



Board of Delegates Agenda

Wednesday, May 8, 2019
 CCOG Office
 9815 David Taylor Drive
 Charlotte, NC 28262

Chairman Bobby Compton will convene a meeting of the Centralina COG Board of Delegates on Wednesday, May 8, 2019 with a working dinner.

Time	Item	Presenter
6:00 p.m.	CCOG Open House and Networking During this time, CCOG staff will be available to answer questions about the organization's ongoing work in the region.	CCOG Staff
6:15 p.m.	Dinner Please RSVP to Kelly Weston at kweston@centralina.org or (704) 348-2728 by 5 p.m. on Wednesday, May 1, 2019 so that catering can be arranged.	Kelly Weston
6:30 p.m.	Call to Order	Bobby Compton
	Amendments to the Agenda (if any)	Bobby Compton
Consent Items: <i>Consent agenda items may be considered in one motion and without discussion except for those items removed by a Board member.</i>		
6:35 p.m. Item 1 Pages 4 – 6	FY2018-2019 Budget Amendment A placeholder budget was approved by the Executive Board on January 10, 2018 and adopted by the Board of Delegates on February 7, 2018 as required by CCOG Charter. This initial "placeholder" budget is developed prior to receiving information from various state and federal agencies. This fourth amendment represents changes to reflect Federal and State grant allocations as of April 16, 2019 as well as other contracts received and confirmed since the adoption of the budget. Action/Recommendation: <i>Motion to approve the FY2018-2019 operating and grants budget amendments as presented.</i>	Denise Strosser
Item 2 Pages 8 – 10	CCOG Bylaws Amendment The Executive Board has recommended changes to the CCOG Bylaws that would (a) clarify the term dates of the at-large members to the Executive Board, and (b) establish a formal procedure for selecting an Executive Board member to serve as CCOG's representative to the North Carolina Association of Regional Councils of Government's (NCARCOG) Forum board. Action/Recommendation: <i>Motion to approve the proposed changes to the CCOG bylaws regarding Executive Board at-large member term dates and NCARCOG Forum representative appointment.</i>	Kelly Weston
Item 3 Pages 12 – 15	Approval of the February 13, 2019 Board of Delegates Meeting Minutes The minutes of the February 13, 2019 meeting were distributed to all members of the Board of Delegates and should be approved, if correct. Action/Recommendation: <i>Motion to approve the February 13, 2019 Board of Delegates meeting minutes.</i>	Bobby Compton
Regular Business Items:		
6:40 p.m. 5 minutes	Comments from the Executive Director	Geraldine Gardner



Board of Delegates Agenda

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6:45 p.m. Item 4 25 minutes	Speed Networking with CCOG Departments This fast-paced session will give Delegates a quick and entertaining opportunity to meet with CCOG staff and learn more about the services the organization provides to local communities. Action/Recommendation: <i>Receive as information.</i>	Bobby Williams
7:10 p.m. Item 5 60 minutes Pages 18 – 20	Strategic Review Informal Work Session Geraldine Gardner, CCOG Executive Director, will facilitate a work session to receive input from the Board of Delegates as part of the strategic review process to develop the programmatic priorities for the coming fiscal year, as well as input into a communication/branding refresh process for CCOG. Action/Recommendation: <i>Discuss and provide feedback during the work session.</i>	Geraldine Gardner
8:10 p.m. 5 minutes	Comments from the Board of Delegates	Board Members
8:15 p.m. 5 minutes	Comments from the Chairman	Bobby Compton
8:20 p.m.	Adjournment	Bobby Compton

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Centralina Council of Governments

Item 1



Board Agenda Item Cover Sheet

Board Meeting Date:	May 8, 2019	Agenda Item Type:	Consent:	X	Regular:	
Submitting Person:	Denise Strosser	Presentation Time (est.):	5 minutes			
Presenter at meeting:	Denise Strosser	Phone Number/Ext:	704-348-2704			
		Email:	dstrosser@centralina.org			
Alternate Contact Person:	Geraldine Gardner	Phone Number/Ext:	704-348-2703			
		Email:	ggardner@centralina.org			
Submitting Department:	Finance	Department Head Approval:				
Board Expectation: <i>(required action or responsibility expected from Board members)</i>						
The required action from the Board of Delegates is approval of the budget amendments for the operating and grant budgets.						
Description of Agenda Item:						
As required by general statute, attached is an updated budget amendment for FY18-19 operating and grant budgets.						
Background & Basis of Recommendations:						
A placeholder budget was approved by the Executive Board on January 10, 2018 and adopted by the Board of Delegates on February 7, 2018 as required by CCOG Charter. This initial “placeholder” budget is developed prior to receiving information from various state and federal agencies. This fourth amendment represents changes to reflect Federal and State grant allocations as of April 16, 2019 as well as other contracts received and confirmed since the adoption of the budget. We will continue to update the budget as new funds are received from new business contracts or grants from state and federal agencies. The attached amendments are to replace the placeholder budget and prior amendments with current and up to date funding and expenditures. In general, this budget reflects a similar budget position compared to the same time last year.						
Action / Recommendation:						
Approval by the Board of the attached budget amendments.						
Time Sensitivity (none or explain):						
Budget Impact (if applicable):	As indicated on attachments					
List of Attachments (if any):	Operating and Grants Budget Amendments					

Fiscal Year 2018 - 2019 Annual Operating Budget Ordinance

ANTICIPATED REVENUES	FY2018-2019 Adopted Budget	FY2018-2019 Budget As of 12.13.2018	FY2018-2019 Budget As of 2.25.2019	FY2018-2019 Budget As of 3.21.2019	FY2018-2019 Budget As of 4.16.2019	Net Increase (Decrease)
Program Revenues						
Restricted Intergovernmental Revenue	4,100,000	4,647,703	4,440,437	4,440,437	4,503,342	62,905
Technical Assistance Projects	750,000	511,659	517,192	527,780	532,480	4,700
Contracts and fees	18,000	18,000	18,000	18,000	18,000	-
Other Program Revenue	657,000	307,678	459,178	459,178	459,178	-
Transfers In/(Out)	-	61,154	61,154	61,154	61,154	-
Fund Balance Appropriated	-	47,410	47,410	47,410	47,410	-
Total Program Revenue	<u>5,525,000</u>	<u>5,593,604</u>	<u>5,543,371</u>	<u>5,553,959</u>	<u>5,621,564</u>	<u>67,605</u>
Other Revenues						
Member Dues Support	830,000	835,000	835,000	835,000	835,000	-
Interest and Other Revenue	240,000	166,639	172,589	203,089	203,089	-
Total Other Revenues	<u>1,070,000</u>	<u>1,001,639</u>	<u>1,007,589</u>	<u>1,038,089</u>	<u>1,038,089</u>	<u>-</u>
TOTAL ANTICIPATED REVENUES	<u>6,595,000</u>	<u>6,595,243</u>	<u>6,550,960</u>	<u>6,592,048</u>	<u>6,659,653</u>	<u>67,605</u>
EXPENSE APPROPRIATIONS						
Board and Executive Committee	150,000	104,700	104,700	104,700	104,700	-
Management and Business Operations	1,875,000	1,691,988	1,702,988	1,702,988	1,702,988	-
Information Technology Division	130,000	110,000	110,000	110,000	110,000	-
Community and Economic Development	840,000	1,014,364	995,249	1,002,837	1,010,338	7,501
Planning Department	1,800,000	1,142,689	1,204,625	1,238,125	1,298,229	60,104
Area Agency on Aging	2,700,000	2,986,413	2,992,363	2,992,363	2,992,363	-
Workforce Development	1,000,000	1,295,089	1,191,035	1,191,035	1,191,035	-
Indirect Costs Representation	(1,900,000)	(1,750,000)	(1,750,000)	(1,750,000)	(1,750,000)	-
TOTAL EXPENSE APPROPRIATIONS	<u>6,595,000</u>	<u>6,595,243</u>	<u>6,550,960</u>	<u>6,592,048</u>	<u>6,659,653</u>	<u>67,605</u>
	-	-	-	-	-	
						EDA Planning Grant 19-21
						UNC Curbside Charging
						<u>7,501</u>
						<u>55,404</u>
						<u>62,905</u>
						Troutman Planning Services
						<u>4,700</u>
						<u>67,605</u>
						CEDC
						Planning
						<u>7501</u>
						<u>60104</u>
						<u>67,605</u>

Fiscal Year 2018-2019 Grant Project Budgets Amendment

<u>Program</u>	FY2018-2019 One Year Adopted Budget	1.9.2019 FY2018-2019 One Year Budget dated 12.13.2018	3.20.2019 FY2018-2019 One Year Budget dated 2.25.2019	4.10.2019 FY2018-2019 One Year Budget dated 3.25.2019	5.8.2019 FY2018-2019 One Year Budget dated 4.16.2019	
Workforce Development						
WIOA ACP 18-4010 UpSkill Contract	-	-	104,345	104,345	104,345	No Change
WIOA 18-4020 Adult Services-2018	1,800,000	1,295,866	1,963,789	1,963,789	1,963,789	No Change
WIOA 18-4030 Dislocated Workers-2018	950,000	1,210,303	437,493	437,493	437,493	No Change
WIOA 18-4040 Youth Services-2018	1,350,000	1,284,833	1,284,833	1,284,833	1,284,833	No Change
WIOA Infrastructure Cost	-	-	107,511	107,511	107,511	No Change
WIOA Finish Line Grant	-	-	84,500	84,500	84,500	No Change
	<u>4,100,000</u>	<u>3,791,002</u>	<u>3,982,471</u>	<u>3,982,471</u>	<u>3,982,471</u>	
Area Agency on Aging						
HCC Block Grant	9,920,000	9,734,677	9,734,677	9,734,677	9,734,677	No Change
USDA Supplement	650,000	650,000	650,000	650,000	650,000 (1)	No Change
Title III-B Legal	87,000	150,000	150,000	150,000	150,000	No Change
Family Caregiver	431,000	517,966	517,966	517,966	517,966	No Change
Disease Prevention/Health Promotion	36,500	34,450	34,450	34,450	34,450	No Change
State Senior Center General Purpose	160,000	120,333	120,333	120,333	120,333	No Change
Heat Fan Relief	20,000	14,750	14,750	14,750	14,750	No Change
	<u>11,304,500</u>	<u>11,222,176</u>	<u>11,222,176</u>	<u>11,222,176</u>	<u>11,222,176</u>	
Total Grant Projects Budgets	<u>15,404,500</u>	<u>15,013,178</u>	<u>15,204,647</u>	<u>15,204,647</u>	<u>15,204,647</u>	

(1) This program does not have a lump sum authorization currently. It is authorized at .75 per meal. Current Authorization is an estimate.



Centralina Council of Governments

Item 2



Board Agenda Item Cover Sheet

Board Meeting Date:	May 8, 2019	Agenda Item Type:	Consent:	X	Regular:	
Submitting Person:	Kelly Weston	Presentation Time (est.):	5 minutes			
Presenter at meeting:	Kelly Weston	Phone Number/Ext:	704-348-2728			
		Email:	kweston@centralina.org			
Alternate Contact Person:	Geraldine Gardner	Phone Number/Ext:	704-348-2703			
		Email:	ggardner@centralina.org			
Submitting Department:	Administration	Department Head Approval:	Geraldine Gardner			
Board Expectation: <i>(required action or responsibility expected from Board members)</i>						
<p>The Board of Delegates is asked to consider amending the CCOG bylaws regarding Executive Board at-large membership terms and the appointment of CCOG’s representative to the North Carolina Association of Regional Councils of Government’s (NCARCOG) Forum board.</p>						
Description of Agenda Item:						
<p>The purpose of these amendments is to (a) clarify the term dates of the at-large members to the Executive Board, and (b) establish a formal procedure for selecting an Executive Board member to serve as CCOG’s representative to the North Carolina Association of Regional Councils of Government’s (NCARCOG) Forum board.</p> <p>The Executive Board reviewed these amendments at its April 10, 2019 meeting and unanimously voted to recommend approval by the Board of Delegates.</p>						
Background & Basis of Recommendations:						
<p>A) Changes to Article VII: Executive Board, Section A “Membership” and Section C “Term of Membership”: The recommended changes clarify that the Board Chair will appoint at-large members at the March Executive Board meeting, which is the first meeting of the newly formed Executive Board following the Board of Delegates annual meeting. The changes also clarify that the at-large members will serve one-year terms from April 1 through March 31.</p> <p>B) Changes to Article IX: Officers, Section C “Duties of Chair”: The recommended change adds to the Chair’s duties the appointment of and Executive Board member to serve as CCOG’s representative to the NCARCOG Forum board when that position is vacant. The Forum is comprised of elected officials from each COG in the state and serves as an advocacy and advisory group to the association.</p> <p>Per Article XI of the CCOG bylaws, a two-thirds majority vote and proper advance notice are both required to amend the bylaws at a meeting at which a quorum is present.</p>						
Action / Recommendation:						
Motion to approve the proposed changes to the CCOG bylaws regarding Executive Board at-large member term dates and NCARCOG Forum representative appointment.						
Time Sensitivity (none or explain):	None					
Budget Impact (if applicable):	None					
List of Attachments (if any):	Centralina Council of Governments Proposed Bylaws Amendments for Consideration by the Board of Delegates - May 8, 2019					

CENTRALINA COUNCIL OF GOVERNMENTS

Proposed Bylaws Amendments for Consideration by the Board of Delegates May 8, 2019

Article VII: EXECUTIVE BOARD

A. **Membership:** The Executive Board shall be composed of: (1) The officers of the Council, (2) the delegate from each County member government, (3) the delegate from the City of Charlotte, and (4) one municipal delegate from each County area representing all municipalities within such County area, including one to represent the municipalities in the Mecklenburg County area other than the City of Charlotte. Provided, however, if a county, a County area, or the City of Charlotte has a delegate who is an officer of the Council, that unit shall not be entitled to an additional representative on the Executive Board. The municipal delegates from all municipal member government units within each County area (excluding the City of Charlotte delegate as to the Mecklenburg County area) shall elect from their number by caucus at the first Council meeting of the calendar year, the municipal delegate from the County area to serve on the Executive Board. Only delegates (not alternates) may serve on the Executive Board.

At-Large Member to the Executive Board: The Chair of the Executive Board may appoint two (2) elected members of the governing body of any member government to serve on the Executive Board upon the advice and consent of the Executive Board. The Chair shall make these appointments at the March Executive Board meeting. The at-large members shall serve for a term of one year commencing on April 1 and expiring on March 31 of the following year.

...

C. **Term of Membership:** The term of membership for all delegates on the Executive Board, with the exception of the at-large members, shall commence following the Council's first meeting of the calendar year, and the delegate shall serve until his or her successor is selected and qualified. Should any delegate cease to be an elected public official, that person shall no longer be eligible to be a delegate or to serve on the Executive Board. Vacancies created by death, resignation or otherwise shall be filled in the same manner as required for the selection of the member.

Article IX: OFFICERS

...

C. **Duties of Chair:** To preside over all meetings of the Council and its Executive Board and exercise such other duties and authority as otherwise set out in the Charter or these Bylaws or in resolutions of the Executive Board or the Council; to appoint an Executive Board member to serve as the Council's representative to the North Carolina Association of Regional Councils of Government's Forum when that position is vacant; to execute such instruments, contracts, or other documents in the name of the Council, as herein set out or as otherwise authorized; to supervise the Executive Director of the Council in the performance of his or her duties; and to perform such other tasks as required herein or as directed by the Executive Board or the Council.

...

[End of proposed Amendments.]



Centralina Council of Governments

Item 3

Call to Order

Chairman Bill Feather, Town of Granite Quarry, called the meeting to order. He noted that there are a number of new Delegates for 2019. He also welcomed Geraldine Gardner, CCOG’s new Executive Director.

Amendments to the Agenda

There were no amendments to the agenda.

Consent Agenda

1. Approval of the October 10, 2018 Board of Delegates Meeting Minutes

Mayor Pro Tem Martha Sue Hall, City of Albemarle, made a motion to approve the Consent Agenda. Commissioner Nick Walsh, Town of Huntersville, seconded the motion and it carried unanimously.

In response to a question from Mayor Pro Tem Hall, Chairman Feather confirmed that a quorum was present.

2. CCOG Overview and 2018 Annual Report

Ms. Gardner presented an overview of the organization and its role in the region. She introduced Michelle Nance, Planning Director, Linda Miller, Aging Director, Mike Manis, Community and Economic Development Director, and David Hollars, Centralina Workforce Development Board Director for presentations on their departments’ work during Fiscal Year 2017-2018.

3. Board Orientation and Refresher

Ms. Gardner explained that the role of a CCOG Delegate includes decision-maker, advisor, connector, champion, and representative. She also explained that the role of an Executive Board member involves being a leader, collaborator, networker, and advocate. She added that from CCOG, Delegates can expect clear and transparent information, engagement about needs and priorities, proactive communication about meetings and projects, investment in additional methods and technology for engagement, and tracking and reporting of success.

4. CCOG Nominating Committee Report and Election of 2019 Officers

Mayor Pro Tem Jay McCosh, Town of McAdenville, noted that the other members of the Nominating Committee included Mayor John Crump, Town of Midland, and Council Member William Morgan, City of Statesville. He presented the slate of nominees:

- Chair: Bobby Compton, Town of Mooresville
- Vice Chair: Jay McCosh, Town of McAdenville
- Secretary: Jarvis Woodburn, Anson County
- Treasurer: William Morgan, City of Statesville

Mayor Pro Tem McCosh opened the floor for nominations. There were no additional nominations from the floor.

Mayor Pro Tem Hall made a motion to accept the slate of officers. Council Member Larken Egleston, City of Charlotte, seconded the motion and it carried unanimously.

5. Installation of New CCOG Officers

Kelly Weston, Clerk to the Board, administered the oath of office to the newly elected officers.

6. Election by County Caucuses of Municipal Executive Board Members

Delegates from Mecklenburg, Stanly, and Union Counties gathered to select their representatives to the Executive Board.

Chairman Feather announced the results of the caucuses:

Mecklenburg County Municipalities: Nick Walsh, Town of Huntersville

Stanly County Municipalities: Deloris Chambers, Town of Badin

Union County: Brent Moser, Town of Wingate

Chairman Feather noted that the Anson County municipalities will caucus at a later date.

7. Public Hearing on Proposed CCOG Budget Ordinances for Fiscal Year 2019-2020

Chairman Feather explained that the Executive Board reviewed the proposed budget at its January 9th meeting and recommends the proposal to the Board of Delegates. He added that the proposal is a placeholder because the organization is required to adopt a budget by a certain time. The placeholder budget will be in effect until the Board adopts the permanent budget at a later date. He noted that the proposed operating budget is in the amount of \$6,740,000 and the proposed pass through budget is in the amount of \$17,373,200. He added that the proposal also reflects an assessment rate of \$0.24 per capita with a minimum assessment of \$750 per member. The rate is based on the 2017 population data shown on the North Carolina Office of State Budget and Management website.

Chairman Feather opened the public hearing. Hearing no one, he declared the public hearing closed.

Mayor Pro Tem Hall made a motion to approve the fiscal year 2019-2020 annual budget ordinances as follows: an annual operating budget ordinance in the amount of \$6,740,000; annual pass through budget ordinance in the amount of \$17,373,000; and set the assessment rate for the Fiscal Year 2019-2020 at \$0.24 per capita, with a minimum assessment of \$750 per member. Commissioner Walsh seconded the motion and it carried unanimously.

Comments from the Board of Delegates

Chairman-elect Compton encouraged Delegates to register for the upcoming Charlotte Aviation Academy. He noted that he and Commissioner Walsh participated in last year's academy, which gave a view of the inside workings of the Charlotte Douglas International Airport and a better understanding of its contribution to the region's economy. He also reported that he and Ms. Gardner recently attended the Citizens Water Academy, where they learned about the history and management of the Catawba River.

Chairman-elect Compton presented Chairman Feather with a gift as a token of appreciation for his leadership and service to the CCOG Board.

Comments from the Outgoing Chair

Chairman Feather expressed his appreciation for the opportunity to serve. He also expressed his appreciation for local government elected officials, noting that they give a lot of personal time and effort because they want to help their communities.

He reported that there were over 150 attendees at the November 30th Region of Excellence Awards Luncheon celebrating the culmination of CCOG's 50th anniversary year. He thanked the Advisory Committee and staff for their work in organizing the event. He also thanked Leslie Mazingo for her assistance in securing Anthony Bedell from USDOT as the keynote speaker. He added that CCOG received recognition of the milestone from Congressman Richard Hudson and Senator Richard Burr.

He also noted that the CCOG Regional Conference will be held on Friday, March 8th on the campus of UNC Charlotte. Peter Kageyama will be the morning keynote speaker and will lead a pre-conference

workshop at the CCOG office on Thursday, March 7th. The luncheon keynote speaker will be professional storyteller Tim Lowry. He added that the conference will also feature informative, educational sessions on topics such as local and regional transit; trends in healthcare access, quality, and cost; local government workforce recruitment, engagement, and retention; downtown redevelopment; cyber security; disaster management and recovery; housing; and quality of life. He asked the Delegates to continue encouraging other elected officials, planning board members, and staff in their communities to register for the conference and pre-conference workshop.

Comments from the Interim Executive Director

Ms. Gardner thanked the 2018 Executive Board and the officers for their service and stated that she looks forward to working with the new Executive Board and officers this year. She noted that CCOG will be working with the Executive Board on agendas and preparation for upcoming advocacy and engagement opportunities, including the March 19th Congressional Fly-In at the National Association of Development Organization's conference in Washington, DC and the state Legislative Day in Raleigh on March 27th.

She expressed her appreciation for CCOG directors and staff for putting together the presentations and materials for the annual meeting.

Ms. Gardner also expressed her appreciation for Marsha Sutton, Finance Director, who is retiring at the end of February following a long career of government service.

Adjournment

With no further business to be discussed, Chairman Feather adjourned the meeting at 8:12 p.m.



Centralina Council of Governments

No attachments for Item 4.

Discussion to be held during meeting.



Centralina Council of Governments

Item 5



Board Agenda Item Cover Sheet

Board Meeting Date:	May 8, 2019	Agenda Item Type:	Consent:	Regular:	x
Submitting Person:	Geraldine Gardner	Presentation Time (est.):	60 minutes		
Presenter at meeting:	Geraldine Gardner	Phone Number/Ext:	704-348-2703		
		Email:	ggardner@centralina.org		
Alternate Contact Person:	Kelly Weston	Phone Number/Ext:	704-348-2728		
		Email:	kweston@centralina.org		
Submitting Department:	Administration	Department Head Approval:			
Board Expectation: (required action or responsibility expected from Board members)					
The Board of Delegates will engage in an work session CCOG's strategic review process.					
Description of Agenda Item:					
Geraldine Gardner, CCOG Executive Director, will facilitate a work session to receive input from the Board of Delegates as part of the strategic review process to develop the programmatic priorities for the coming fiscal year, as well as, input into a communication/branding refresh process for CCOG.					
Background & Basis of Recommendations:					
CCOG is currently conducting a strategic review to examine the organization's mission, refine the brand, and set short-term priorities for the next two fiscal years.					
At its April 10, 2019 meeting, the Executive Board participated in an informal strategic work session to provide feedback on the CCOG mission and brand concepts.					
Action / Recommendation:					
Discuss and provide feedback during the work session.					
Time Sensitivity (none or explain):	None				
Budget Impact (if applicable):	None				
List of Attachments (if any):	CCOG Strategic Review Overview				



CCOG Strategic Review Overview

What it is: Internal reflection and external engagement to refresh our approach in three key areas: (1) review our mission and set short-term priorities to guide work over the next two fiscal years; (2) refine our brand and external communications; (3) strengthen our internal process, opportunities and culture. The Review will build upon past efforts and analysis that are still relevant for our current situation. It will also engage stakeholders at all levels of the organization, our board/members, and key partners.

Objectives:

- Examine CCOG’s current mission statement and theory of change (the Why?)
- Set short-term strategic priorities for FY20 and FY21 for the organization that inform our collective work, resource allocation and fundraising, and external/member engagement. Priorities include the policy/issue areas for regional focus and the core functions/services (the What?) and an understanding of our approach, comparative advantage (the How?).
- Align departmental workplans and budgets with the organization’s strategic priorities.
- Discuss how we can define and measure success for the organization.
- Refresh the CCOG brand and refine external communications tools, approach.
- Identify areas to strengthen our internal processes, management approach and employee engagement.

Outcomes:

- Building capacity within the organization to sustain departmental independence, while growing organizational interdependence – “One CCOG”
- Refining how we communicate the scope of what we do and why it matters.
- Understanding how we and our members view CCOG success, value and priorities for our work.
- Cultivating the Board of Delegates interest in CCOG and building strong relationships with our member communities.
- Defining clear priorities for organizational activities in FY20 and FY21 that deliver results to both the region and our members.

Outputs/Deliverables:

1. Updated mission statement and descriptive language to use with internal/external audiences
2. Refreshed brand and external presence logo, website, collateral materials template, style guide
3. Member engagement and external communications strategy
4. Statement of organizational strategic priorities for FY20 and FY21
5. Departmental workplans and budgets for FY20
6. Pilot set of performance metrics for the organization and reporting structure to inform data collection for FY19 & FY20 annual reports
7. Organizational revenue pipeline for FY20 and FY21
8. Recommendations for enhancements to our internal processes (performance review, budgeting, employee engagement) and investments in our facility, systems (training, conference center, IT).

Role of the Executive Board

- Provide specific feedback on mission, strategic priorities, and brand during regularly scheduled meetings as outlined below.
- March Meeting: Provide inputs on the Strategic Review framework document and process
- April Meeting: Provide feedback on CCOG mission and brand concepts
- May Meeting: Participate in Board of Delegates meeting and brainstorming workshop on strategic priorities and member engagement strategies
- June Meeting: Provide feedback on working draft or final deliverables
- August Meeting: Participate in Board of Delegates meeting and help share the process and outcomes of the strategic review
- Engage with Executive Director and CCOG leadership to provide feedback in between meetings upon request

Role of CCOG Leadership Team – Director Team and Management Team

- Actively participate, provide feedback, brainstorm, ideate!
- Take on leadership role for developing certain topics/deliverables within the process
- Facilitate engagement during Board of Delegates meetings
- Create opportunities for your teams to weigh in on the process during team meetings to increase feedback channels
- Lead the process to translate and align ideas from the organizational strategic review to your own departmental workplans and budgets

Role of All CCOG Staff

- Actively participate, provide feedback, brainstorm, ideate via existing meetings and May 20 retreat
- Provide your feedback via Employee Engagement Survey
- Participate in working groups or small group discussions on Strategic Review deliverables as desired
- Attend and help facilitate with engagement during Board of Delegates meetings