

## CORE VALUES:

- ★ The Social Contract: We're all in this together.
- ★ Show initiative, be proactive; it's everybody's job to achieve success.
- ★ Grow the pie; conserve the treasure.
- ★ Anticipate, be accountable, lend a hand.
- ★ Seek to Serve, to Enhance, to Add Value.
- ★ Unity & Teamwork: "How we treat each other is up to us."
- ★ Customer service, quality & excellence.
- ★ Goal-orientation, constructive/creative problem-solving, seek positive solutions.
- ★ Honor those present; Honor those not present.

## GOALS & TARGETS:

- **SOLVENCY/PROSPERITY**
  - Short-term New Revenues (in FY 2011): **\$100,000**
  - New Operations Budget (FY 2012): **\$500,000**
  - General Reserve Fund: 3 months @ \$35,000/month = **\$105,000**
  - Regional Development Fund (invest in the Region): **\$100,000**
  - NewMARC Strategies:
    - (1) Stay SGIA Strong at **\$100,000**
    - (2) Carve statewide role as regional coordinator of service delivery & projecteering
    - (3) Help & advice from Lawrence Rael
  - Conservation: Save **25%** in costs.
- **REGIONAL LEADERSHIP: Products & Services**
  - **"Sustainable Communities Initiative"**: Go For It! Goal: **\$1,000,000**
  - **"Membership"**: "Next-level" Customer Service; Restore Dues Levels; Grow the Affiliates. Goal: \$100,000
  - **"Flagships"**: Success with Brownfields, RPO, Byway/NatGeo, CEDS, CDBGs, Legislative TA
  - **"Heart of the Circle"**: Convener of Roundtables, Forums & Networks
  - **"Projecteering"**: Master project development; Relevance & Results; Resource-linker supreme
- **INTERNAL OPERATIONS: Way of Doing Business**
  - Efficiency, Quality Control, Excellence
  - Human Resources: Grow our core asset
  - Outstanding customer service, inside & out
  - Model conservation, saving, stewardship
  - Control, organize & manage paper & information
  - Always seek to Add Value

NORTHWEST NEW MEXICO  
COUNCIL OF GOVERNMENTS



**THE C\*O\*G\***  
**NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS**

**PROMOTING**

**REGIONAL**

**COMPETENCE**

**Policymaking**

*Assisting local leaders to research, develop & advocate for sound public policy at the local, state & federal levels.*

**Researching**

*Conducting relevant & timely socioeconomic & demographic research in support of specific & general development missions.*

**Convening**

*Organizing, facilitating & documenting meetings, forums & networks for sharing knowledge, best practices & "common work."*

**Planning**

*Researching, developing & promoting local & regional plans across all development disciplines.*

**Resourcing**

*Serving as a primary clearing-house, liaison & advocacy partner in identifying & securing resources for development.*

**Communicating**

*Serving as a hub, clearinghouse, disseminator & facilitator for sharing timely, relevant & meaningful information.*

**Projecteering**

*Guiding & supporting the development, prioritizing, resourcing & implementation of sound projects.*

**Regionalizing**

*Connecting the dots between jurisdictions, disciplines & initiatives, achieving economies of scale & building synergy.*

**Coordinating**

*Facilitating, supporting & guiding the work of inter-agency groups toward achieving common missions & objectives.*

**"REGIONAL COMPETENCE"**

- acknowledges that **"regions"** are the essential geographic units of the world's economy, and
- refers to the extent to which regions embody:
  - ✓ high levels of **cooperation & collaboration** among all sectors of the economy (business, industry, government, education, healthcare, nonprofit);
  - ✓ a **shared vision** for the region, aligned with the region's unique assets and characteristics;
  - ✓ significant investment in & support for **innovation**, including systems for research, development & implementation within the region;
  - ✓ continuous improvement in broad-based **economic participation** by the regional population;
  - ✓ commitment to **long-term sustainability** of the region's communities, reflecting an effective balance between development, quality of place, and environmental quality.

*"My hope is that federal officials will recognize **cooperation**, not going it alone ..., is the most, and maybe only, **appropriate path to (federal) funding.***

*Not only does fostering cooperation help guarantee investing in the highest priority projects for **rebuilding our regional economies**, it helps assure that small jurisdictions, as well as large, will be beneficiaries ..."*

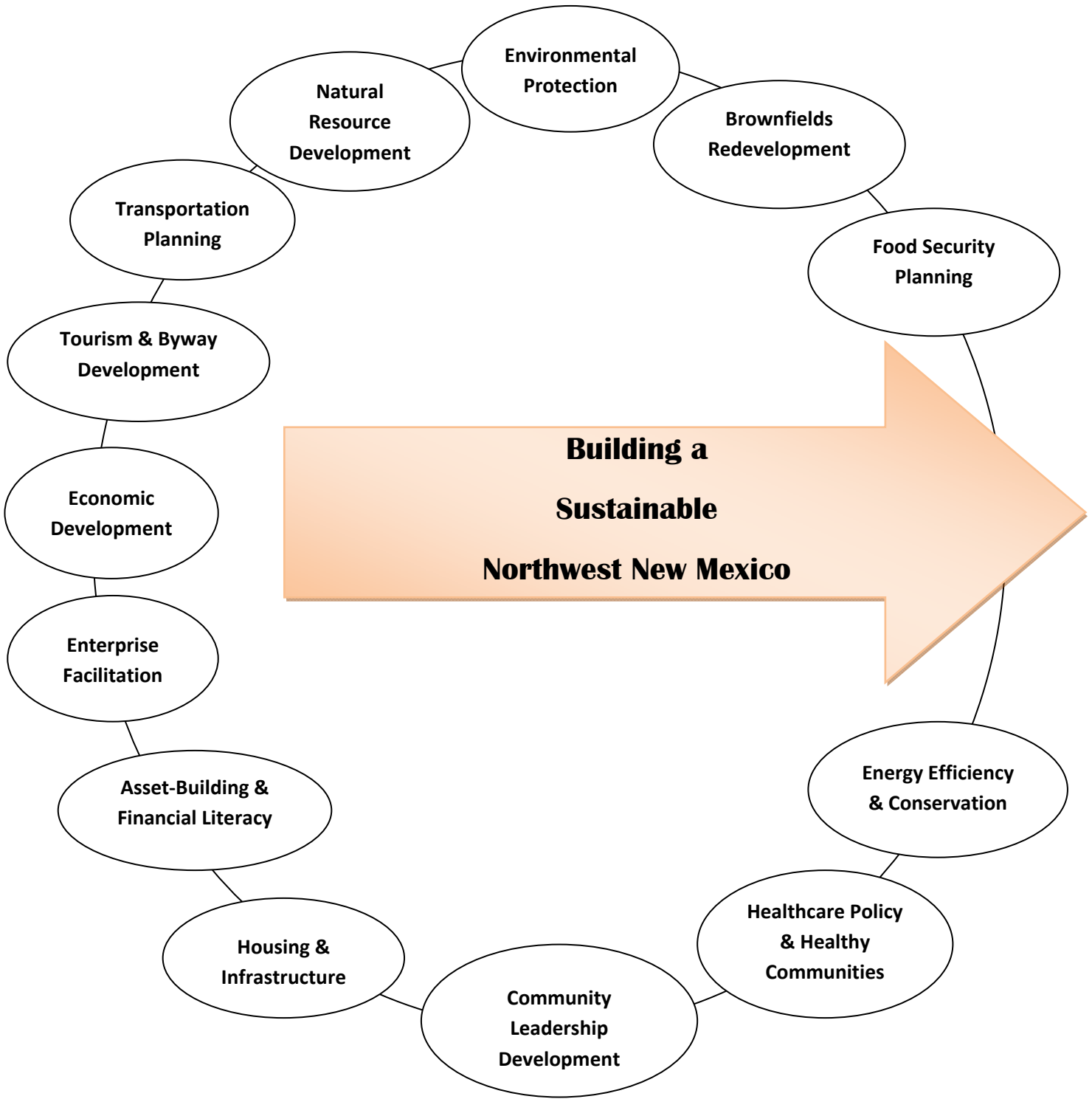
*--Bill Dodge,  
Regional Excellence*

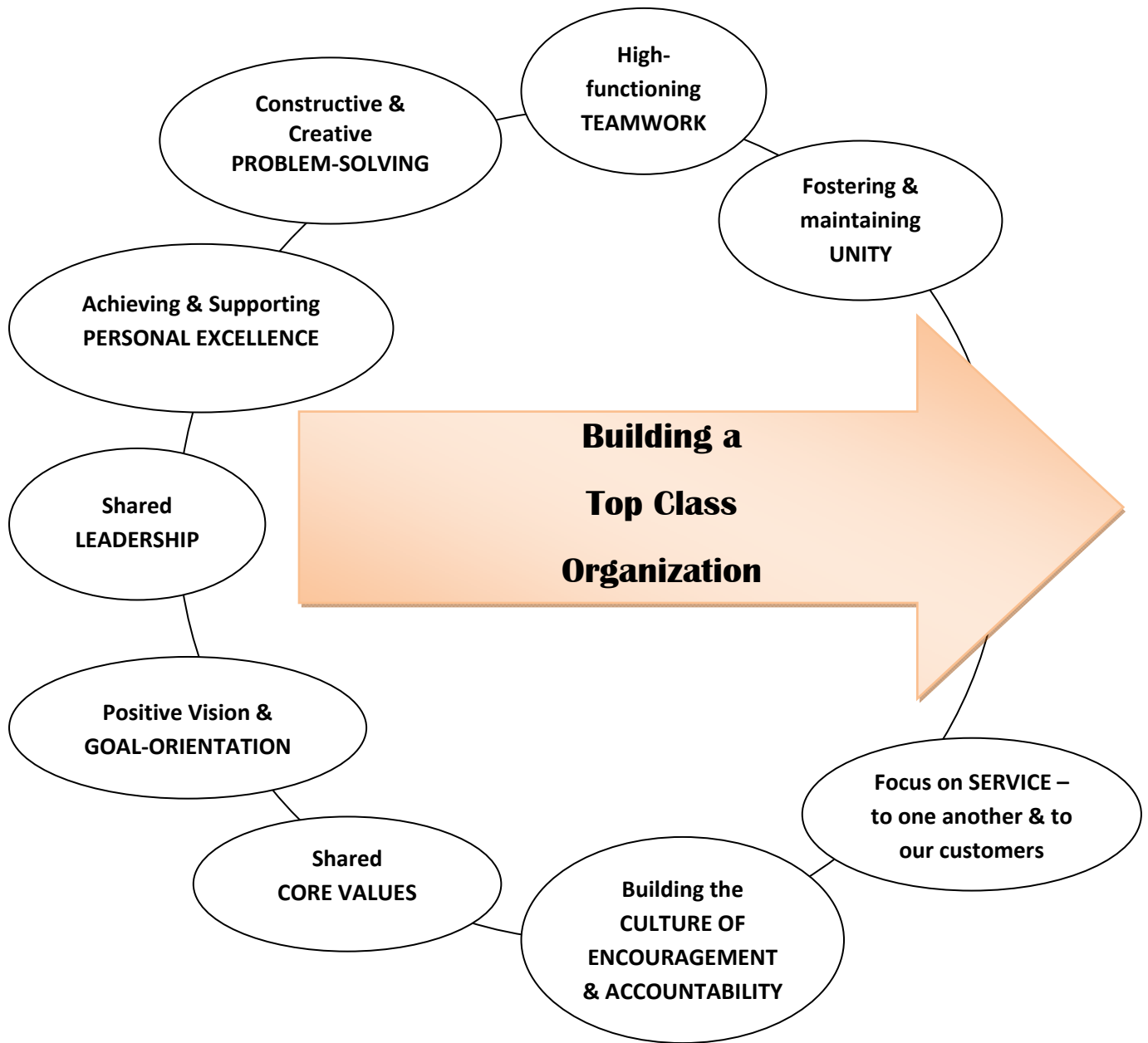
***"We have the means to feed the world and create universal prosperity.***

***"What we lack is political will and cooperative competence."***

*-- Buckminster Fuller,  
20<sup>th</sup>-century inventor,  
scientist, futurist & author*







**Fostering & maintaining  
UNITY**

- Loyalty to Team, to Core Values, to the Organization, to the Customer.
- If you see it here or hear it here, it stays here – in the circle.
- Honor those who are present, and those who are not present.
- No gossip or backbiting.

**High-functioning  
TEAMWORK**

- Clear responsibility & accountability; & we help each other out as needed.
- Bring your best & highest energy, but allow others the same opportunity.
- No limit to what we can do, if we don't care who gets the credit.
- Contribute to positive morale; Happy people make a great team.

**Constructive & Creative  
PROBLEM-SOLVING**

- Tough on issues/Easy on people; work the issue, look for the solution.
- Communicate! "It takes 2." Don't assume or presume. Listen first ...
- Be open to new ideas; don't rush to judgment; seek the Best Solution.
- Offer your ideas to the "center of the table" – then let it belong to the group.

**Achieving & Supporting  
PERSONAL EXCELLENCE**

- Set personal goals; make a plan; get support; work the plan.
- Be the best you can be, & help all others to do the same.
- Identify, seek out & engage mentors to guide & encourage you on your plan.
- Identify the standards, self-evaluate & commit to continuous improvement.

**Shared  
LEADERSHIP**

- Everyone's a leader – in some way, either formally or informally.
- Each of us is responsible for fulfilling & modeling the social contract.
- Each of us is different – in personality, skills, experience. Bring it & share it!
- Rise to the occasion. To succeed on this journey, it'll take us all!

**Positive Vision &  
GOAL-ORIENTATION**

- Know, contribute to & share in the vision, the goals, the objectives.
- Eye on the Prize: don't get discouraged by challenges; keep moving forward!
- Help monitor progress – your own, and the organization's.
- Look to achieve positive results; beyond busy-work ... be efficient & effective.

**Shared  
CORE VALUES**

- Join the Social Contract: we're all in this together.
- It's everybody's job to sustain & enhance the organization. Show initiative!
- Commit to finding new resources, and conserving on what we have.
- Anticipate the needs and lend a hand; no place for "it's not my job."
- The Ends do not justify the Means. Integrity means alignment.

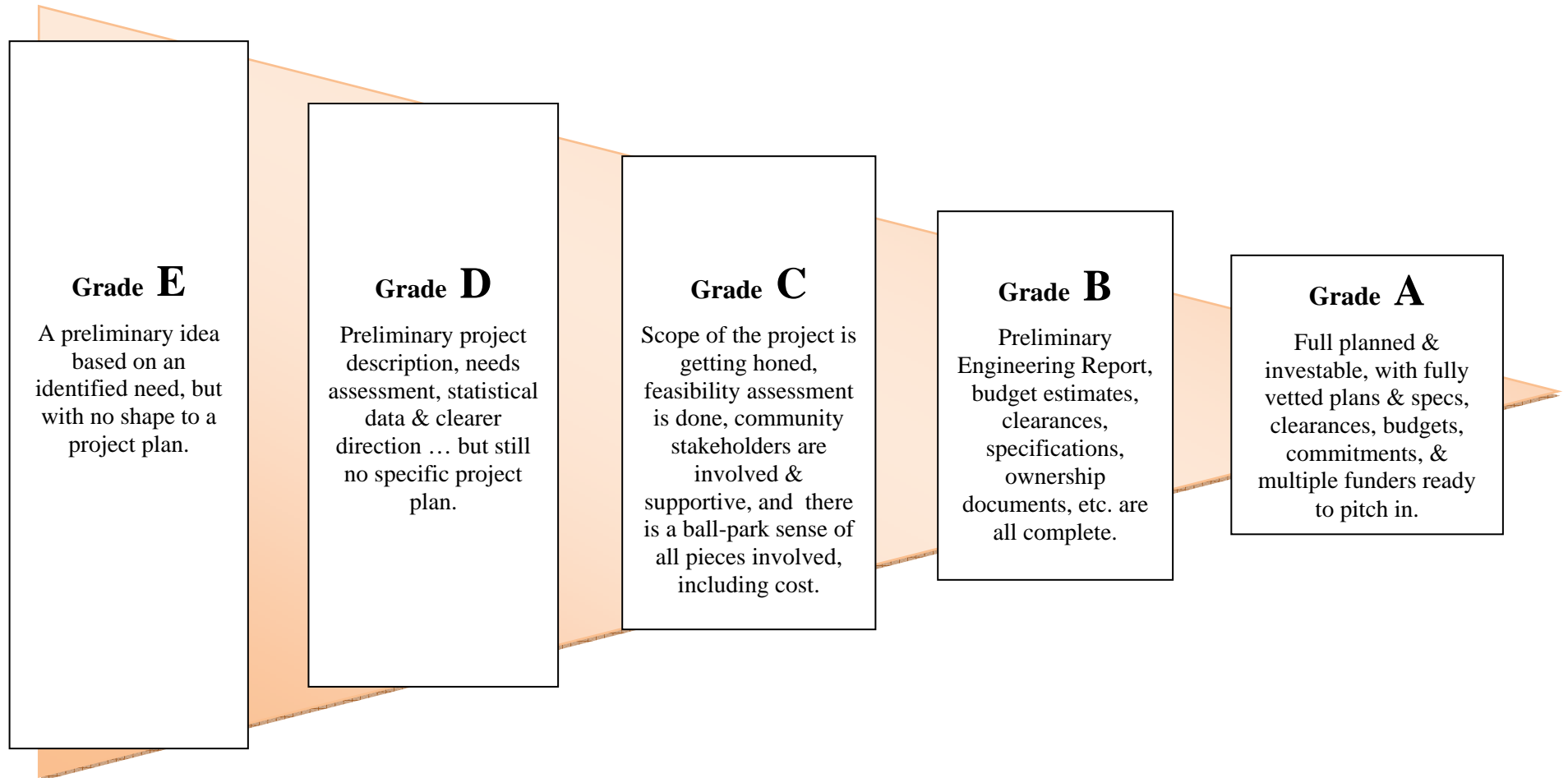
**Building the CULTURE  
of ENCOURAGEMENT  
& ACCOUNTABILITY**

- Model positive attitude, acceptance & acknowledgement. Be constructive!
- Eliminate the spirit of criticism; no judgmentalism or presumption.
- If I fall short, don't put me down; help me get there. My success is yours, too.
- Catch people doing well & doing right; and let them know it.
- Be clear about accountability; then encourage excellence in its pursuit.

**Focus on SERVICE – to one  
another & to our customers**

- Believe in the mission; align with the mission; own it & share it.
- We're here to make things better in the world; it's all about service.
- Start with service to each other; let that be the spirit & the foundation.
- Know the customer's needs & goals; then add value – on their terms!

# PROJECT READINESS TRIAGE



## **BEGINNER**

Projects in infancy stage, needing preliminary planning & development, with results to be achieved beyond a 3-year horizon.

## **INTERMEDIATE**

Projects are in motion, approaching a stage of readiness, but need additional planning & development dollars to move into the Advanced stage; potentially implementable within a 1-to-3-year timeframe.

## **ADVANCED**

Projects demonstrate a high degree of readiness (“shovel-ready”), sufficient to access immediate funding & investment opportunities.

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**Reinventing for Success:**

a "3-M"  
approach to  
achieving focus  
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**MISSION**

**MEANS**

**MODALITY**

**Leading the  
Field**

- by creating a top-class organization committed to service & excellence

- ❖ establish & sustain team unity
- ❖ foster the "culture of encouragement"
- ❖ promote professional "growth in excellence"
- ❖ be goal-oriented & accountable
- ❖ tap best practices & network with the best

**to  
Empower  
Communities**

- through relevant, responsive & quality service that adds value to the work & resources of local, state & federal government

- ❖ grantsmanship – identify, link to, & help bring in community development resources
- ❖ provide planning & technical assistance services across all disciplines, in service to local goals
- ❖ facilitate group processes to support innovation & continuous improvement

**&  
Move the  
Region**

- by promoting regional competence & cooperation
- by creating economies of scale & leveraging resources for development
- by being accountable for change

- ❖ convene & facilitate the regional conversation
- ❖ articulate & promote the regional vision plan
- ❖ coordinate inter-jurisdictional & regional initiatives
- ❖ monitor & communicate regional progress
- ❖ assemble & manage a regional development fund
- ❖ keep "connecting the dots"!