

**Central Oregon Intergovernmental Council
Board and Strategic Planning Meeting Minutes**

Date: November 7, 2019	Sleep Inn & Suites 1847 N Hwy 97, Redmond OR 97756	Prepared by: B. Taylor Reviewed by: T. Baney
<p>COIC Board Members: Commissioner Wayne Fording, Jefferson County; Commissioner Phil Henderson, Deschutes County, Commissioner Jerry Brummer, Crook County; Councilor Bruce Abernethy, City of Bend; Councilor Bartt Brick, City of Madras; Councilor Gail Merritt, City of Prineville; Councilor Jay Patrick, City of Redmond; Councilor Nancy Connolly, City of Sisters; Councilor Connie Briese, City of La Pine; Brigette McConville, Confederated Tribes of Warm Springs, and Katie Brooks, Appointed Board Member representing Deschutes County,</p> <p>COIC Staff: Tammy Baney, Executive Director; Michelle Williams, Fiscal Services Manager; Scott Aycock, Community, Economic Development (CED) Manager, and Derek Hofbauer, Outreach and Engagement Administrator</p>		
Agenda	Discussion	Action Item
Call to Order	<p>Chair Brummer called the meeting of the COIC Board of Directors to order at 3:23 pm.</p> <p>Introductions were made by those in attendance.</p>	
Public Comment	No public comments were made.	
Executive session	<p>Chair Brummer called the meeting of the COIC Board of Directors into Executive Session at 3:25 pm as allowed by ORS 192.660 section 2, subsection a. No action was taken. The COIC Board of Directors came out of the Executive Session at 3:40 pm.</p> <p>Ms. Baney reported that COIC was approached by representatives from Bend-La Pine, and OYC for COIC to explore opportunities to employ, credential, and evaluate OYC teachers through the COIC program. Ms. Baney added that OYC teachers are currently contracted through a company that is scheduled to sunset January 1. Ms. Baney informed the Board that she and Fiscal Services Manager, Michelle Williams, met with members of OYC to review the costs and plans, and is happy to report that COIC will be expanding the services we provide by taking on their teachers as part of COIC’s family of educators. She reported that there are 8 teachers currently with the plan to add two additional teachers to serve their almost 180 students. Ms. Baney conveyed that this arrangement generates revenue, is supportive of community partners, and keeps in line with services COIC already provides.</p>	
Consent Agenda	<p>Chair Brummer asked the Board if there were any questions or comments regarding the consent agenda. He entertained a motion for approval of the consent agenda including minutes from the August 1, October 3, and October 21, meetings as written. Councilor Abernethy made a motion to approve the consent agenda, Councilor Connolly seconded; the motion carried.</p>	<p>Motion: Councilor Abernethy made a motion to approve the</p>

		consent agenda, Councilor Connolly seconded; the motion carried.
Welcome and Overview	<p>Ms. Baney introduced Christy McLeod. She noted that Ms. McLeod is a senior executive leader with a background in strategic planning, operational management, staff development, and organizational management. In addition, Ms. McLeod has experience working in a broad range of industries comprising of healthcare, major global events including five Olympic Games, primary and secondary education, and consumer products. Ms. Baney added that Ms. McLeod's husband, and Mt. Bachelor CEO, John McLeod sat on COIC's Board for 9 years.</p> <p>Ms. McLeod reported that she has heard a lot about COIC, is excited to help facilitate the planning session, and is encouraged by COIC's past Strategic Plan specifically, that there were metrics the organization acted against and achieved.</p> <p>Ms. Baney reminded the Board that the most recent Strategic Plan was adopted in 2015. The Board at that time consisted of all but two different Board members from today. She added that the plan included feedback from over 40 stakeholder engagements within the community, as well as over 100 touchpoint engagements with staff. Ms. Baney reported that a number of things came out of the plan to be proud of including the 190 organization legislation, missioning, branding, and wanting to be a visible organization. She asked the group to use the current plan as a template for goals, strategies, and highlights and populating it with new ideas or areas you would like to COIC to explore.</p> <p>Ms. Baney reported that COIC is a grant and contract funded organization for most of the departments in COIC thus when a grant, contract, or community need changes, COIC's business lines must also change. Ms. Baney conveyed one of the best things about being a council of governments is that the organization is meant to be whatever the communities need.</p> <p>Ms. Baney asked the Board when they think of what the state of the organization looks like to think of diversification, and as they set goals, remember that COIC is meant to be nimble, responsive, trusted, neutral, and in communities working across jurisdictional boundaries.</p> <p>Ms. Baney thanked those who filled out the pre-retreat survey. She noted that later in the session, the Board will talk about areas to explore, and what they hope to get out of the retreat in terms of goals. Ms. Baney added that the work done tonight will not be final. The Board will be presented with a draft of the Mission, Visions, and Values as</p>	

	<p>well as business opportunities to explore. They will then be tasked with setting up goals, highlight direction and areas they wish COIC to explore. COIC will discuss the Board’s proposals at a management meeting to get measurable goals to complete the strategic plan.</p>	
<p>Strategic Planning Mission Refresh</p>	<p>Ms. McLeod showed the Board a video of geese and explained the many lessons that can be learned from geese for success in companies such as sharing a common goal, empowering others to lead, having the humility to seek help, recognizing great work, and offering support in challenging times. She added the main objective of the retreat is to have open and honest conversations and ensure everyone is on the same page.</p> <p>The Mission Statement was reviewed. Ms. McLeod encouraged the Board to think about how COIC is reflected in the community, or the role COIC plays, by creating an emotional connection of why COIC does what COIC does.</p> <p>The current Mission Statement reads “The Central Oregon Intergovernmental Council serves the local governments of Central Oregon, providing regional collaboration, efficiencies and service delivery for a stronger local economy and quality of life.”</p> <p>Ms. McLeod asked the Board if they thought the Mission was still relevant and/or true, knowing what they know now. Comments included:</p> <ul style="list-style-type: none"> • Replacing the word “governments” with “communities” • Replacing “governments” with “residents of the Region” • Remove one of the Central Oregon – Central Oregon...serves governments of Central Oregon • Switch “quality of life” and “stronger local economy” • Use the word “trust” example, trusted organization or a trusted partner • Responsive to community needs / economic needs • Needs-based organization or serving regional needs • Perhaps be more specific such as regional collaboration and efficiencies to improve housing, for example • Add “COIC will be the trusted partner. • Provide support • Problem-solving entity • Help get organizations where they need to go • Nimble • Technical expertise commitment to getting it done • Leadership /COIC has the ability to be a catalyst going forward • Collaborative • Support changing needs through collaboration and efficiencies 	

	<ul style="list-style-type: none"> • Eliminate COIC serves CO • Solving problems for other entities <p>Discussion ensued regarding funding specifically, determining how to fund the many competing priorities. After further discussion, it was agreed that because the organization may not know what communities will need in the future, it is important that we convey we are a trusted partner that will deliver on whatever the needs of the community may be.</p> <p>It was discussed that adding specific things to the Mission may give the organization more clarity to directly measure against the organization’s wheelhouse. It was countered that the simpler the Mission, the more beneficial so that the organization does not commit to something now that may go away due to funding in the future.</p> <p>After discussion, the common points reached by the Board were as follows:</p> <ul style="list-style-type: none"> • Trusted partner • Communities • Technical expertise, leadership • Working for Communities as a trusted partner <p>Ms. McLeod reported that there will be an opportunity to get deeper into specifics with the Vision statement. She thanked the Board for their input regarding the Mission statement and said staff would work to come up with a few ideas based on the feedback to present at an upcoming Board meeting.</p>	
<p>Strategic Planning Vision Refresh</p>	<p>Ms. McLeod showed the Board the organization’s current Vision statement. She noted that our Vision statement describes what we do well and includes many of the important words discussed during the Mission process. She noted that typically Vision is a bit more emotive; what the organization wants to be and what an organization hopes to accomplish.</p> <p>Ms. McLeod reminded the Board that the Mission statement guides the organization for the long-term, rarely changes, and is the reason for being. The Vision is the “why,” specifically, why we want people to work for the organization, it’s what inspires people, what one hopes to achieve and describes how one works as an organization. She added that from a Board’s perspective, she has seen Boards make important decisions when they can test things against their value statement She said Visions typically are not very long and are generally the essence of an organization, helping guide the organization to what they want to achieve.</p> <p>It was agreed that COIC’s current Vision reads more like an organizational overview. It was discussed that it is important to have a Vision statement especially because COIC’s Board could turn over every couple of years. It was</p>	

also noted that it would be a great opportunity for the Board as the next people take their seats, to have a Vision statement that would inspire them.

COIC's current Vision Statement reads as follows:

Vision Statement

COIC is a trusted partner to the city and county governments of Crook, Deschutes & Jefferson Counties and the Confederated Tribes of Warm Springs providing collaborative leadership on issues across jurisdictional boundaries, and delivering programs that are regional in nature. We provide a venue for regional planning, problem solving, prioritization, and shared services. Our regional scale work enhances the strength and effectiveness of local governments and helps build economically successful communities.

We promote collaboration among a wide variety of private, public and nonprofit partners to effectively leverage state, federal and other resources for the greater benefit of the region. We are positioned to start up and incubate programs, and to carry out and deliver services to best meet the needs of our communities. We are experts in public-private partnerships, state and federal funds management, grant solicitation, facilitation, and program design and delivery.

Our primary areas of focus include workforce development; education; transportation; community and economic development; and natural resources. The programs we deliver have a positive, measurable impact on the people of the region. We are an effective steward of public resources, and accountable to the communities of Central Oregon.

We are strong and flexible as a result of our expertise and partnerships, with the ability to meet a wide range of regional challenges.

Thoughts discussed:

We are a service to the community but how much input does the community have for COIC?

Public engagement role?

Role to support and serve diverse communities of Jefferson, Crook, Deschutes Counties and Warm Springs

We bring trusted professional resources to support and serve diverse communities...

The trusted partner or the most trusted partner

After discussion, Ms. Baney reminded the Board that they will retain the current Vision Statement as an organizational overview and will come back with some options for a Vision statement based on what we think we heard.

<p>Values Refresh</p>	<p>Ms. McLeod informed the Board that after review, it felt like a lot of work went into creating the current Values. She asked the Board if anyone felt differently now.</p> <p>COIC’s current Values read as follows:</p> <ul style="list-style-type: none"> • Responsive to communities <ul style="list-style-type: none"> • Our work is inclusive of and responsive to the diverse needs of communities • Leverage Resources and Regional Scale Efficiencies <ul style="list-style-type: none"> • We add value through coordination of grants and contracts, stakeholder facilitation, regional-scale service delivery, and leadership • Collaborative <ul style="list-style-type: none"> • Our strength lies in our ability to effectively convene, facilitate, coordinate and advocate for communities • Local communities are stronger through regional collaboration and shared priorities • Deliver High Quality Services <ul style="list-style-type: none"> • Our staff carry out programs effectively to meet our mission, at the direction of our Board of Directors <p>A comment was made that not all the Values were Values. It was discussed to have the Values be more “pure” to accurately reflect true Values.</p> <p>Values discussed as important to the organization included:</p> <ul style="list-style-type: none"> • Responsible • Responsive • Adding Value / Value Added • Collaborative • Quality • Trusted • Honesty • Integrity • Inclusive • Add the concept of serving internally and externally, including staff not just externally focused, for example, using the value “respected” or “respectful” • Respected 	
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	<ul style="list-style-type: none"> • Include work environment somewhere • Strength <p>After discussion, the Board was informed that Ms. Baney will take the Values to her team to see if there are any additional Values needed through our DEI work to include and will bring back to the Board for review at an upcoming meeting.</p>	
<p>Strategic Planning Update Strategies / Priorities</p>	<p>Ms. McLeod informed the Board that this part of the Strategic Planning session would focus on the organizations’ goals, strategies, and action plans. Ms. McLeod said the goal will be to determine what the Board considers to be the priorities of the organization. Priorities can be in the form of strategies, goals, and objectives; Ms. Baney and her team will craft the priorities into the proper buckets.</p> <p>Priorities/strategies discussed include:</p> <ul style="list-style-type: none"> • COIC identifies gaps in service or support and fills them; they fill the needs that someone else is not already doing • Identify how stable funding streams match services we perform • Revenue Streams <ul style="list-style-type: none"> • Identify how stable funding streams match services COIC performs • Do what the organization does well • Identify things needed in the “wheelhouse” • Identify new funding streams • One strategy could be to continue to work on x, y, z for example transportation, and another strategy could be to identify new possibilities • Ensure what we do is well funded and here to stay. Stabilize it enough to stay this is an entity here to stay by building an operational general fund • Include total costs in business plans – understanding costs of services • Exploring funding options from other councils of governments • Strengthening internal core competencies and add capacity where needed such as legal services • Explore new services and revenue streams • Visible organization / define and say who we are and be on the same page about it • Add to the visible organization the word “relevant” <p>A question was asked if sustainable funding could be included in a council of governments as a strategy. Ms. Baney said in terms of the council of governments, no two councils of governments are alike and some are structured similar</p>	

	to us all depending on the needs of the community, the organization, and what the Board feels would be of value for COIC to provide.	
Opportunities and Threats / Strengths and Weaknesses	<p>Survey responses for the SWOT analysis were reviewed. The Board was asked if they felt additional considerations should be made.</p> <ul style="list-style-type: none"> • Improving transit, the leader in eyes of the community • Fresh community perspective (continue work done with the visible organization from outward-facing perspective, specifically, who we are and our Values) • Use Board members more like champions of the organization, to increase the visibility of the organization and what it is the organization does • Small business opportunities for loans - refresh loan program, and with outreach, identify gaps in the region and funding through community engagement • Education (alternative education, licensing, etc.) • Identify the role of COIC in housing/homeless/mental health (funding, what would it look like, neighbor impact role) • Identify role in childcare issue (properties/loans, partners, services to existing providers, education licensing, partnering with early learning hubs, rural areas) • Seeing changes on the horizon and diversifying programs, funding models and partnership changes; responsive to changing forces • Offer shared services if they align with what the organization does such as leadership development and training, land use planning, and grant writing • Use COIC's excess capacity to provide services such as HR and Payroll, to reduce COIC overhead through cost recovery • Explore offering a COIC Book of Business • Keep feedback loop as a Board going for activities, issues, insight into each other's areas • Harness the power of the collective to increase Central Oregon presence at the state level • Board self-evaluation – are we on the right track 	
How will we know if we are on track	Ms. Baney reported that for the last Strategic Plan in 2015, sub-committees were formed to oversee plan implementation, track progress, recommend changes, and report to the Board. She added that since it was her understanding the committees met only once, she asked the Board how they would like progress tracked, and resources leveraged to determine if COIC is on track with the goals that will be outlined.	

	<p>After discussion, ideas to track success included:</p> <ul style="list-style-type: none"> • Report from staff if what they did (activity) falls under a strategic goal to make mention of that goal • Match to regional economic planning strategy for how priorities relate – understanding needs for the region • Board of Directors transition – do people understand what COIC is about – engagement in meetings, quorums, meeting times, content, location– is information being shared • Have “to-dos” vs. “want to-dos” – what are the things we want to do • Value in increasing engagement level • Lense through which information is being shared • Communication to regions, counties, and cities to share COIC information • If we did move locations around, could invite other councilors or commissioners to share information and understanding of COIC • Meet quarterly with other Boards or Councils to share information – work with City managers regarding goal setting, specifically what COIC could do for that city. • Share on an annual basis, what COIC is doing; the primer for who we are and what we do and why it matters 	
<p>Next Steps</p>	<p>Ms. McLeod shared that Ms. Baney and her team will take the information generated during the discussion and present their findings back to the Board giving options in terms of Mission Statement, Vision Statement, and Values. The “bones” for the goals will be drafted and presented.</p> <p>Ms. Baney reminded the Board that making time to come to the meetings and planning is important; having clarity helps with her decisions for the organization. She added the next hardest piece will be getting the organization across the finish line with regards to branding. Specifically, are we changing the name or just the logo?</p> <p>Ms. Baney reported that the organization has another 6-months or so to strengthen the internal core competencies and asked the Board for patience and support of the process.</p> <p>Ms. McLeod was thanked for her time and work.</p>	
<p>Adjourn</p>	<p>The meeting was adjourned at 6:42 pm.</p>	