



OUR VISION

To promote economic and community prosperity throughout the region by providing **high impact services** to our local government members, establishing **beneficial relationships** with partner organizations, and building **strong organizational capacity** while being recognized as a model organization for regional development.

OUR MISSION

To partner with our local government members to effectively identify, address, and leverage challenges and opportunities in Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes, and Yancey Counties while providing innovative solutions and beneficial services for our region.

STRATEGIC PLAN 2021-2023



OUR STRATEGIC PRIORITIES



1 SERVICES

Deliver high impact services by strengthening existing services and exploring opportunities for new services by soliciting input on customer satisfaction, evaluating regional local government needs, and assessing the services portfolio for improvements, additions, and promotion.



2 RELATIONSHIPS

Cultivate beneficial relationships that focus on opportunities for collaboration with regional local governments, other councils of government, state and federal agencies, and stakeholders by communicating effectively and focusing on opportunities for collaboration.



3 CAPACITY

Enhance organizational capacity to serve regional needs by focusing on staff development, talent recruitment, and sustainable revenue streams.

1

HIGH IMPACT SERVICES



Deliver high impact services by strengthening existing services and exploring opportunities for new services by soliciting input on customer satisfaction, evaluating regional local government needs, and assessing the services portfolio for improvements, additions, and promotion.

GOAL 1.1

Obtain input from the region's local governments on the value and overall satisfaction with existing services and needs for additional or new services.

STRATEGY

1. Develop and distribute a yearly survey to measure the impact of services and to evaluate local government needs.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
1.1	Develop survey instrument	4th quarter 2021	Executive Director, Leadership Team
1.2	Distribute survey instrument	1st quarter 2022	Executive Director, Leadership Team
1.3	Develop presentation of survey results	2nd quarter 2022	Executive Director
1.4	Present to Executive Board	2nd quarter 2022	Executive Director

GOAL 1.2

Develop and carry out a process to obtain input from the region's partners, stakeholders, and service providers on the value and relevance of existing services and needs for additional or new services.

STRATEGY

1. Develop a yearly survey to measure impact of services and to evaluate local governments needs.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
1.5	Identify region's partners, stakeholders, and service providers to be surveyed	3rd quarter 2021	Executive Director, Leadership Team
1.6	Develop survey instrument	4th quarter 2021	Executive Director, Leadership Team
1.7	Distribute survey instrument	1st quarter 2022	Executive Director, Leadership Team
1.8	Develop presentation of survey results	2nd quarter 2022	Executive Director
1.9	Present to Executive Board	2nd quarter 2022	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

1

HIGH IMPACT SERVICES



Deliver high impact services by strengthening existing services and exploring opportunities for new services by soliciting input on customer satisfaction, evaluating regional local government needs, and assessing the services portfolio for improvements, additions, and promotion.

GOAL 1.3

Based on input from local governments, regional partners, stakeholders, and service providers, design a menu of services and develop a communication plan.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
1.10	Convene work group tasked with evaluating modifications of existing services and identifying new services that could be offered to local governments	3rd quarter 2022	Executive Director, Leadership Team
1.11	Determine feasibility for modified or new services by analyzing fee for services structure, interest in services by local governments, capacity of staff to deliver services, and other measurements	4th quarter 2022	Executive Director, Leadership Team
1.12	Complete menu of services descriptions	1st quarter 2023	Executive Director, Leadership Team
1.13	Develop communication and promotions campaign	2nd quarter 2023	Executive Director, Leadership Team

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2

BENEFICIAL RELATIONSHIPS



Cultivate beneficial relationships that focus on opportunities for collaboration with regional local governments, other councils of government, state and federal agencies, and stakeholders by communicating effectively and focusing on opportunities for collaboration.

GOAL 2.1 Support strong relationships with regional local governments, other councils of government, state and federal agencies, and stakeholders by developing actions for communicating effectively about local and regional needs.

STRATEGY

1. Establish a more active role in relationship-building and advocacy efforts at the state and federal levels.
2. Serve as an economic development liaison between granting agencies and federal, state, and local governments.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
2.1	Create a legislative committee	4th quarter each year	Executive Board, Executive Director
2.2	Develop a regional legislative priorities list	1st quarter each year	Executive Board, Executive Director
2.3	Convene legislative day with local government leaders and state federal legislators	1st quarter each year	Executive Board, Executive Director
2.4	Convene local government leaders and state and federal agency staff on a regular basis	Ongoing	Executive Board, Executive Director
2.5	Maintain and distribute list of potential grants to members	Ongoing	Executive Director, Leadership Team
2.6	Develop local government-based projects related to the Comprehensive Economic Development Strategy (CEDS)	Ongoing	Executive Director, Leadership Team

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3

STRONG ORGANIZATIONAL CAPACITY



Enhance organizational capacity to serve regional needs by focusing on staff and board development, talent recruitment, and sustainable revenue streams.

GOAL

3.1 Expand and adapt organizational capacity to meet local and regional needs.

STRATEGY

1. Assess current capabilities of HCCOG organization, identify skill sets that need improvement, and provide high quality professional development.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
3.1	Conduct an annual review of staff capabilities	2nd quarter annually	Executive Director, Department Heads
3.2	Create a list of professional development skills needed by HCCOG	2nd quarter annually	Executive Director, Department Heads
3.3	Solicit information on best practices from other councils of government (or similar organizations) on effective staff and board training programs	2nd Quarter, 2021	Executive Director
3.4	Identify feasible, high quality training resources and providers	3rd quarter 2021	Executive Director
3.5	Establish an organizational training program for staff and board development	2nd quarter 2022	Executive Director

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3

STRONG ORGANIZATIONAL CAPACITY



Enhance organizational capacity to serve regional needs by focusing on staff and board development, talent recruitment, and sustainable revenue streams.

GOAL

3.2

Become the local government training center for the Northwest Region of North Carolina.

STRATEGY

1. Develop a local government training program based on input from local governments, regional partners, stakeholders, and service providers.

	ACTION ITEM	COMPLETION TARGET	RESPONSIBLE PARTY
3.6	Create a list of training services needed by local governments	3rd quarter 2022	Executive Director
3.7	Create a list of professional development skills needed by HCCOG staff to deliver local government training programs	3rd quarter 2022	Executive Director, Leadership Team
3.8	Work with Appalachian State University, UNC School of Government, and other organizations to leverage existing local government training resource providers	3rd quarter 2022	Executive Director, Leadership Team
3.9	Develop a local government training program utilizing HCCOG staff and other resource providers	4th quarter 2022	Executive Director, Leadership Team

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