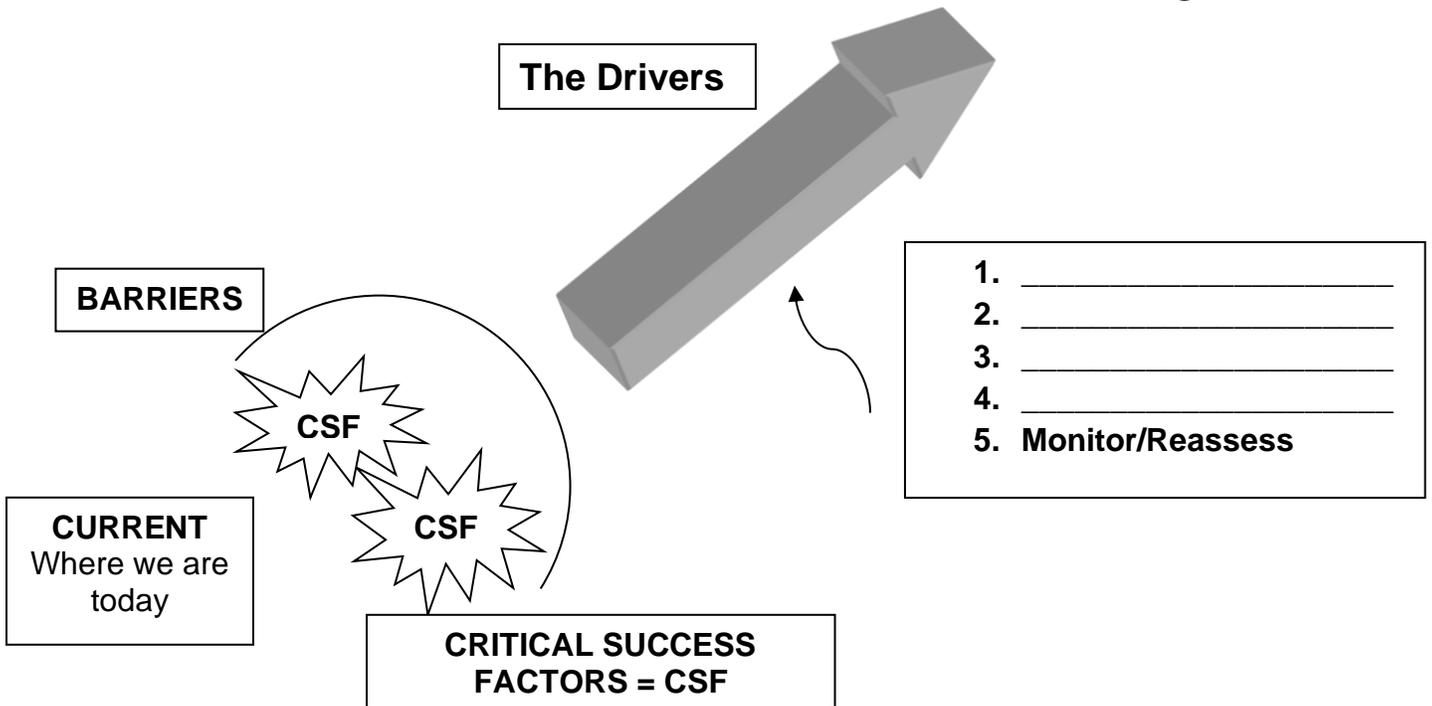
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The Driver's Model

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 unique, vibrant, healthy, and safe communities.

Vision Statement:

The Montana League of Cities and Towns – leading Montana communities forward as a respected and influential advocate for the members it represents and the public they serve.

Historical Background:

The Montana League of Cities and Towns (MLCT) is an incorporated, nonpartisan, nonprofit association of 127 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 collaborate 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 Operational Values:

- *Local control*
 - Empowering cities and towns to make decisions locally
- *Advocacy*
 - Local, state, and national level
- *Teamwork*
 - Leverage resources through collaboration and building coalitions
- *Transparency*
 - Openness, communication, and accountability to all members
- *Fiscal Responsibility*
 - Utilizing a 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 collaborate for their mutual benefit.
- Deepening our partnership with MMIA and collaboration with others – NLC, MACo, MIC, LGC.
- Representing Montana cities and towns, the MLCT will promote local control and healthy, safe, and resilient 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

- 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.
			Effectively administer the affairs of MLCT.

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 collaborate for their mutual benefit.

Deepening our partnership with MMIA and collaboration with others – NLC, MACo, MIC, LGC.

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

STRATEGY	ACTION	RESOURCES	YEAR	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, emphasizing technology, and formal training to enhance board and member participation.	Budget	1-5	Ongoing
	Action C: Evaluate ability to increase capacity in advocacy services.	Board/ Committee/ Staff	Prior to 2021 budget 1-2	Complete
	Action D: Continue to build and maintain 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 (e.g., Engagifii, service level agreement).	Budget	1-5	Ongoing –

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	YEAR	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 regional summit 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 (e.g., Engagifii, expanded communication capability).	Staff/Budget	1-5	Ongoing –
	Action B: Develop and implement a MLCT and MMIA strategic communications plan.	Staff (new communication strategist)/Budget,	1-5	Ongoing – communications working group update
	Action C: Provide outreach through summit 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, MACO, and LGC.	Staff	1-5	
	Action E: To improve communication tools, including the website, social media, app, etc., to make access more user friendly for our members.	Staff/ Budget	1-2	Ongoing
Explore opportunities to enhance the MLCT profile.	Action A: Enhancement of MLCT brand and joint branding opportunities between MLCT and MMIA.	Staff/Budget	1-5	Ongoing

Organizational Goal 4: Organizational Structure

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 every three year.	Staff/Budget	1-5	Ongoing
	Action C: Develop strategies to improve board participation in board meetings and advocacy issues (e.g., Engagifii and BoardPag).	Staff/Board/ Membership	1-5	Ongoing –
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 and maintain 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