

Land of Sky Regional
Council February 27, 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 North Carolina's Statewide Water and Wastewater Infrastructure Master Plan – Jennifer Haynie & Francine Durso (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 January Regular Meeting**
- X. **Consideration and Approval of Consent Agenda Items**
- XI. **Presentation/Work Session**
 - A. Land of Sky Regional Council Employee Service Awards – Justin Hembree, Executive Director
- XII. **Old Business**
- XIII. **New Business**
 - A. Land of Sky Regional Council- Strategic Plan 2019-2021 – Justin Hembree, Executive Director
 - B. Nominating Committee for 2019 Officers' Slate & Executive Committee Members - Larry Harris, Chairman
- XIV. **Executive Director's Report**
 - A. Audit for Fiscal Year Ending June 30, 2018
 - B. 2019 NCARCOG Legislative Day
 - C. 2019 BBQ Event
- XV. **Important Dates**
 - A. Net Inclusion 2019
- XVI. **Adjournment**



Water Infrastructure
ENVIRONMENTAL QUALITY

2017

North Carolina's Statewide Water and Wastewater INFRASTRUCTURE MASTER PLAN *The Road to Viability*

State Water Infrastructure Authority

- Created in 2013 under North Carolina General Statute 159G-70
- Nine-member body with primary responsibility for awarding both federal and state funding for water and wastewater infrastructure projects.
- Development of a statewide master plan is one of twelve tasks assigned to the authority
- Department of Environmental Quality's Division of Water Infrastructure serves as staff for the authority

The State Water Infrastructure Authority has taken major steps toward helping owners and operators of water and wastewater utilities reach the master plan's goal of viable water and wastewater systems statewide in NC by:

- Implementing Asset and Inventory Assessment Grants and Merger/Regionalization Feasibility grants
- Developing and distributing the master plan, with its valuable resources and tools, and making the plan accessible statewide through a targeted outreach and communication program

Water & Wastewater Infrastructure System Needs and Funding

- Over the next 20 years, capital cost estimates for water & wastewater system needs in North Carolina range from \$17 to \$26 billion.
- While subsidized loans are the primary vehicle to help make infrastructure more affordable, the authority recognizes that only a fraction of today's infrastructure capital needs can be met with currently available state or federal subsidized funding levels.
- The remaining needs must be funded by the utility providers. If not funded, these add to the backlog of infrastructure investments that continue to be deferred.



The Department of Environmental Quality's Division of Water Infrastructure supports the work of the nine-member State Water Infrastructure Authority, created in 2013 by the North Carolina General Assembly to assess and make recommendations about the state's water and wastewater infrastructure needs. One of the authority's specific tasks is to develop a statewide master plan to meet the state's water infrastructure needs.

Now available, "North Carolina's Statewide Water and Wastewater Infrastructure Master Plan: The Road to Viability" is the state's roadmap for viable water and wastewater utilities that safeguard public health, protect the environment, support vibrant communities, and encourage economic development.

Over the next 20 years, capital cost estimates for water and wastewater system needs in North Carolina range from \$17 to \$26 billion – most likely at the higher end of the range. While subsidized loans are the primary vehicle to help make infrastructure more affordable, the authority recognizes that only a fraction of today's infrastructure capital needs can be met with currently available state or federal subsidized funding levels.

The state will best be able to meet these water infrastructure needs by ensuring individual utilities are, or are on a path to be, viable systems. A viable system is one that functions as a long-term, self-sufficient business enterprise, establishes organizational excellence, and provides appropriate levels of infrastructure maintenance, operation, and reinvestment that allow the utility to provide reliable water services now and in the future.

The master plan applies broadly to owners and operators of water and wastewater utilities and systems that serve the public. Local elected officials, town and county managers, utility governing boards, customers, stakeholders, and the general public all have key roles in achieving viable utilities. The state's role is to foster long-term viability in three integrated focus areas:

- Infrastructure Management
- Organizational Management
- Financial Management

The authority's master plan addresses the alignment of organizational and financial management practices to support the operation of utilities as self-sufficient business enterprises. The plan provides strategies for utility management, including renewal/replacement, asset management, and regionalization, all of which are increasingly important in times of limited resources and budgetary constraints.

**“North Carolina’s
Statewide Water
and Wastewater
Infrastructure Master
Plan: The Road to
Viability”**

Vision for the Future

- The state will best be able to meet its water infrastructure needs by ensuring individual utilities are, or are on a path to be, viable systems.
- A viable system is one that functions as a long-term, self-sufficient business enterprise, establishes organizational excellence, and provides appropriate levels of infrastructure maintenance, operation, and reinvestment that allow the utility to provide reliable water services now and in the future.
- The state’s role is to provide resources to help utilities address organizational and financial management challenges that may be contributing to physical infrastructure limitations.

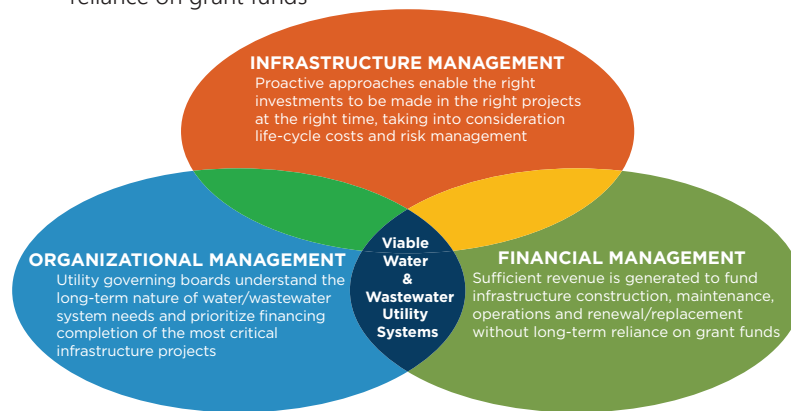
State Water Infrastructure Authority’s Goal

The master plan applies broadly to owners and operators of water and wastewater utilities and systems that serve the public. The State Water Infrastructure Authority’s goal is for utilities to:

- Recognize that users and beneficiaries of water infrastructure must pay, to the greatest extent possible, for the cost of operating, maintaining, and renewing that infrastructure
- Be proactive in the management of water infrastructure by understanding the condition of infrastructure, identifying the most critical components, and establishing prioritized long-term renewal and modernization plans which promote transparent decision-making with customers and stakeholders
- Establish financial plans that enable the utility to fund both operation and maintenance as well as long-term infrastructure renewal without long-term reliance on grant funds

Best practices in utility management are essential for viable utility systems that are robust in three key integrated focus areas:

- **Infrastructure Management** – By taking proactive approaches to enable the right investments to be made in the right projects at the right time, taking into consideration life-cycle costs and risk management
- **Organizational Management** – Through governing boards (elected officials, appointed officials and owners) understanding the long-term nature of water/wastewater systems and prioritizing the financing and completion of the most critical infrastructure projects
- **Financial Management** – Through sufficient revenue generation to fund infrastructure construction, maintenance, operations, renewal/replacement, and reserves for unexpected events without long-term reliance on grant funds



Best practices in utility management are essential for viable utility systems that are robust in three key integrated focus areas.

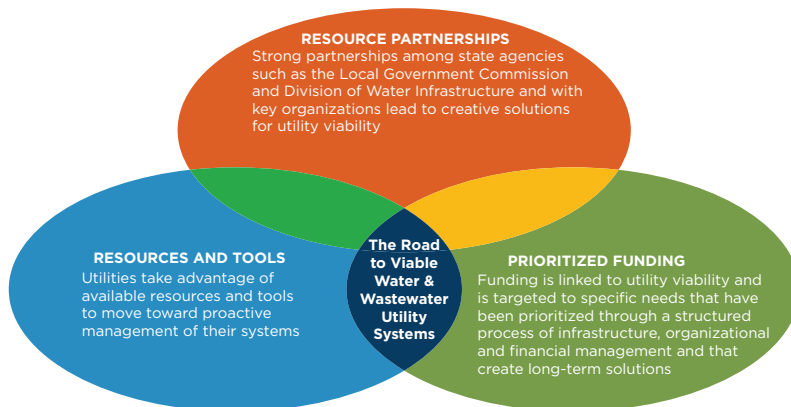
Achieving the Master Plan Vision

Achieving viable water utilities across NC requires actions by the state, local governments & water utility providers to:

- Ensure that, to the greatest extent practicable, water utilities operate as enterprise systems that generate sufficient revenue to cover all operating, maintenance, and capital expenditures, as well as funding reserves for unexpected events
- Promote viable water utilities through the state water infrastructure funding programs
- Acknowledge that when water utilities are not viable or are not on a path to become viable, solutions are needed that go beyond simply constructing or repairing infrastructure

Moving forward in achieving utility viability involves:

- **Resource partnerships** among state and federal agencies, key organizations and utility providers for more cohesive support as they work to reach and maintain viability by leveraging existing resources and programs
- **Resources and tools** that support proactive utility management
- **Prioritized funding** that is linked to utility viability



Together, the state, local governments and utility providers will move forward in achieving viability in the three focus areas through resource partnerships, use of resources and tools, and prioritized funding linked to viability.

FUNDING PROGRAMS

DIVISION OF WATER INFRASTRUCTURE



Clean Water State Revolving Fund: Provides low-interest loans to local government units to fund wastewater collection and treatment facilities as well as programs associated with stormwater quality.



Drinking Water State Revolving Fund: Provides low-interest loans to local government units and certain non-profit water corporations for projects to provide safe drinking water.



Community Development Block Grant – Infrastructure: Provides grants to local government units to address water and wastewater infrastructure needs in HUD-qualified low-to-moderate income communities.



State Wastewater & Drinking Water Reserve Programs: Provides grants for construction of critical needs for wastewater collection systems, wastewater treatment works, and public water systems.



Merger/Regionalization Feasibility Grant Program: Provides grants for studies to evaluate the potential consolidation of two or more systems into one system and the potential physical interconnection with another system for regional wastewater treatment or regional water supply.



Asset Inventory and Assessment Grant Program: Provides grants for developing asset inventories, condition assessment of critical assets, and other components of a comprehensive asset management program.

“ . . . This [Asset Inventory and Assessment] process has opened our eyes as staff as well as opened the line of communication to our governing boards on the condition and needs of our aging infrastructure. **We feel confident that this plan will initiate much needed improvements to better serve our community.** ”

—Joy Garland, Town Administrator, Town of Clyde



BOARD OF DELEGATES AGENDA ITEM

- Subject:** January Board of Delegates Meeting Minutes
- Item Number:** X. Approval of Minutes from the January Regular Meeting
- Responsible Party:** Zia Rifkin, Administrative Services
- Attachment(s):** Minutes from the January 2019 Meeting
- Background:** A quorum was present to conduct business at the January 2019 meeting and the minutes provide a recap of the special presentation to award Jack Cecil the Charles H. Campbell Regional Leadership Award and Commission Chairman Mike Hawkins the Robert C. Parrish Intergovernmental Relations Award. The meeting also provided a work-session for the Draft Land of Sky Strategic Plan 2019-2021.
- Staff Recommendation:** Recommend acceptance of the January 2019 meeting minutes.
- Suggested Motion(s):** Move to approve the January minutes as submitted

**Meeting of
Land of Sky Regional Council Board of Delegates
January 23, 2019**

Minutes

Special Presentation – Justin Hembree shared the background for the Charles H. Campbell Regional Leadership Award, which was established in 1983 in the name of the four-time Council Chair and long-time Brevard Mayor. He continued that Jack Cecil has been a great support to LOSRC and to WNC, in general, through work in Raleigh and through various foundations. He announced that it was a great honor to recognize Jack Cecil as this year's recipient of the Charles H. Campbell Regional Leadership Award. Chair Harris presented the award to Jack Cecil. Jack Cecil shared that it was a great honor to accept the award and he noted that Bill Ives (a former recipient of the award) was his mentor. He shared that it has been a pleasure working with LOSRC over the years. Chair Harris noted that Jack Cecil is serving on the Dogwood Health Trust board.

Justin Hembree shared that The Robert C. Parrish, Sr. Intergovernmental Relations Award was dedicated in 2000 and is meant to recognize an individual who has promoted intergovernmental relations in our region. This year the award is being presented to Transylvania County Commission Chair, Mike Hawkins. Chair Harris presented the award to Chairman Hawkins. Chairman Hawkins shared that it is a great honor to receive the award.

- 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. Roll Call – Justin Hembree called the roll. The following members were present: Mike Hawkins, George Goosmann, Jonathan Kanipe, Larry Harris, Albert Gooch, Bob Davy, Alice Lentz, Patrick Fitzsimmons, George Morosani, Bob Tomasulo, and, Gaylyn Justice. The following guests were present: Jack Cecil, Robin Ramsey, and, Charles Dickens. Justin Hembree announced a quorum was present to conduct business.
- V. Modification and Approval of Agenda – The agenda was presented with no modification requested
George Goosmann moved to approve the agenda as presented. Patrick Fitzsimmons seconded and the motion carried without further discussion.
- VI. Public Comment –No comments were received from the public.
- VII. Recognition of Special Guests – Chairman Harris recognized Robin Ramsey from Senator Burr's office.

Justin Hembree introduced Charlotte Sullivan to the Board. Charlotte is coming onboard as the new Finance Director for LOSRC in March.

Erica Anderson introduced Russell Cate, LOSRC's new Planner. Russell will be working on infrastructure and housing initiatives.
- VIII. Chairman's Comments and Round Table –
- IX. Approval of Minutes from the October Regular Meeting and the December Award Meeting – ***George Goosmann moved to approve the minutes as submitted. Bob Davy seconded and the motion carried without further discussion.***
- X. Consideration and Approval of Consent Agenda Items – The Consent Agenda, consisting of Item A. 2019 meeting schedule and LOSRC Holiday Closures was presented for consideration.

George Morosani moved to approve the Consent Agenda as presented, Patrick Fitzsimmons seconded and the motion carried without further discussion.

XI. Presentations/Work Session –

A. Draft Land of Sky Regional Council Strategic Plan 2019-2021 – Chair Harris shared that today's meeting is devoted to a work session for the LOSRC Strategic Plan 2019-2021. George Goosmann shared appreciation for Christina Giles' efforts to make the Draft Strategic Plan look presentable. Chair Harris recognized Bob Davy for his leadership on the Strategic Planning Committee. He also recognized the full committee: Albert Gooch-Village of Flat Rock, Alison Alexander- Town of Laurel Park, Nancy Allen- Town of Marshall, and Patrick Fitzsimmons- Town of Weaverville, and, Vijay Kapoor- City of Asheville. Chair Harris communicated that the goal of the Strategic Plan is to provide the framework for the organization to work together with the municipalities/jurisdictions in the region.

Bob Davy shared that a complete analysis of LOSRC and the region was undertaken in order to assure that the organization is representing what the region needs and that such is reflected in the LOSRC Strategic Plan 2019-2021.

Jonathan Kanipe shared that the overarching goal was to develop a document that could represent the entire region. The first strategic priority is to evaluate, improve and expand services based on input from local governments and key partners. He noted that LOSRC exists to determine what local governments need and to provide those services at a lower cost than local governments could on their own. Danna Stansbury shared that Goal 1.1 is to design and implement a comprehensive process to receive feedback concerning Land of Sky's value, relevance, services, and partnership opportunities. Goal 1.2 is to develop and implement a comprehensive process for obtaining input from regional partners concerning LOSRC's value, relevance, services and partnership opportunities, based on input from local governments and regional partners. Goal 1.3 requires LOSRC to conduct a comprehensive assessment of its services and programs. She noted that key regional partners are ancillary to future programming and LOSRC's success. Danna Stansbury shared that new, fee-based services could be added to the LOSRC menu of services and programs. She also noted that some of our smaller municipalities really struggle to attend Board meetings. Chair Harris shared that upgrading the sound system and other visual accommodations could be made to improve remote attendance at LOSRC meetings. Overall, the goal of the service priority is to gain input from local governments. Chair Harris commented that it would be beneficial to have regular liaisons from the MPO/RPO and Workforce Development report to the Council on a regular basis. Jonathan Kanipe suggested developing a presentation of the Strategic Plan and sharing that with different groups in the region.

Patrick Fitzsimmons shared about the second strategic priority, which concerns relationships including fostering existing partnerships and building new relationships with local government leaders, regional allies, state officials, and federal partners. To that end, Goal 2.1 is to enhance communications with local governments and regional organizations. Patrick Fitzsimmons noted that the metrics of the Strategic Plan provide goals for planned outcomes. He reviewed Goal 2.2, which is to improve experiences of those attending Board of Delegates meetings. A Program and Communications Committee is planned to assist staff with meeting agendas; publications, and activities. Additionally, the goal includes the creation/implementation of a new Council orientation program. Erica Anderson shared that one way to have a voice and reach out to the communities is through the Comprehensive Economic Development Strategy (CEDS) process. She noted that as part of the CEDS development, stakeholder meetings are planned throughout the region. Goal 2.3 would take a more active role in relationship building and advocacy efforts at the state and federal levels through the creation of a Legislative Relations Committee to find ways to have a stronger, more productive relationship with legislative representatives.

Justin Hembree reviewed the third strategic priority, which is to build organizational capacity. The first strategic goal is to gain input from local partners in the region, analyze that data, and address capacity issues in the delivery of programs and services in the region. Goal 3.1 includes the following action items:

evaluate internal capacity; fill finance and administrative capacity gaps; evaluate space needs; identify and implement changes, if needed to organizational structure; and, identify benchmark organizations. Justin Hembree explained that the Administrative and Finance Departments must have the capacity to support current and new programs/services. He shared that identifying other regional councils that we could benchmark ourselves against could help LOSRC to become a high-performing regional council. Goal 3.2 is to define and implement a formal staff development system. He shared that by first developing and examining a performance evaluation process, the goal is to work hand in hand toward the development of a professional improvement plan for each staff member. The goal is to make LOSRC a much more responsive organization and to help employees meet their professional goals. Goal 3.3 is to explore options for diversifying revenue streams. He noted that strategies could include the formation of a nonprofit or exploring partnership with private foundations. Finally, examine the expansion and creation of new fee-for-service activities. Many opportunities exist for fee-for-service activities that could ensure a more sound financial footing for LOSRC. Fee for service activities allow the organization to expand in more areas.

Bob Davy communicated that any organization, particularly one that represents the public, like LOSRC, must identify vulnerabilities within the organization. Justin Hembree continued that Goal 3.4 put checks and balances in place to ensure accountability for LOSRC's operations. This is a good place where anyone could identify where things could go wrong and put measures in place to assure that doesn't happen. The goal is to earn the public's trust. He noted that the Strategic Plan should be reviewed annually, as part of a constantly evolving process, to develop programs and services to meet the identified needs in the communities of the LOSRC region. Bob Davy noted that the process turned out to be longer than initially thought to develop the Strategic Plan; however, the outcome could be that a process is developed, which could be replicated by other organizations.

Justin Hembree shared that under the action items for each strategy is a quarterly update to the Board of Delegates. The goal is to keep everyone continuously updated. One thing the Strategic Planning Committee talked about is next steps. Those include a thorough review of the draft strategic planning document. Questions and comments can be sent to Justin Hembree by January 31st. The goal is to adopt the Strategic Plan at the February 2019 Board meeting. Implementation would begin soon after adoption. A team approach will be used to get the goals implemented. At this point, the plan has not been distributed beyond LOSRC staff and the committee.

Bob Davy noted that one of the strategies in the plan is to determine who the important players are in the region. Justin Hembree noted that the draft plan would be distributed widely to member governments and stakeholders for comments. Chair Harris shared that the Program and Communications Committee, the Legislative Committee and the Strategic Planning Committee are all envisioned in the plan. He announced that the Board's Annual Meeting would be held in May this year. The current Executive Committee will be serving until May in order to allow enough time for Delegates to consider putting their names forward for the Executive Committee/Officers Slate and the planned committees. The objective is to populate the committees with interested and motivated folks to provide additional input to the Board and the organization, etc.

XII. Old Business –

XIII. New Business –

XIV. Executive Director's Report –

Danna Stansbury announced the Homegrown Leaders training, offered through the Rural Center, which has been rescheduled for early March. Applications are available on the Rural Center's website and those are due by January 25, 2019.

Chair Harris directed Justin Hembree to integrate the comments about MPO/RPO and Workforce Development liaisons to the Board into the Strategic Plan.

- XV. Important Dates – The February Board of Delegates meeting is planned for Wednesday, February 27.
- XIV. Adjournment – As there was no further business, Chair Harris adjourned the meeting.



BOARD OF DELEGATES AGENDA ITEM

Subject: Employee Service Awards

Item Number: XI. Presentations/Recognition; Item, A.

Responsible Party: Justin Hembree, Executive Director

Attachment(s): None

Background: Each year, the Council recognizes employee years of service milestones. This year, the following employees will be recognized:

- Ruth Price – 5 Years
- Nancy Hogan – 5 Years
- Jon Beck – 15 Years
- Stacy Friesland – 15 Years
- Geri Ballew – 20 Years

Staff Recommendation: N/A

Suggested Motion(s): N/A



BOARD OF DELEGATES AGENDA ITEM

- Subject:** Land of Sky Regional Council Strategic Plan 2019-2021
- Item Number:** XII. Old Business; Item, A.
- Responsible Party:** Strategic Planning Committee & Justin Hembree, Executive Director
- Attachment(s):** Land of Sky Regional Council Strategic Plan 2019-2021
- Background:** A draft Strategic Plan was presented to the Board of Delegates at its January 2019 meeting. The attached documents reflect some changes made to this draft. Of note, Action Item 2.4 has been added. Other changes were corrections to grammatical errors.
- Staff Recommendation:** Adoption of the Strategic Plan
- Suggested Motion(s):** Move to adopt the Land of Sky Regional Council Strategic Plan 2019-2021.

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 PLAN 2019-2021



OUR STRATEGIC PRIORITIES



1 SERVICES

Evaluate, improve, and expand services based on input from local governments and key partners.



2 RELATIONSHIPS

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



3 CAPACITY

Evaluate, expand and build organizational capacity as needed to address the regions needs.

1

SERVICES



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.

STRATEGIES

1. Conduct face-to-face interviews with elected and senior appointed officials from the 20 local government jurisdictions in the region.
2. Design and distribute a survey instrument to all local elected and senior appointed officials in the region.
3. Design and implement a method for receiving continuous feedback from all local elected and senior appointed officials in the region.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
1.1	Identify officials to be interviewed.	1st Quarter, 2019	Strategic Planning Committee, Executive Director
1.2	Develop interview questions.	2nd Quarter, 2019	Executive Director
1.3	Conduct interviews.	3rd Quarter, 2019	Executive Director
1.4	Develop survey instrument.	2nd Quarter, 2019	Strategic Planning Committee, Executive Director
1.5	Distribute survey instrument.	2nd Quarter, 2019	Executive Director
1.6	Design feedback tool.	3rd Quarter, 2019	Strategic Planning Committee, Executive Director
1.7	Launch feedback tool.	4th 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.

STRATEGIES

1. Identify key regional partners.
2. Conduct face-to-face interviews with identified regional partners.
3. Design and distribute a survey instrument to all regional partners.
4. Design and implement a method for receiving continuous feedback from all regional partners.

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

1

SERVICES



Evaluate, improve, and expand services based on input from local governments and key 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.

STRATEGIES

1. Identify programs and services that should be expanded.
2. Identify needed program and service improvements.
3. Identify programs and services that should be scaled back or eliminated.
4. Identify new programs and services that should be offered.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
1.17	Identify programs and services that should be expanded.	1st Quarter, 2020	Executive Committee, Executive Director
1.18	Identify needed program and service improvements.	1st Quarter, 2020	Executive Committee, Executive Director
1.19	Identify programs and services that should be scaled back or eliminated.	1st Quarter, 2020	Executive Committee, Executive Director
1.20	Identify new programs and services that should be offered.	1st Quarter, 2020	Executive Committee, Executive Director
1.21	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

2

RELATIONSHIPS



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.

STRATEGIES

1. Develop and implement a comprehensive strategy for outreach, marketing, and engagement.
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.
3. Increase the number of and involvement with affiliate Council members.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
2.1	Develop an outreach, marketing, and engagement strategy.	3rd Quarter, 2019	Program and Communications Committee, ED
2.2	Implement outreach, marketing, and engagement strategy.	4th Quarter, 2019	Program and Communications Committee, ED
2.3	Design a process for informing local governments and partners about emerging regional and local issues and obtaining feedback for such issues.	3rd Quarter, 2019	Program and Communications Committee, Executive Director
2.4	Develop a system of liaisons between Board of Delegates and additional boards housed under Land of Sky Regional Council to improve information-sharing (Workforce Development Board, FBRMPO, LOSRPO)	4th Quarter, 2019	Program and Communications Committee, Executive Director
2.5	Implement a process for informing local governments and partners about emerging regional and local issues and obtaining feedback for such issues.	4th Quarter, 2019	Program and Communications Committee, Executive Director
2.6	Implement a program to inform organizations about the affiliate member program and grow the number of affiliate Council members.	2nd Quarter, 2019	Program and Communications Committee, Executive Director
2.7	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, ED

2

RELATIONSHIPS



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

GOAL 2.2

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

STRATEGIES

1. Create a Program and Communications Committee made up of Board of Delegates members to assist staff with meeting agendas, publications, and activities.
2. Develop and implement a system for continuously soliciting input from local governments for ways to improve Board of Delegates meetings.
3. Create and implement a new Council orientation program.
4. Implement technology that allows for remote participation in meetings.

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

GOAL 2.3

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

STRATEGIES

1. Create a Legislative Relations Committee.
2. Take steps to ensure state and federal officials are invited and encouraged to attend the annual member government social and award presentation event.
3. Collaboratively develop a regional legislative priority list.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
2.13	Form a Legislative Relations Committee.	1st 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.	3rd Quarter, 2019	Legislative Relations Committee, ED
2.15	Develop a regional legislative priority list.	4th Quarter, 2019	Legislative Relations Committee, ED
2.16	Update to Board of Delegates	Ongoing/Quarterly	Strategic Planning Committee, ED

1st Quarter: January 1 – March 31
 2nd Quarter: April 1 – June 30
 3rd Quarter: July 1 – September 30
 4th Quarter: October 1 – December 31

3

CAPACITY



Evaluate, expand and build organizational capacity as needed to address the regions needs.

GOAL

3.1

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

STRATEGIES

1. Work to identify efficiencies through examining work processes to capitalize on individual strengths, technology, and creativity.
2. Ensure administrative and finance capacity are at adequate levels to ensure organizational programmatic compliance.
3. Evaluate future space needs to ensure program expansion needs can be met.
4. Evaluate the current organizational structure and make necessary changes to enhance effectiveness and efficiency.
5. Identify other regional councils to serve as a benchmark for Land of Sky.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
3.1	Evaluate internal capacity.	2nd Quarter, 2020	Executive Director
3.2	Fill finance and administrative capacity gaps.	4th Quarter, 2020	Executive Director
3.3	Evaluate space needs.	2nd Quarter, 2020	Executive Director
3.4	Identify and implement changes, if needed, to organizational structure.	1st Quarter, 2021	Executive Director
3.5	Identify benchmark organizations.	4th 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 system.

STRATEGIES

1. Implement a comprehensive performance evaluation process for all staff.
2. Implement a system to develop custom professional improvement plans for each staff member.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
3.7	Design a performance evaluation system.	1st Quarter, 2020	Executive Committee, Executive Director
3.8	Implement a performance evaluation system.	3rd Quarter, 2020	Executive Director
3.9	Design a professional development plan.	1st Quarter, 2020	Executive Committee, Executive Director
3.10	Implement a professional development program.	3rd Quarter, 2020	Executive Director
3.11	Update to Board of Delegates.	Ongoing/Quarterly	Strategic Planning Committee, Executive Director

3

CAPACITY



Evaluate, expand and build organizational capacity as needed to address the regions needs.

GOAL

3.3 Explore options for diversifying revenue streams.

STRATEGIES

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.
2. Examine forging relationships with private foundations.
3. Examine the expansion of existing and creation of new fee-for-service activities.

	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.	3rd Quarter, 2021	Executive Committee, Executive Director
3.13	Explore partnerships with private foundations.	3rd Quarter, 2021	Executive Committee, Executive Director
3.14	Evaluate, adjust, and implement expansions for fee-for-service activities.	3rd 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.

STRATEGIES

1. Identify and monitor specific operations and transactions that should receive oversight beyond local, state and/or federal compliance regulations.
2. Develop and implement a system of checks and balances for specific operations and transactions that should receive additional oversight.
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 ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
3.16	Identify operations and transactions that need oversight above and beyond state and federal review requirements.	1st Quarter, 2020	Executive Committee, Executive Director
3.17	Develop and implement adequate monitoring systems.	3rd 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



January 30, 2019

To: Land of Sky Regional Council Board of Delegates
Land of Sky Regional Council Executive Committee

From: Larry B. Harris, Chair

Subject: 2019 Council Elections

Based on a review of Council Bylaws, several steps will be taken during February and March to ensure the Board of Delegates is able to move forward with 2019 Council elections. Please accept the following for your information:

- A Nominating Committee, consisting of three delegates not serving on the Executive, needs to be appointed by the Board of Delegates. Based on recommendation from legal counsel, I requested our Executive Director to contact the delegates below and determine if they would be willing to serve if approved by the Board of Delegates. The Nominating Committee, once approved, will then work with the Executive Director to submit to the Board of Delegates the names of proposed officers and Executive Committee members at the Council's Annual Meeting on March 27, 2019.

The following delegates have agreed to serve on the Nominating Committee:

Nancy Allen, Town of Marshall
Bob Davy, Town of Fletcher
Albert Gooch, Village of Flat Rock

During its February 27, 2019 meeting, the Board of Delegates will be asked to formally appoint these delegates to serve as the Nominating Committee.

- The Executive Committee shall be comprised of the following:
 - Officers of the Council (Chair, Vice-Chair, Secretary, and Treasurer)
 - One county delegate
 - One municipal delegate
 - One Past Chair of the Council
 - One person to ensure representation of minority interests
 - One person to ensure representation of the Aging Advisory Council or Senior Volunteer Services Advisory Council

- The Nominating Committee will work to develop a recommended slate of officers and Executive Committee members. The recommended slate will be presented to the Board of Delegates at the March 27, 2019 meeting. Nominations from the floor are allowed and the election will be held during this meeting.

Please let Justin Hembree or me know if you have any questions or need additional information. Also, please let Justin know if are interested in serving on the Executive Committee. Thank you for your commitment to Land of Sky Regional Council.

cc: Justin Hembree, Executive Director
Billy Clarke, Council Attorney



BOARD OF DELEGATES AGENDA ITEM

Subject: Executive Director's Report

Item Number: XIV. Executive Director's Report

Responsible Party: Justin Hembree, Executive Director

Attachment(s): None

Background: The following item will be presented as part of the Executive Director's Report:

- A. Audit for Fiscal Year Ending June 30, 2018
- B. 2019 NCARCOG Legislative Day
- C. 2019 BBQ Event

Staff Recommendation: N/A.

Suggested Motion(s): N/A



Local and State Elected Officials, join the NDIA and the North Carolina Broadband Infrastructure Office for the, “Closing the Digital Divide 101 for Local and State Elected Officials” workshop during pre-conference sessions at [Net Inclusion 2019](#).

Date: Monday, April 1, 2019

Time: 9:00AM-12:00PM

Location: Federal Reserve Bank in Charlotte, NC

This workshop **specifically designed for local and state elected officials** will cover digital equity and inclusion basics, ideas for supporting and launching local digital inclusion efforts, and ways to advocate for or implement policies to support digital inclusion and equity initiatives at the local, state, and federal level.

Attendees will hear from subject-matter experts and practitioners from across the country including:

- Councilman Braxton Winston from the [City of Charlotte, NC](#)
- Emy Tseng from the [National Telecommunications and Information Administration](#)
- Ed Blayney from the [City of Louisville, KY](#)
- Michelle Gibeault from the [University of Arkansas](#)
- John Coggin from the [NC Rural Center](#)
- Jeff Sural and Amy Huffman from the [NC Broadband Infrastructure Office](#)



CLOSING THE DIGITAL DIVIDE 101 FOR LOCAL AND STATE ELECTED OFFICIALS WORKSHOP

- **Specifically designed for local and state elected officials**
- **Learn digital equity and inclusion basics**
- **Collaborate on ideas for supporting and launching local digital inclusion efforts and ways to advocate and implement digital inclusion and equity policies for all government levels**

**MONDAY APRIL 1
9 A.M. TO 12 P.M.
FEDERAL RESERVE BANK
CHARLOTTE, NC**

