

Land of Sky Regional Council
January 23, 2019
Regular Meeting



Please mute all electronic devices, including cell phones, laptops, tablets, and recorders. Delegates are requested to state their names when moving on orders of business. Thank you!

AGENDA

***Special Presentation of the Robert C. Parrish, Sr. Intergovernmental Relations Award
and the Charles H. Campbell Regional Leadership Award (12:45pm)***

- I. **Call to Order (1:00pm)**
- II. **Invocation**
- III. **Pledge of Allegiance**
- IV. **Roll Call**
- V. **Modification and Approval of Agenda**
- VI. **Public Comment**
- VII. **Recognition of Special Guests**
- VIII. **Chairman's Comments and Roundtable**
- IX. **Approval of Minutes from the October Regular Meeting & the December Award Meeting**
- X. **Consideration and Approval of Consent Agenda Items**
- XI. **Presentation/Work Session**
 - A. Draft Land of Sky Regional Council Strategic Plan 2019 – 2021
- XII. **Old Business**
- XIII. **New Business**
- XIV. **Executive Director's Report**
- XIV. **Important Dates**
- XV. **Adjournment**



BOARD OF DELEGATES AGENDA ITEM

- Subject:** October and December Board of Delegates Meeting Minutes
- Item Number:** X. Approval of Minutes from the October Regular Meeting & December Award Meeting
- Responsible Party:** Zia Rifkin, Administrative Services
- Attachment(s):** Minutes from the October and December 2018 Board of Delegates Meetings
- Background:** A quorum was present to conduct business at the October 2018 meeting and the minutes provide a recap of the special presentation for Land of Sky's NADO Innovation Award recipients: West Next Generation Network Broadband initiative through the Economic and Community Development department; UpSkill WNC through Workforce Development; and, the Asheville Terrace Community Health Worker project through Aging Services. The business meeting included a presentation by Jim Fox, Director of NEMAC regarding resiliency planning for local governments.
- On December 5, 2018, the Board of Delegates held a meeting, which recognized John Connet, Manager for the City of Hendersonville, with the Robert E. Shepherd Excellence in Local Government Award. Immediately following the meeting was the LOSRC Holiday Open House.
- Staff Recommendation:** Recommend acceptance of the October and December 2018 meeting minutes.
- Suggested Motion(s):** Move to approve the October and December minutes as submitted

**Meeting of
Land of Sky Regional Council Board of Delegates
October 24, 2018**

Minutes

Special Presentation – Presentation of the National Association of Development Organizations (NADO) Innovation Awards for West Next Generation Network (WNGN) Broadband initiative provided through the Economic and Community Development department; the Asheville Terrace Community Health Worker Project provided through the Area Agency on Aging; and, UpSkill WNC provided through the Workforce Development Department.

Stephanie Stewart, Health Promotions staff in the Area Agency on Aging (AAA) shared about the Asheville Terrace Community Health Worker (CHW) Program. She stated that a small team of residents from low-income senior housing trained as Community Health Workers. This team acquired clinical resources for on-site interventions and health education, developed volunteer opportunities for neighbors to address community needs, and provided individualized support through informal counseling. Throughout the project, Housing Authority staff expressed interest and support for initiatives. Participation rates for activities were high, with ongoing engagement of more than 24% of the community and engagement of 74% of the community in at least one service offering.

Stephanie Stewart communicated that she is the project manager for the initiative, which recognizes CHWs as experts in aging issues, as peers, leaders and advocates. The CHW team designs activities and approves strategies, while the project manager guides project development and follows theories of “supportive supervision” to mentor, train and support CHWs’ autonomous efforts. CHWs have a deep understanding of their community’s needs, and expand upon this knowledge by conducting community assessments to inform work.

The purpose of the Community Health Worker Program is to equip community leaders with skills to mobilize neighbors for better health and social connectivity. Through formal training and support, Community Health Workers practice advocacy, wellness support, resource connection and community organizing. Community Health Workers also benefit from the project. They have the opportunity to participate in meaningful work, increase financial resources, train to strengthen personal and professional skills and live in a healthier, more united community.

Nathan Ramsey shared about the UpSkill WNC grant. He noted that there are about 17000 job openings at any one time in the LOSRC region and about 8000 job seekers. He shared that the region has had the lowest unemployment rate in the state for about four years now; but there are very serious barriers to folks who want to live and work in the area including affordable housing, transportation, among other factors. He shared information about the UpSkill program, which employs Career Navigators to work with un- and underemployed individuals who have barriers to employment, including justice system involvement. Nathan Ramsey communicated that employers in the region have a difficult time finding workers with the requisite skills, even as the region has about 30000 folks who are recipients of public assistance, have had justice system involvement, or are part of other under-represented groups. The goal of the UpSkill program is to help folks with serious barriers to employment find self-sustaining positions that could help to lift them out of poverty. The employment market is counter-cyclical so when unemployment is low, fewer people attend the community colleges and fewer people use the career centers in the region. He informed the Board that the program is funded through a grant from the NC Department of Commerce/Division of Workforce Solutions. Nathan Ramsey shared success stories from the UpSkill program including an article from the Transylvania Times about nursing assistants who trained at BRCC and received additional support from the UpSkill program.

Discussion occurred about the number of people in the region who are receiving food assistance, which is about 30000 and many of these individuals are already working in low-wage jobs. The number of unemployed in the region is roughly 8000 people. The Division of Employment Security does not publish a monthly number of the people drawing unemployment (UI); many of the 8000 unemployed people do not receive UI and those are the ones that the Division has labeled as job seekers.

Discussion also occurred about 10% of UpSkill participants having justice system involvement (former offenders) and Nathan Ramsey noted that special effort is made to reach out to the justice system. He noted that in Buncombe County

there is the Justice Resource Center and less formal arrangements in the other counties. UpSkill Navigators work with the center or the District Attorneys' offices to find folks who could benefit from the UpSkill program. Nathan Ramsey noted that former offenders are an untapped population that could provide employers with excellent workers. Chair Harris wondered if there was any formal connection with correctional facilities and Nathan Ramsey shared that Vanessa James (housed at the NCWorks-Asheville Career Center) is the Regional Former Offender Outreach Specialist and she works with incarcerated folks to make sure they have jobs lined up when they leave the correctional facilities. Nathan Ramsey also noted that work is underway with local employers to solve the transportation issues faced by many who are former offenders. He also shared that the program works with many folks who are in the county jails and in certain cases, the District Attorneys' are willing to dismiss a case or provide another disposition if folks can obtain employment.

Justin Hembree shared that LOSRC received three NADO Innovation awards this year. The purpose of these awards is to recognize programs that could be replicated across the country and make impacts on other communities. He also recognized Erica Anderson and her team for their work on the West Next Generation Network (WNGW) Broadband initiative.

- I. Call to Order – Chairman Larry Harris called the meeting to order at approximately 1:15pm.
- II. Invocation – Chairman Harris gave the invocation.
- III. Pledge of Allegiance – All stood as Chairman Harris led the group in the Pledge of Allegiance.
- IV. Roll Call – Justin Hembree called the roll. The following members were present: Jonathan Kanipe, Larry Harris, Albert Gooch, Bob Davy, Ron Stephens, Nancy McKinley, Alison Alexander, Nancy Allen, Patrick Fitzsimmons, Bob Tomasulo, and, Gaylyn Justice. The following guests were present: April Riddle, Jim Fox, Lindsey Rhoden, and Charles Dickens. Justin Hembree announced a quorum was present to conduct business.
- V. Modification and Approval of Agenda – The agenda was presented with a modification to add an item under New Business to form a nominating committee.

Bob Davy moved to approve the agenda as modified. Jonathan Kanipe seconded and the motion carried as all were in favor.

- VI. Public Comment –No comments were received from the public.
- VII. Recognition of Special Guests – Chairman Harris recognized April Riddle, the Western Region Commissioner for the NC Department of Insurance. Chair Harris also recognized Lindsey Rhoden with McMillan, Pazdan, Smith Architecture, located in downtown Asheville.
- VIII. Chairman's Comments and Round Table – Larry Harris – Shared that the Town of Black Mountain is experiencing a good swing in momentum with the ongoing Avadim expansion. Bob Davy – Shared that in the Town of Fletcher, NCDOT is finishing up the remainder of Howard Gap Road and the road revitalization project for downtown is underway. Nancy Allen – Shared that all is good in the Town of Marshall. Jonathan Kanipe – Shared that the Town of Biltmore Forest is starting the Public Works building project- the old building is coming down and the new one will go up on the same sight. Larry Harris shared that Black Mountain is moving their Public Works building onto the property of an old car dealership that the Town purchased. Alison Alexander – Shared that the Town of Laurel Park is finishing their Public Works project. Albert Gooch – Shared that the Village of Flat Rock is hiring for a new Director of Development/Park Foundation as the current staff, Maurean Adams is retiring. Justin Hembree shared that the organization is in the process of filling the Finance Director position. He shared that he may be reaching out to delegates to find folks willing to sit on the selection committee. He communicated that the Executive Committee took action today to appoint him as the Interim Finance Director and to appoint other staff as Deputy Assistant Finance Directors. He also shared about Budget Amendment #1, which is when carry over funds from last year's budgets are included in the current

fiscal year budget. Nearly \$700 thousand of that funding is workforce development funding. Overall, nearly \$1 million was added to the LOSRC budget for FY 18/19.

IX. Approval of Minutes from the September Regular Meeting – ***Patrick Fitzsimmons moved to approve the minutes of the September 2018 meeting. Jonathan Kanipe seconded and the motion carried without further discussion.***

X. Consideration and Approval of Consent Agenda Items – The Consent Agenda, consisting of Item A. September FY 2019 Treasurer’s Report was presented for consideration.

Bob Davy moved to approve the Consent Agenda as presented, Jonathan Kanipe seconded and the motion carried without further discussion.

XI. Presentations/Recognition –

A. Dashboard for Resiliency – Erica Anderson, Director of Economic and Community Development (ECD) shared about the level of regional growth over the past five years, which at 11% is higher than anticipated. She noted rapid development in the areas that are already developed, leading to congestion on the roads, which brings folks in from other areas for work and other reasons. The growth has also affected the level of affordable housing in the region. Jim fox, Director of the National Environmental Modeling and Analysis Center (NEMAC) shared that his organization was formed 14 years ago and works in partnership with UNC-A and NOAA. He also shared that his agency is fully self-funded and has created about 40 local jobs and provides internships for students at UNC-A. Jim Fox shared that the major threats to the LOSRC region are changing (increasing) due to rapid development and increasing hazards. Jurisdictions and municipalities need to ask themselves what and where are the most critical actions that should be taken? Resilience is about investing now for a better present and future, providing response and recovery, to be less expensive when the investment is made in resiliency. He noted that there are vast amounts of data available to help with decisions around resiliency. He wondered how many retailers in the region are impacted by the major threats to the region and he noted that there is software available (locally produced) that can answer that question. Using flooding as an example, he shared that many retailers in the urbanized area have been or could be impacted by flooding. He noted that this mapping software sits on top of the software that LOSRC already uses (GIS). The biggest point is that the software updates regularly as it is important to make investments before hazards occur and to know where to invest.

Jim Fox shared a demo of the software and he noted that this software operates through a web browser and provides the opportunity to determine retail property exposure to the major hazards in the LOSRC region. The software can identify the most vulnerable neighborhoods, includes social equity metrics, and assist operations to target individual assets. The software can also compare one area to another and provide an overview to move beyond exposure to vulnerability and risk and provides full transparency. Jim Fox shared that in Asheville, residential flooding is the biggest problem; the most vulnerable are at-risk, multi-family, retirement mobile home parks and single family homes built before 1980 (before building elevation was required). He reminded the Board that this does not create new things, but provides a data-driven process to evaluate vulnerability and risk in our economic and transportation assets in the region, building resiliency. He noted that with regards Comprehensive plans, as with a large group of stakeholders, it is important to work together to approach what the solutions are to vulnerability and risk.

Discussion occurred about how municipalities and jurisdictions can communicate out to realtors and others in the region to provide information about the importance of reviewing the risks and vulnerabilities of properties in the region. It was also shared that municipalities can connect entities who need to know about hazards, risks and vulnerabilities to LOSRC. The goal is to build capacity for neighbors to help neighbors. Jim Fox shared that there is a need to carry this information across to the stakeholders. He also shared that this is creating jobs for adaptation professionals and there is a growing demand for this type of work. Chair Harris clarified that NEMAC worked with the City of Asheville on a resiliency plan that became part of their comprehensive plan. Chair Harris also wondered if now would be the time for the Town of Black Mountain to

update their comprehensive plan and include the resiliency piece. Erica Anderson communicated that she would like to hear from municipalities on how much information they want, etc. She noted that is new territory for LOSRC and NEMAC and it is creating a new niche. Jim fox shared that Jon Beck (GIS Planner) has created the maps and those have been updated with the new software. Municipalities and jurisdictions can contact Erica Anderson for further directions.

XII. Old Business –

XIII. New Business –

A. Selection of Nominating Committee – Chair Harris shared that the Executive Committee is recommending to the Board that they act as the nominating committee who would bring a slate of candidates for consideration at the Annual Meeting (March 2019).

Nancy Allen moved to approve the Executive Committee act as the nominating committee to bring a slate of candidates forth for the Annual Meeting in March of 2019. Albert Gooch seconded and the motion carried as all were in favor.

XIV. Executive Director's Report –

A. Strategic Plan – Patrick Fitzsimmons shared that the Strategic Planning Committee has met a few times and a draft plan is available. He requested that Delegates review the Draft Strategic Plan and to inform the committee about what is happening in their communities over the next year. Input is requested by November 9th and the Strategic Planning Committee reconvenes on November 13th. The goal is to present the draft plan to the full board at the January 2019 meeting.

B. Council Awards & Holiday Open House – Justin Hembree shared that Delegates have received the nomination forms for the Parrish, Campbell and Shepherd awards. Nominations are due by November 16th. The December meeting has been set aside to present the awards so the business meeting will be very light. Following the December meeting, a Holiday Open House is planned.

C. Holiday Service Projects – Justin Hembree shared about the holiday service projects, which will help the Madison County Book Mobile (book donations are being accepted); also, Madison County food pantries are struggling and there will be a food drive set up at the Holiday Open House. He also shared that the Ombudsmen are collecting travel size toiletries and warm items (hats, scarves, and gloves) for residents of assisted living facilities in Madison County.

He also shared about the breakfast for the WCU Acting Chancellor, which happened October 23rd and increased the organization's visibility.

XV. Important Dates – No meeting is planned for November and the next Board meeting is scheduled for Wednesday, December 5 and will feature the presentation of Council Awards. Also following the December awards meeting there will be a Holiday Open House.

XIV. Adjournment – As there was no further business, Chair Harris adjourned the meeting.

**Meeting of
Land of Sky Regional Council Board of Delegates
December 5, 2018**

Minutes

- I. Call to Order – Chairman Larry Harris called the meeting to order at approximately 1:00pm.
- II. Invocation – Chairman Harris gave the invocation.
- III. Pledge of Allegiance – All stood as Chairman Harris led the group in the Pledge of Allegiance.
- IV. Modification and Approval of Agenda – The agenda was presented with no modification requested.
Bob Davy moved to approve the agenda as presented. Albert Gooch seconded and the motion carried as all were in favor.
- V. Public Comment –No comments were received from the public.
- VI. Chairman's Comments and Round Table – Bob Davy – Shared that the Town of Fletcher will hold a holiday event in lieu of parade, in the park this coming Saturday, everyone is invited. Last night the meeting was held with the broadband providers and it went very well. Representatives from Riverstreet, Spectrum, and Morris Broadband were present at the meeting. A lot of people attended and provided the internet providers with numerous comments. Gaylyn Justice – Shared that the new Area Agency on Aging employee, Cori Search, is now certified as the Ombudsman for Madison and Transylvania Counties. In addition, she shared some of the North Carolina Senior Tar Heel Legislature's 2019 legislative priorities including maintaining and increasing funding for senior center, increasing funding for NC Home and Community Care Block Grant (HCCBG), increasing funding for Project C.A.R.E. (Caregivers Running on Empty), and to strengthen and fund North Carolina's Adult Protective Services Program (APS). Barbara Volk, – Shared that the City of Hendersonville is holding their broadband meeting this evening. She also shared that beginning tonight, merchant-involved events will get underway. In addition, the City is planning a new police station and proposals have been received for two new hotels downtown. Lastly, Council Members and the Mayor have begun meeting with local neighborhoods to gain feedback and suggestions on services. Albert Gooch – Shared that in the Village of Flat Rock, the Director of the Park Foundation is retiring after six years and Tracy Daniel is set to move into that position. Jonathan Kanipe – Shared that in the Town of Biltmore Forest, the tree lighting event is happening at Town Hall this week and the broadband meeting occurred yesterday morning. He also shared that the Town of Laurel Park held their broadband meeting this morning and it went very well. In addition, Jonathan Kanipe communicated that Alison Alexander has accepted the job as Assistant County Manager in Lancaster, SC. She will be leaving Laurel Park shortly before the New Year. Chair Harris recognized Jeff Wells and Brian Caskey with the Town of Mills River. Lyuba Zuyeva – Shared information from the French Broad River Metropolitan Planning Organization (FBRMPO). She informed the group that the public meeting for the I-26 Connector was held last night and the project is set to begin in 2020. Ritchie Rozzelle – Shared that, with the I-26 Connector project coming to fruition, the Transportation Demand Management (TDM) program is delighted to assist in finding transportation options that take vehicles off the road. Chair Harris shared that the January meeting of the Board of Delegates would be devoted to the LOSRC Strategic Plan and staff are invited to participate. He also noted that the Strategic Planning Committee has had good participation and the plan is getting close to being approved by the Board- hopefully by February. Lyuba Zuyeva noted that there would be many challenges with traffic as the transportation projects (I-26 and others) move forward. Larry Harris – Shared that the Town of Black Mountain will host a public meeting on December 13th for the design of the exchange for Blue Ridge Road. He also noted that the Town continues to be excited about the Avadim project. He thanked Erica Anderson for her management of the grants for the construction project in Black Mountain.

VII. 2018 Awards Announcements and Presentations – Justin Hembree shared that Council has traditionally presented awards every year since 1983 when the Charles H. Campbell Regional Leadership award was established in the name of the four-time Council Chair and long-time Brevard Mayor. He noted also that the Robert G. Parrish Intergovernmental Relations award was established in 2000 in the name of the past Council Chair and long-time Fletcher Mayor and the Robert E. Shepherd Excellence in Local Government award was established in 2015 in the name of Land of Sky's first Executive Director, who served the organization for more than 30 years. Justin Hembree shared that Mr. Shepherd would always be an example of what a public servant should be and that he strives to be like him.

A. Robert E. Shepherd Excellence in Local Government Award – Jonathan Kanipe shared that he was very pleased to present the Robert E. Shepherd award to John Connet, Manager for the City of Hendersonville.

Mr. Connet accepted his award graciously.

B. Charles H. Campbell Regional Leadership Award – Justin Hembree shared that Jack Cecil, President and CEO of Biltmore Farms, LLC is the recipient of the Charles H. Campbell award. Mr. Cecil was unable to attend today's meeting but will be at the January meeting to accept his award.

C. Robert G. Parrish, Sr. Intergovernmental Relations Award – Justin Hembree shared that Transylvania County Commissioner, Mike Hawkins, was selected to receive the Robert G. Parrish award. The Commissioner was not able to be at today's meeting but plans to attend the January meeting to accept his award.

Justin Hembree shared that immediately following today's Board meeting, the Holiday Open House will commence. He noted that the BBQ in July has become so popular that it will become LOSRC's annual event and will move offsite to accommodate the large crowd it has drawn in recent years.

VIII. Adjournment – As there was no further business, Chair Harris adjourned the meeting.



BOARD OF DELEGATES AGENDA ITEM

- Subject:** Draft Land of Sky Regional Council Strategic Plan
- Item Number:** XI. Presentations/Work Session; Item A.
- Responsible Party:** Strategic Planning Committee; Justin Hembree
- Attachment(s):** Draft Plan Document
- Background:** For the past several months, the Strategic Planning Committee has been working to develop a strategic plan for the organization. The attached draft document is the result of this work. Now, the Committee would like to know what the Board of Delegates thinks. The plan will be presented to the Board of Delegates and time is set aside for questions, input, and feedback.
- Staff Recommendation:** Recommend adoption of Strategic Plan at February 2019 Board of Delegates meeting.
- Suggested Motion(s):** N/A

**Land of Sky Regional Council
Strategic Plan
2019 – 2021
Working Draft Document**

Our Vision: To be a catalyst for increasing the **economic competitiveness** and **quality of life** for our region, while being recognized as a **leading regional development organization** in the nation.

Our Mission: To partner with our local governments to identify and address relevant and emerging issues in Buncombe, Henderson, Madison, and Transylvania counties, while providing creative solutions and excellence service in the delivery of programs for our region.

Our Core Values: **Service** – We exist to serve our local governments.

Collaboration – We work as a team to assist our local governments and key partners in meeting their challenges, and strive to bring the region together to face challenges in a unified way.

Accountability – We take responsibility for our actions as a team and as individuals.

Resiliency – We face challenges head-on with determination and optimism.

Trust – We build trust through transparency.

Innovation – We always seek out new ways to address challenges, old or new, internal or external.

- Strategic Priorities:**
- 1) Evaluate, improve, and expand services based on input from local governments and key partners.
 - 2) Foster existing partnerships and build new relationships with local government leaders, regional allies, state officials, and federal partners.
 - 3) Evaluate, expand, and build organizational capacity as needed to address the region's needs.

Strategic Priority 1: Evaluate, improve, and expand services based on input from local governments and key partners.

Goal 1.1: Develop and implement a comprehensive process for informing and obtaining input from all of the region's local governments concerning Land of Sky's value, relevance, services, and partnership opportunities.

Strategy 1.1.1: Conduct face-to-face interviews with elected and senior appointed officials from the 20 local government jurisdictions in the region.

Strategy 1.1.2: Design and distribute a survey instrument to all local elected and senior appointed officials in the region.

Strategy 1.1.3: Design and implement a method for receiving continuous feedback from all local elected and senior appointed officials in the region.

Goal 1.2: Develop and implement a comprehensive process for obtaining input from regional partners concerning Land of Sky's value, relevance, services, and partnership opportunities.

Strategy 1.2.1: Identify key regional partners.

Strategy 1.2.2: Conduct face-to-face interviews with identified regional partners.

Strategy 1.2.3: Design and distribute a survey instrument to all regional partners.

Strategy 1.2.4: Design and implement a method for receiving continuous feedback from all regional partners.

Goal 1.3: Based on input from local governments and regional partners, conduct a comprehensive assessment of Land of Sky's services and programs.

Strategy 1.3.1: Identify programs and services that should be expanded.

Strategy 1.3.2: Identify needed program and service improvements.

Strategy 1.3.3: Identify programs and services that should be scaled back or eliminated.

Strategy 1.3.4: Identify new programs and services that should be offered.

Strategic Priority 2: Foster existing partnerships and build new relationships with local government leaders, regional allies, state officials, and federal partners.

Goal 2.1: Enhance communications with local governments and regional organizations.

Strategy 2.1.1: Develop and implement a comprehensive strategy for outreach, marketing, and engagement.

Strategy 2.1.2: Design and implement a process for informing local governments and regional partners about possible or anticipated emerging issues and, in turn, for obtaining feedback concerning such issues.

Strategy 2.1.3: Increase the number of and involvement with affiliate Council members.

Goal 2.2: Improve experiences for those attending Board of Delegates meetings and work to increase attendance numbers for the meetings.

Strategy 2.2.1: Create a Program and Communications Committee made up of Board of Delegates members to assist staff with meeting agendas, publications, and activities.

Strategy 2.2.2: Develop and implement a system for continuously soliciting input from local governments for ways to improve Board of Delegates meetings.

Strategy 2.2.3: Create and implement a new Council orientation program.

Strategy 2.2.3: Implement technology that allows for remote participation in meetings.

Goal 2.3: Take a more active role in relationship building and advocacy efforts at the state and federal levels.

Strategy 2.3.1: Creative a Legislative Relations Committee.

Strategy 2.3.2: Take steps to ensure broad attendance by state and federal officials at the Council's annual barbecue event.

Strategy 2.3.3: Collaboratively develop a regional legislative priority list.

Strategic Priority 3: Evaluate, expand, and build organizational capacity.

Goal 3.1: Evaluate Council operations to ensure internal capacity is adequate for current and future program requirements.

Strategy 3.1.1: Work to identify efficiencies through examining work processes to capitalize on individual strengths, technology, and creativity.

Strategy 3.1.2: Ensure administrative and finance capacity are at adequate levels to ensure organizational programmatic compliance.

Strategy 3.1.3: Evaluate future space needs to ensure program expansion needs can be met.

Strategy 3.1.4: Evaluate the current organizational structure and make necessary changes to enhance effectiveness and efficiency.

Strategy 3.1.5: Identify other regional councils to serve as a benchmark for Land of Sky.

Goal 3.2: Design and implement a formal staff development system.

Strategy 3.2.1: Implement a comprehensive performance evaluation process for all staff.

Strategy 3.2.2: Implement a system to develop custom professional improvement plans for each staff member.

Goal 3.3: Explore options for diversifying revenue streams.

Strategy 3.3.1: Examine the formation of a non-profit or partnering with an existing non-profit to allow for private fund raising and diverse grant funding.

Strategy 3.3.2: Examine forging relationships with private foundations.

Strategy 3.3.3: Examine the expansion of existing and creation of new fee-for-service activities.

Goal 3.4: Implement and continuously update processes and procedures to ensure accountability and transparency for Land of Sky operations and transactions.

Strategy 3.4.1: Identify and monitor specific operations and transactions that should receive oversight beyond local, state and/or federal compliance regulations.

Strategy 3.4.2: Develop and implement a system of checks and balances for specific operations and transactions that should receive additional oversight.

Strategy 3.4.3: Create a process to periodically review operations and transactions to determine if additional operations and transactions should be added to the oversight list.

Action Items, Completion Target Dates, and Responsible Parties

Goal 1.1: Develop and implement a comprehensive process for informing and obtaining input from all of the region's local governments concerning Land of Sky's value, relevance, services, and partnership opportunities.

	Action Item	Completion Target	Responsible Party
1.1	Identify officials to be interviewed.	1 st Quarter, 2019	Strategic Planning Committee, Executive Director
1.2	Develop interview questions.	2 nd Quarter, 2019	Executive Director
1.3	Conduct interviews.	3 rd Quarter, 2019	Executive Director
1.4	Develop survey instrument.	2 nd Quarter, 2019	Strategic Planning Committee, Executive Director
1.5	Distribute survey instrument.	2 nd Quarter, 2019	Executive Director
1.6	Design feedback tool.	3 rd Quarter, 2019	Strategic Planning Committee, Executive Director
1.7	Launch feedback tool.	4 th Quarter, 2019	Executive Director
1.8	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 1.2: Develop and implement a comprehensive process for obtaining input from regional partners concerning Land of Sky's value, relevance, services, and partnership opportunities.

	Action Item	Completion Target	Responsible Party
1.9	Identify key regional partners.	1 st Quarter, 2019	Strategic Planning Committee, Executive Director
1.10	Develop interview questions.	2 nd Quarter, 2019	Executive Director
1.11	Conduct interviews.	3 rd Quarter, 2019	Executive Director
1.12	Develop survey instrument.	2 nd Quarter, 2019	Strategic Planning Committee, Executive Director
1.13	Distribute survey instrument.	2 nd Quarter, 2019	Executive Director
1.14	Design feedback tool.	3 rd Quarter, 2019	Strategic Planning Committee, Executive Director
1.15	Launch feedback tool.	4 th Quarter, 2019	Executive Director
1.16	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 1.3: Based on input from local governments and regional partners, conduct a comprehensive assessment of Land of Sky’s services and programs.

	Action Item	Completion Target	Responsible Party
1.17	Identify programs and services that should be expanded.	1 st Quarter, 2020	Executive Committee, Executive Director
1.18	Identify needed program and service improvements.	1 st Quarter, 2020	Executive Committee, Executive Director
1.19	Identify programs and services that should be scaled back or eliminated.	1 st Quarter, 2020	Executive Committee, Executive Director
1.20	Identify new programs and services that should be offered.	1 st Quarter, 2020	Executive Committee, Executive Director
1.21	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 2.1: Enhance communications with local governments and regional organizations.

	Action Item	Completion Target	Responsible Party
2.1	Develop an outreach, marketing, and engagement strategy.	3 rd Quarter, 2019	Program and Communications Committee, Executive Director
2.2	Implement outreach, marketing, and engagement strategy.	4 th Quarter, 2019	Program and Communications Committee, Executive Director
2.3	Design a process for informing local governments and partners about emerging regional and local issues and obtaining feedback for such issues.	3 rd Quarter, 2019	Program and Communications Committee, Executive Director
2.4	Implement a process for informing local governments and partners about emerging regional and local issues and obtaining feedback for such issues.	4 th Quarter, 2019	Program and Communications Committee, Executive Director
2.5	Implement a program to inform organizations about the affiliate member program and grow the number of affiliate Council members.	2 nd Quarter, 2019	Program and Communications Committee, Executive Director
2.6	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 2.2: Improve experiences for those attending Board of Delegates meetings and work to increase attendance numbers for the meetings.

	Action Item	Completion Target	Responsible Party
2.7	Form a Program and Communications Committee.	1 st Quarter, 2019	Executive Committee
2.8	Develop and implement a system for obtaining feedback concerning ways to improve Board of Delegates meetings.	2 nd Quarter, 2019	Program and Communications Committee, Executive Director
2.9	Create a new Council orientation program.	4 th Quarter, 2019	Program and Communications Committee, Executive Director
2.10	Implement a new Council orientation program.	1 st Quarter, 2020	Program and Communications Committee, Executive Director
2.11	Implement remote meeting technology.	3 rd Quarter, 2019	Program and Communications Committee, Executive Director
2.12	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 2.3: Take a more active role in relationship building and advocacy efforts at the state and federal levels.

	Action Item	Completion Target	Responsible Party
2.13	Form a Legislative Relations Committee.	1 st Quarter, 2019	Executive Committee
2.14	Ensure state and federal officials are invited and encouraged to attend the annual member government social and award presentation event.	3 rd Quarter, 2019	Legislative Relations Committee, Executive Director
2.15	Develop a regional legislative priority list.	4 th Quarter, 2019	Legislative Relations Committee, Executive Director
2.16	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 3.1: Evaluate Council operations to ensure internal capacity is adequate for current and future program requirements.

	Action Item	Completion Target	Responsible Party
3.1	Evaluate internal capacity.	2 nd Quarter, 2020	Executive Director
3.2	Fill finance and administrative capacity gaps.	4 th Quarter, 2020	Executive Director
3.3	Evaluate space needs.	2 nd Quarter, 2020	Executive Director
3.4	Identify and implement changes, if needed, to organizational structure.	1 st Quarter, 2021	Executive Director
3.5	Identify benchmark organizations.	4 th Quarter, 2019	Executive Committee, Executive Director
3.6	Update to Board of Delegates.	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 3.2: Design and implement a formal staff development program.

	Action Item	Completion Target	Responsible Party
3.7	Design a performance evaluation system.	1 st Quarter, 2020	Executive Committee, Executive Director
3.8	Implement a performance evaluation system.	3 rd Quarter, 2020	Executive Director
3.9	Design a professional development plan.	1 st Quarter, 2020	Executive Committee, Executive Director
3.10	Implement a professional development program.	3 rd Quarter, 2020	Executive Director
3.11	Update to Board of Delegates.	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 3.3: Explore options for diversifying revenue streams.

	Action Item	Completion Target	Responsible Party
3.12	Evaluate the value and feasibility of forming a non-profit or partnering with an existing non-profit.	3 rd Quarter, 2021	Executive Committee, Executive Director
3.13	Explore partnerships with private foundations.	3 rd Quarter, 2021	Executive Committee, Executive Director
3.14	Evaluate, adjust, and implement expansions for fee-for-service activities.	3 rd Quarter, 2021	Executive Committee, Executive Director
3.15	Update to Board of Delegates.	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

Goal 3.4: Implement and continuously update processes and procedures to ensure accountability and transparency for Land of Sky operations and transactions.

	Action Item	Completion Target	Responsible Party
3.16	Identify operations and transactions that need oversight above and beyond state and federal review requirements.	1 st Quarter, 2020	Executive Committee, Executive Director
3.17	Develop and implement adequate monitoring systems.	3 rd Quarter, 2020	Executive Committee, Executive Director
3.18	Periodically review, update, and adjust monitoring systems.	Ongoing/Annually	Executive Committee, Executive Director
3.19	Update to Board of Delegates.	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

1st Quarter: January 1 – March 31

2nd Quarter: April 1 – June 30

3rd Quarter: July 1 – September 30

4th Quarter: October 1 – December 31