

**Iowa Northland Regional Council of Governments  
(INRCOG)**

**Strategic Plan**

**Adopted by the INRCOG Board of Directors  
March 16, 2017**

**Prepared with assistance from the  
University of Northern Iowa's  
Institute for Decision Making**

# **Iowa Northland Regional Council of Governments**

## **Mission Statement**

The Iowa Northland Regional Council of Governments is an association of local governments that is committed to identifying, securing, and coordinating local, regional, and federal government projects and programs for the enhancement of our region and member communities.

## **Goal 1: Maintain funding and services to support ongoing operations and staffing**

**Objective 1a:** Launch an annual INRCOG member outreach program to strengthen INRCOG-community relationships and identify local issues and/or opportunities requiring assistance.

**Objective 1b:** Staff is charged with identifying and pursuing new funding opportunities consistent with the organization's mission

**Objective 1c:** Develop collaborative partnerships with other organizations for the purpose of identifying opportunities and projects that align with INRCOG's mission.

## **Goal 2: Foster an organizational culture in which team members feel valued, enabled and empowered to pursue the INRCOG Mission**

**Objective 2a:** Conduct monthly staff update and education meetings in which the team discusses operational issues, reviews strategic plan implementation and receives update on one department's projects, issues, interests and opportunities

**Objective 2b:** Develop annual staff professional development plans and budgets for each INRCOG department to foster ongoing professional and leadership development.

**Objective 2c:** Identify approaches to increase staff input and participation in appropriate organizational decisions.

**Objective 2d:** Annually review and evaluate staff salaries and benefits to ensure they are competitive and INRCOG is an employer of choice.

**Objective 2e:** Review and appropriately update INRCOG's personnel policies and practices to ensure the organization is effective and the staff is valued.

## **Goal 3: Enhance INRCOG's visibility and brand among member local governments, partners and potential clients**

**Objective 3a:** Develop consistent branding for INRCOG documents including memos, PowerPoints, reports, plans and publications.

**Goal 4: Maintain and enhance relationships with the elected officials and staffs of member local governments to meet the current and future needs of the local governments**

**Objective 4a:** Meet with newly elected officials, city clerks and other appropriate staff to review INRCOG services and highlight current and past INRCOG projects with the local government.

**Objective 4b:** Conduct an annual member needs survey, in conjunction with INRCOG member retention and expansion program, to identify and assess community needs and opportunities which may generate revenue for INRCOG.

**Goal 5: Offer quality services which solve the current and anticipated future challenges of member local governments, their communities and other potential clients**

**Objective 5a:** Obtain formal feedback and evaluation from members upon the completion of a project/service.

**Objective 5b:** Develop and pilot a new service/project designed to meet an emerging need of member communities.

**Goal 6: Increase internal and external collaboration to broaden INRCOG's scope of services, competitiveness and overall organizational capacity**

**Objective 6a:** Utilize staff members from other departments to review draft reports, plans, grant applications and other reports in order to provide a fresh perspective.

**Objective 6b:** Research other councils of government and planning agencies that have successfully diversified their client base, services and revenue streams.

## Action Planning Worksheet

| <b>Goal #1: Maintain funding and services to support ongoing operations and staffing</b>  |  |                               |  |                            |
|---|--|-------------------------------|--|----------------------------|
| <b>Objective</b>  | <b>Lead Responsibility</b>   | <b>Support Responsibility</b> | <b>Measurable Indicator of Progress</b>                                    |                            |
| 1a. Launch an annual INRCOG member outreach program to strengthen community relationships and identify local issues/opportunities requiring assistance. | Executive Director & Leadership Team   | Board and Staff               |  |                            |
| <b>Action Steps</b>   | <b>Person/Group Responsible</b>  | <b>Timeline</b>               | <b>Resources</b>   | <b>Progress Indicators</b> |
| 1. INRCOG: Focus on communities that we have not helped recently  |  |                               |  |                            |
| (a.) Identify which members have not been helped; make visit arrangements; meet with Mayor/Clerk (Council?); follow-up after the meeting                | Director of Administrative Services; Administrative Assistant; Executive Director; Directors | 2 Fiscal Years                | Staff time   | 4/Quarter                  |
| 2. RTC: Focus on underserved populations  |  |                               |  |                            |
| (a.) Identify underserved persons and agencies; Meet with interested persons and agencies; Identify assistance programs; Follow-up after the meeting    | Transit Director and Operations Manager  | Ongoing                       | Staff time; Subcontractors; Website; Rider's Guide; Posters/Advertisements | Increased Ridership        |

## Action Planning Worksheet

| <b>Goal #1: Maintain funding and services to support ongoing operations and staffing</b>   |   |                               |  |   |
|--|---|-------------------------------|--|---|
| <b>Objective</b>   | <b>Lead Responsibility</b>  | <b>Support Responsibility</b> | <b>Measurable Indicator of Progress</b>        |   |
| 1b. Staff is charged with identifying and pursuing new funding opportunities consistent with the agency's mission.                                       | Executive Director & Leadership Team  | Board and Staff               |  |   |
| <b>Action Steps</b>  | <b>Person/Group Responsible</b>   | <b>Timeline</b>               | <b>Resources</b>                               | <b>Progress Indicators</b>  |
| 1. Involve all staff members, as the Team, to add new programs as is feasible, as well as maintain existing programs                                     | Board and Executive Director  | As needed                     | Staff time                                     | Increased staff awareness   |
| 2. This objective will also be addressed at monthly staff meetings   | Executive Director  | Monthly                       | Staff time                                     | Increased staff awareness   |
| 3. Research and pursue public and private funding opportunities  | Transportation Planner II; SRTS Coordinator; Planner II; Transit Operations Manager | Ongoing                       | Staff time                                     | Tangible programs identified; Research completed; Members assisted                  |
| 4. An inventory list of funding sources is to be developed and maintained  | Transportation Planner II; SRTS Coordinator; Planner II; Transit Operations Manager | Ongoing                       | Staff time                                     | Tangible programs identified; Research completed; Members assisted                  |
| 5. Develop monthly funding alerts and communications, and then distribute the information both internally and externally                                 | Director of Administrative Services; Administrative Assistant; Staff                | Ongoing                       | Staff time                                     | Number of requests made by members  |
| 6. Review existing INRCOG grant writing policy; Conduct relevant research regarding public and private funding opportunities; and possibly revise policy | Board and Executive Director  | FY 2017                       | Survey other COGs; Obtain examples; Staff time | Increased work; Submission of more competitive projects; Cover part of our expenses |

## Action Planning Worksheet

| <b>Goal #1: Maintain funding and services to support ongoing operations and staffing</b>  |   |                                   |                               |  |
|---|---|-----------------------------------|-------------------------------|--|
| <b>Objective</b>  |   | <b>Lead Responsibility</b>        | <b>Support Responsibility</b> | <b>Measurable Indicator of Progress</b>                  |
| 1c. Develop collaborative partnerships with other organizations and businesses for the purpose of identifying collaborative opportunities and projects which align with INRCOG's mission. |   | Strategic Opportunities Task Team | Board and Staff               |  |
| <b>Action Steps</b>   | <b>Person/Group Responsible</b>                         | <b>Timeline</b>                   | <b>Resources</b>              | <b>Progress Indicators</b>                               |
| 1. Maintain or build relationships with the economic development organizations in the region  | Executive Director; Director of Development; Planner II | Ongoing                           | Staff time                    | Identified working opportunities;<br>Increased awareness |
| 2. Build stronger relationships with educational institutions including but not limited to: local school districts, UNI, HCC, ISU, and Iowa   | Executive Director; Directors; Staff                    | Ongoing                           | Staff time                    | Identified working opportunities;<br>Increased awareness |
| 3. Support local active lifestyle efforts, such as safe routes to schools, food policy efforts, pedestrian and non-motorized transportation mode planning/projects                        | Executive Director; Directors; Staff                    | Ongoing                           | Board; Staff time             | Identified working opportunities;<br>Increased awareness |
| 4. Continue to work with the Watershed Management Authorities in our region   | Executive Director; Director of Development; Staff      | Ongoing                           | Staff time                    | Identified working opportunities;<br>Increased awareness |
| 5. Build and/or maintain relationships with non-profit organizations, non-government entities, healthcare organizations, and financial institutions serving our region                    | Executive Director; Directors;                          | Ongoing                           | Staff time                    | Identified working opportunities;<br>Increased awareness |
| 6. Make presentations to various groups regarding INRCOG  | Executive Director; Directors                           | Ongoing                           | Staff time                    | Identified working opportunities;<br>Increased awareness |
| 7. Continue to hold/attend transit providers meetings   | Transit Director; Operations Manager                    | Ongoing                           | Staff time                    | Identified working opportunities;<br>Increased awareness |

## Action Planning Worksheet

**Goal #2: Foster an organizational culture in which team members feel valued, enabled, and empowered to pursue the INRCOG Mission**

| Objective  | Lead Responsibility                  | Support Responsibility | Measurable Indicator of Progress |  |
|--|--------------------------------------|------------------------|----------------------------------|--|
| 2a. Conduct monthly staff updates and education meetings in which the team reviews strategic plan implementation and updates on one department's projects, issues, interests, and opportunities. | Executive Director & Leadership Team | Board and Staff        |                                  |  |
| Action Steps   | Person/Group Responsible             | Timeline               | Resources                        | Progress Indicators  |
| 1. Re-design staff meetings. Meetings conducted once per month (Thursday mornings), one hour maximum, and are to cover organizational items, projects, or educational topics                     | Executive Director; Directors; Staff | Begin in April 2017    | Staff time                       | Internal awareness of our projects; Better outward project communication with members. |
| 2. Require "report backs" from staff attending conferences and training sessions at staff meetings   | Staff                                | Begin in April 2017    | Staff time                       | Internal awareness of our projects; Better outward project communication with members. |



## Action Planning Worksheet

| <b>Goal #2: Foster an organizational culture in which team members feel valued, enabled, and empowered to pursue the INRCOG Mission</b>                  |   |                               |   |  |
|--|---|-------------------------------|---|--|
| <b>Objective</b>   | <b>Lead Responsibility</b>                              | <b>Support Responsibility</b> | <b>Measurable Indicator of Progress</b>             |  |
| 2b. Develop annual staff professional development plans and budgets for each INRCOG department to foster ongoing professional and leadership development | Executive Director & Leadership Team                    | Board and Staff               |   |  |
| <b>Action Steps</b>  | <b>Person/Group Responsible</b>                         | <b>Timeline</b>               | <b>Resources</b>                                    | <b>Progress Indicators</b>   |
| 1. Create individual plans that are to be developed and reviewed in the spring of each year for each staff member  | Executive Director; Director of Administrative Services | Begin in 2017                 | Staff time  | Integration and acceptance as part of the annual evaluation process. |
| 2. Tie plans to each staff member's annual evaluation  | Executive Director; Directors                           | Begin in 2017; Annually       | Re-design pages in the current employee evaluations | Staff development increases  |
| 3. Encourage training for staff members  | Executive Director; Directors                           | Ongoing                       | Staff time; training expenses                       | Staff increases abilities and confidence                             |
| 4. Support mentoring of new, less experienced staff members by more experienced staff members  | Executive Director; Directors                           | Ongoing                       | Staff time; training expenses                       | Staff increases abilities and confidence                             |
| 5. Agency must budget for these efforts  | Board and Executive Director                            | Annually                      | Funding   | Increased staff ability, awareness, and involvement                  |
| 6. View accomplishment of this objective as a recruiting tool for the agency   | Executive Director and Administrative Services Director | Begin in 2017                 | Staff time; research time; information compilation  | Staff retention; Recruitment success; Inquiries regarding openings.  |

## Action Planning Worksheet

**Goal #2: Foster an organizational culture in which team members feel valued, enabled, and empowered to pursue the INRCOG Mission**

| Objective  | Lead Responsibility                  | Support Responsibility     | Measurable Indicator of Progress |   |
|--|--------------------------------------|----------------------------|----------------------------------|---|
| 2c. Identify approaches to increase staff input and participation in appropriate organizational decisions. | Executive Director & Leadership Team | Board and Staff            |                                  |   |
| Action Steps   | Person/Group Responsible             | Timeline                   | Resources                        | Progress Indicators   |
| 1. Invite staff participation on a case-by-case basis, depending upon the situation and appropriateness    | Executive Director                   | Ongoing; Already occurring | Staff time                       | Staff awareness; Improved involvement and possible outcomes |

## Action Planning Worksheet

**Goal #2: Foster an organizational culture in which team members feel valued, enabled, and empowered to pursue the INRCOG Mission**

| Objective  | Lead Responsibility  | Support Responsibility | Measurable Indicator of Progress |   |
|--|--|------------------------|----------------------------------|---|
| 2d. Annually review and evaluate staff salaries and benefits to ensure they are competitive and INRCOG is the employer of choice | Executive Director & Admin. Director                           | Board and Staff        |                                  |   |
| Action Steps   | Person/Group Responsible                                       | Timeline               | Resources                        | Progress Indicators   |
| 1. Continue to participate in the Iowa Association of Regional Councils (ICOG) salary and benefits survey                        | Executive Director; Director of Administrative Services        | Annually               | Staff time and research          | Offer competitive salaries and benefits to employees; Staff retention |
| 2. Study and consider other comparable compensation packages, as is appropriate  | Executive Director; Director of Administrative Services        | Ongoing                | Staff time and research          | Offer competitive salaries and benefits to employees; Staff retention |
| 3. Regularly review salary increase guide chart and salary range chart   | Board; Executive Director; Director of Administrative Services | Annually               | Staff time and research          | Offer competitive salaries and benefits to employees; Staff retention |

## Action Planning Worksheet

**Goal #2: Foster an organizational culture in which team members feel valued, enabled, and empowered to pursue the INRCOG Mission**

| Objective  | Lead Responsibility  | Support Responsibility | Measurable Indicator of Progress                           |   |
|--|--|------------------------|--|---|
| 2e. Review and appropriately update INRCOG's personnel policies and practices to ensure the organization is effective and staff is valued. | Executive Director & Admin. Director                               | Board and Staff        |  |   |
| Action Steps   | Person/Group Responsible   | Timeline               | Resources  | Progress Indicators   |
| 1. Continue to implement this objective on an ongoing basis, as may be necessary   | Executive Director; Director of Administrative Services; Directors | Ongoing                | Staff time and research                                    | Maintain and protect viability of the organization and employees; Serve members |
| 2. This objective will be integrated into the monthly staff meeting  | Executive Director; Director of Administrative Services            | As needed or necessary | Staff time   | Employee awareness and compliance   |
| 3. Develop a protocol or suggestion process for improving and maintaining our working culture and environment                              | Executive Director   | Begin in 2017          | Staff time; Research; requires follow-up                   | Incremental improvement of current environment                                  |
| 4. Review flex time policy and implementation  | Executive Director; Directors; Staff                               | Begin in 2017          | Staff time; Research; Requires FLSA compliance             | Incremental improvement of current environment                                  |
| 5. Research wellness policies and consider developing one for INRCOG   | Executive Director   | Begin in 2017          | Research; Budget consideration; Draft; Approval; Implement | Improved employee health; Decrease in health care costs; Decrease in sick leave |

## Action Planning Worksheet

| <b>Goal #3: Enhance INRCOG's visibility and brand among member local governments, partners, and potential clients</b>   |   |   |  |  |
|---|---|---|--|--|
| <b>Objective</b>  | <b>Lead Responsibility</b>                  | <b>Support Responsibility</b>                 | <b>Measurable Indicator of Progress</b>          |  |
| 3a. Develop consistent branding for INRCOG documents including memos, Power Point presentations, reports, plans, and publications.                            | Admin. Director & Data Services Coordinator | Board and Staff                               |  |  |
| <b>Action Steps</b>   | <b>Person/Group Responsible</b>             | <b>Timeline</b>                               | <b>Resources</b>                                 | <b>Progress Indicators</b>   |
| 1. Define the scope of the branding. At a minimum brand/re-brand website, and possibly colors, letterhead, and envelopes                                      | Executive Director; Directors               | Begin in 2017                                 | Staff time and research                          | More consistent message being presented to members   |
| 2. Develop a working budget for the branding scope  | Board; Executive Director                   | Completed                                     | Consultant expenses; Implementation expenses     | Increase in recognition of our organization  |
| 3. Obtain Executive Committee approval of the scope and preliminary budget  | Executive Director                          | Completed                                     | Approval time                                    | Budget funds approved for branding   |
| 4. Procure an outside firm, entity (educational institution), or individual for implementing our rebranding   | Executive Director                          | Underway                                      | Staff time and research                          | Selection of a qualified, reputable firm that produces a quality outcome                               |
| 5. Ensure that the hired firm utilizes staff input into their process and end-products  | Executive Director; Directors; Staff        | Upon completion of each branding design phase | Staff time and research                          | Board and Staff support and acceptance of the final outcomes   |
| 6. Consider purchasing other items such as staff name tags. Consider branding of items for purchase by employees (i.e. shirts, bags, legal pad folders, etc.) | Board; Executive Director; Directors; Staff | Concurrent with branding efforts              | Staff time and research; Implementation expenses | More consistent message being presented to members; Increase in recognition of our organization/ staff |

## Action Planning Worksheet

**Goal #4: Maintain and enhance relationships with the elected officials and staffs of member local governments to meet the current and future needs of the local governments**

| Objective   | Lead Responsibility                  | Support Responsibility | Measurable Indicator of Progress |
|---|--------------------------------------|------------------------|----------------------------------|
| 4a. Meet with newly elected officials, city clerks, and other appropriate staff to review INRCOG services and highlight current and past INRCOG projects with the local government. | Executive Director & Leadership Team | Board and Staff        |                                  |

| Action Steps   | Person/Group Responsible                                 | Timeline   | Resources                                     | Progress Indicators  |
|--|--|--|---|--|
| 1. Conduct meetings, one per county. Meetings may be shared or grouped as feasible                             | Executive Director; Directors; Administrative Department | As changes in elected and appointed official occur | Staff time and travel expenses                | Increased awareness of our organization; Additional work is obtained |
| 2. Schedule and complete visits with State Legislators, as well as State Agency staff when appropriate         | Executive Director; Directors                            | Ongoing; As needed                                 | Staff time                                    | Increased awareness of our organization; Additional work is obtained |
| 3. Schedule and complete visits with Federal Representatives, as well as Federal Agency staff when appropriate | Executive Director; Directors                            | Ongoing; As needed                                 | Staff time                                    | Increased awareness of our organization; Additional work is obtained |
| 4. Maintain marketing materials for presentation to the above-noted persons/bodies                             | Administrative Department                                | After branding efforts are complete; Ongoing       | Staff time and printing expenses              | Increased awareness of our organization; Additional work is obtained |
| 5. Utilize existing training resources (webinars, videos, etc.)  | Executive Director; Directors; Staff                     | Ongoing  | Staff time; Communication protocols developed | Increased staff education and awareness                              |

## Action Planning Worksheet

**Goal #4: Maintain and enhance relationships with the elected officials and staffs of member local governments to meet the current and future needs of the local governments**

| Objective   | Lead Responsibility                       | Support Responsibility                | Measurable Indicator of Progress                       |  |
|---|---|---------------------------------------|--|--|
| 4b. Conduct an annual member needs survey to identify and assess community needs and opportunities which may generate revenue for INRCOG. | Executive Director & Admin. Director      | Board and Staff                       |  |  |
| Action Steps  | Person/Group Responsible                  | Timeline                              | Resources  | Progress Indicators  |
| 1. Survey the areas of interest of each member (May be able to link the survey to the redevelopment of our website)                       | Executive Director; Directors; Staff      | Prior to member visits; Begin in 2017 | Staff time; Research; Define purpose(s) of the results | Increased awareness shown by members; Additional work opportunities identified |
| 2. Utilize prior INRCOG survey as a beginning point for a new survey  | Executive Director; Directors; Staff      | Begin in 2017                         | Staff time and research                                | Survey becomes a regular process and expectation                               |
| 3. Offer members multiple methods of taking the survey (online, paper, etc.)  | Administrative Services Department; Staff | Begin in 2017                         | Staff time and research                                | Ease of completion; Higher return rate than for prior surveys                  |
| 4. Clearly define when to administer the survey, and how the garnered information will be used by INRCOG                                  | Board; Executive Director; Directors      | Begin in 2017                         | Staff time and research                                | Completion/submittal rate  |
| 5. Develop separate surveys for separate groups (i.e. INRCOG; RTC; Transportation; Housing; etc.). Ensure surveys are concise.            | Executive Director; Directors; Staff      | Begin in 2017                         | Staff time and research                                | Broader range of responses; Additional opportunities identified                |

## Action Planning Worksheet

**Goal #5: Offer quality services which solve the current and anticipated future challenges of member local governments, their communities, and other potential clients.**

| Objective  |  | Lead Responsibility                  | Support Responsibility  | Measurable Indicator of Progress   |
|--|--|--------------------------------------|-------------------------|--|
| 5a. Obtain formal feedback and evaluation from members upon the completion of a project/service  |  | Executive Director & Leadership Team | Board and Staff         |  |
| Action Steps   | Person/Group Responsible   | Timeline                             | Resources               | Progress Indicators  |
| 1. Develop an appropriate closeout checklist for each project file   | Department input; Final product developed by Administrative Services Department      | Begin in 2017                        | Staff time and research | Organized closure process; Ease of finding information relative to past projects   |
| 2. Develop and utilize a closeout letter when a project concludes  | Administrative Services Department   | Begin in 2017                        | Staff time and research | Organized closure process; Ease of finding information relative to past projects   |
| 3. Develop a brief project closeout survey (3-5 questions) that is to be completed by the member that was served                                       | Executive Director; Directors; Staff   | Begin in 2017                        | Staff time and research | Timely feedback on project management; Allows for improvements                     |
| 4. Develop and maintain a member database comprised of information about: plans, projects, grant applications, and other information as is appropriate | Department input; Final product and management by Administrative Services Department | Begin in 2017                        | Staff time              | Ease of finding/accessing information relative to past projects; Status of members |
| 5. Develop survey for RTC riders; agencies; and user organizations   | Transit Director; Administrative Services Department                                 | Begin in 2017                        | Staff time              | Increased public awareness; Increased ridership and usage                          |



## Action Planning Worksheet

**Goal #5: Offer quality services which solve the current and anticipated future challenges of member local governments, their communities, and other potential clients.**

| Objective   | Lead Responsibility                                      | Support Responsibility | Measurable Indicator of Progress              |  |
|---|--|------------------------|---|--|
| 5b. Develop and pilot a new service/project designed to meet an emerging need of member communities. Said new services should be financially sustainable.   | Executive Director & Leadership Team                     | Board and Staff        |   |  |
| Action Steps  | Person/Group Responsible                                 | Timeline               | Resources                                     | Progress Indicators  |
| 1. Consider further developing health-related services and support of active living services (i.e. safe routes to schools, pedestrian planning and implementation, recreation planning, food policy); Integration into planning documents, policies, etc. | Executive Director; Directors; Staff                     | Ongoing                | Staff time and research; Related expenses     | Healthier communities; Additional opportunities for work identified; Timely services for our members |
| 2. Grow transit (RTC) services to our member communities, agencies, and prospective riders through coordination, efficiencies, responsiveness, and adaptation to change   | Executive Director; Transit Director; Operations Manager | Ongoing                | Staff time and research; Related expenses     | Increased awareness, service areas, hours, and ridership   |
| 3. Continue developing projects related to watersheds, water trails, water quality, and water recreation  | Executive Director; Directors; Staff                     | Ongoing                | Staff time and research; Related expenses     | Safer, healthy communities; Identify recreation assets   |
| 4. Consider developing enhanced services related to shared services, safety, code enforcement, and codification   | Executive Director; Directors; Staff                     | Ongoing                | Staff time and research; Development expenses | Increased opportunities for the agency; Service to members   |
| 5. Continue educating elected officials and staff members as to the benefits of these new services  | Executive Director; Directors; Staff                     | Ongoing                | Staff time; Outreach expenses                 | Increased awareness of our services and abilities; Increased work opportunities                      |

## Action Planning Worksheet

**Goal #6: Increase internal and external collaboration to broaden INRCOG’s scope of services, competitiveness, and overall organizational capacity**

| Objective   |                                      | Lead Responsibility | Support Responsibility                     | Measurable Indicator of Progress                                 |
|---|--------------------------------------|---------------------|--|--|
| 6a. Utilize staff members from other departments to review draft reports, plans, grant applications, and other reports in order to provide a fresh perspective. |                                      | Leadership Team     | Board and Staff                            |  |
| Action Steps  | Person/Group Responsible             | Timeline            | Resources                                  | Progress Indicators  |
| 1. Maintain an environment that fosters working cooperatively as a staff  | Executive Director; Directors; Staff | Ongoing             | As needed or identified                    | Staff retention  |
| 2. Encourage each department to take advantage of the skills and abilities of everyone in the office  | Executive Director; Directors        | Ongoing             | Inventory of employee skills and abilities | More professional and consistent documents, correspondence, etc. |

## Action Planning Worksheet

**Goal #6: Increase internal and external collaboration to broaden INRCOG’s scope of services, competitiveness, and overall organizational capacity**

| Objective  |                                      | Lead Responsibility                  | Support Responsibility  | Measurable Indicator of Progress  |
|--|--------------------------------------|--------------------------------------|-------------------------|---|
| 6b. Research other councils of government and planning agencies that have successfully diversified their client base, services, and revenue streams. |                                      | Executive Director & Leadership Team | Board and Staff         |   |
| Action Steps   | Person/Group Responsible             | Timeline                             | Resources               | Progress Indicators   |
| 1. Outreach to select Iowa Councils of Government  | Executive Director                   | Ongoing; As necessary                | Staff time and research | Improve/identify opportunities for the agency   |
| 2. Outreach to out-of-state Councils of Governments, Regional Planning Commissions, Development Districts, and regional entities, as is appropriate  | Executive Director                   | Ongoing; As necessary                | Staff time and research | Improve/identify opportunities for the agency   |
| 3. Consider development of an associate membership of INRCOG that could include entities/organizations beyond cities and counties.                   | Board; Executive Director; Directors | After research is completed          | Staff time              | Grow membership; growth of match resources; diversify relationships with other entities |