

2. Visible organization	a. Create and implement external communications plan	Identify specific target audiences	July, 2015
		Assess current social media and outreach tools	August, 2015
		Develop strategy for reaching traditional/earned media	September, 2015
		Draft plan for Board consideration	Dec., 2015
		Begin planning for annual report	Annually in October
		Publish annual report	Annually in January
		Contract for web developer	July, 2016
		Create new website/web presence	December, 2016
		Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	Annually in August and February
		Budget for brand planning	Spring, 2016
	b. Raise brand awareness	Engage professional support	Summer, 2016
		Assess current names (organizational and program/services), logos, print materials	Summer, 2016
		Prioritize changes and develop plan	Summer, 2016
		Roll out changes	January 2017 – Summer, 2018

3. Stable and sustainable funding	a. Secure Workforce Program Funding	Respond to WIOA Adult and Youth RFP process(es)	April, 2016
		Respond to DHS JOBS program RFP process	April, 2016
	b. Secure dedicated local funding for Cascades East Transit	Bend CET expansion/partnership agreements	August, 2015
		Develop ORS 190 legislative strategy	Sept., 2015
		Develop plan for voter-approved local funding measure; present to Board	September, 2015
		Implement CET outreach strategy	July 2015 to June 2018
		Implement ORS 190 strategy	September 2015 to June, 2016
		Achieve legislative approval of ORS 190 modification	July, 2016
		Implement voter approved local funding strategy	September 2015 to June 2018
		Rural System CET partnership agreements <ul style="list-style-type: none"> • Develop local agreements with cities on service level, local funding (Madras, Prineville, Redmond) • Develop agreements with La Pine, Sisters 	July 2016 to December, 2016 January 2017 to July, 2017
	c. Build operational general fund	Develop a proposal and justification for membership dues increase	October, 2016
		Communicate proposal to member jurisdictions	December, 2016
		Levy changes Implement increase	February, 2017 2017-2018 budget

Strategic Budget Impacts

The following are estimates of budget impacts to implement strategic activities identified in this plan.

Item	2015-16	2016-17	2017-18
1.a. Identify and Advance Regional Priorities	\$69,100	n/a	n/a
1.b. Strengthen Partnership w/Cities & Counties	\$4,725	n/a	n/a
2.a. Create/Implement Communications Plan	\$14,500	n/a	n/a
2.b. Raise Brand Awareness	\$0	n/a	n/a
3.a. Secure Workforce Program Funding	\$33,750	n/a	n/a
3.b. Secure CET Dedicated Funding	\$217,475	n/a	n/a
3.c. Build Operational General Fund	\$0	n/a	n/a

Total Costs for FY 2015-16: \$339,550

Staff Hours: 3,864

Cost by Source:

1. New Costs (non-staff – contracting and travel): \$9,450
2. New Costs (Program staff hours needing to be charged to new funding source): \$12,975
3. Re-directed Administrative Costs (Admin staff costs allocated to strategic items): \$59,675
4. Programmed Costs (Program staff allocating time to secured grants/contracts): \$257,450

Monitoring, Evaluating and Changing the Plan

The plan will be monitored by Board committees which will meet in conjunction with regular Board meetings. Progress and recommended changes for each activity due at that time will be addressed by the staff in committee meetings.

To evaluate progress, the following key questions will be considered:

- Are goals being achieved or not?
 - If they are, then acknowledge, reward and communicate the progress.
 - If not, then consider the following questions.
 - Will the goals be achieved on a new timeline? If so, when?
 - Are there adequate resources to achieve the goals?
 - Should priorities be changed to put more focus on achieving the goals?
 - Should the goals be changed?

For ease of tracking, the chart in Appendix A includes activities described in this plan by date and provides a place to report progress, such as *complete* or *in process*. The chart in Appendix B includes the same activities sorted by committee.

Board members have formed into three committees related to the three goal areas to oversee plan implementation. These committees are in addition to the existing Executive Committee.

Committee / Goal Area	Board Membership	Staff Leadership
Collaborative Leadership / Collaborative regional leadership	Mike McCabe Jim Wilson Ken Mulenux Bill Reynolds Jay Patrick Jim Leach	Scott Aycock
Marketing / Visible organization	Wayne Fording Jim Kirkbride Tim Casey Andy Byrd Lonny Macy Chris Bellusci	Judy Watts
Resource / Stable and sustainable funding	Alan Unger David Asson Jason Carr John McLeod Dave Dona Sally Russell	Andrew Spreadborough

Committee responsibilities include tracking progress, reporting to the Board, and recommending any changes, per the evaluation process described above. If an activity is not accomplished on the plan timeline, the responsible committee will report the reason(s) to the Board and propose a change to the plan.

Communicating the Plan

- Every Board member of COIC will be provided with a copy of the plan. New members will receive copies as part of orientation.
- The mission, vision and values will be posted in visible locations in COIC facilities and printed in appropriate materials.
- Portions of the plan will be provided to stakeholders and the public as appropriate.

Appendix A - Activities by Timeline

Timeline	Activity	Meets Strategy
2015-16		
July	Establish plan for regular attendance for Council/Commission meetings (2X yearly)	1.b. Strengthen partnerships with cities and counties
July	Identify specific target audiences	2.a. Create and implement external communications plan
August	Assess current social media and outreach tools	2.a. Create and implement external communications plan
August	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
August	Bend CET expansion/partnership agreements	3.b. Secure dedicated local funding for Cascades East Transit
September	Develop strategy for reaching traditional/earned media	2.a. Create and implement external communications plan
September	Develop ORS 190 legislative strategy	3.b. Secure dedicated local funding for Cascades East Transit
September	Develop plan for voter-approved local funding measure; present to Board	3.b. Secure dedicated local funding for Cascades East Transit
September	Complete CET outreach strategy, marketing materials	3.b. Secure dedicated local funding for Cascades East Transit
October	Establish approach for jurisdiction-specific partnerships CET budget and service level agreements	1.b. Strengthen partnerships with cities and counties
October	Begin planning for annual report	2.a. Create and implement external communications plan
December	Draft plan for Board consideration	2.a. Create and implement external communications plan
January	City and County Administrator forum <ul style="list-style-type: none"> Identify regional priorities, collaboration and/or regional-scale problem solving opportunities 	1.a. Identify and advance regional priorities

	Identify and explore 'shared services' opportunities for regional efficiencies	
January	Publish annual report	2.a. Create and implement external communications plan
February	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
Spring	Budget for brand planning	2.a. Create and implement external communications plan
April	Respond to WIOA Adult and Youth RFP process(es)	3.a. Secure Workforce Program Funding
April	Respond to DHS JOBS program RFP process	3.a. Secure Workforce Program Funding
June	Complete Comprehensive Economic Development Strategy (CEDS) re-write to identify community and economic development priorities	1.a. Identify and advance regional priorities
June	Complete Coordinated Human Services Transportation Plans to identify priorities for public transportation coordination and development	1.a. Identify and advance regional priorities

2016-17		
2016-17	Implement increase	3.c. Build operational general fund
Summer	Engage professional support	2.b. Raise brand awareness
Summer	Assess current names (organizational and program/ services), logos, print materials	2.b. Raise brand awareness
Summer	Prioritize changes and develop plan	2.b. Raise brand awareness
July	Contract for web developer	2.a. Create and implement external communications plan
July	Achieve legislative approval of ORS 190 modification	3.b. Secure dedicated local funding for Cascades East Transit
July to December	Develop Rural System CET partnership agreements with Madras, Prineville, Redmond	3.b. Secure dedicated local funding for Cascades East Transit
August	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
October	Begin planning for annual report	2.a. Create and implement external communications plan
October	Develop plan for jurisdictional dinner	1.b. Strengthen partnerships with cities and counties
October	Develop a proposal and justification for membership dues increase	3.c. Build operational general fund
November	Send invites to jurisdictional dinner	1.b. Strengthen partnerships with cities and counties
December	Create new website/web presence	2.a. Create and implement external communications plan
December	Communicate proposal to member jurisdictions	3.c. Build operational general fund
January	Publish annual report	2.a. Create and implement external communications plan
January to July	Develop Rural System CET partnership agreements with La Pine, Sisters	3.b. Secure dedicated local funding for Cascades East Transit
February	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
February	Hold jurisdictional dinner	1.b. Strengthen partnerships with cities and counties
February	Levy jurisdictional dues changes	3.c. Build operational general fund

2017- 18		
August	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
October	Begin planning for annual report	2.a. Create and implement external communications plan
November	Send invites to jurisdictional dinner	1.b. Strengthen partnerships with cities and counties
January – Summer	Roll out changes	2.b. Raise brand awareness
January	Publish annual report	2.a. Create and implement external communications plan
February	Hold jurisdictional dinner	1.b. Strengthen partnerships with cities and counties
February	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan

Appendix B - Activities by Committee Responsibility

Collaborative Leadership Committee

2015-16		
July	Establish plan for regular attendance for Council/Commission meetings (2X yearly)	1.b. Strengthen partnerships with cities and counties
October	Establish approach for jurisdiction-specific partnerships CET budget and service level agreements	1.b. Strengthen partnerships with cities and counties
January	City and County Administrator forum <ul style="list-style-type: none"> Identify regional priorities, collaboration and/or regional-scale problem solving opportunities Identify and explore 'shared services' opportunities for regional efficiencies	1.a. Identify and advance regional priorities
June	Complete Comprehensive Economic Development Strategy (CEDS) re-write to identify community and economic development priorities	1.a. Identify and advance regional priorities
June	Complete Coordinated Human Services Transportation Plans to identify priorities for public transportation coordination and development	1.a. Identify and advance regional priorities
2016-17		
October	Develop plan for Jurisdictional Dinner	1.b. Strengthen partnerships with cities and counties
November	Send invites to Jurisdictional Dinner	1.b. Strengthen partnerships with cities and counties
January	City and County Administrator forum	1.a. Identify and advance regional priorities
February	Hold annual Jurisdictional Dinner	1.b. Strengthen partnerships with cities and counties
2017- 18		
October	Develop plan for Jurisdictional Dinner	1.b. Strengthen partnerships with cities and counties
November	Send invites to Jurisdictional Dinner	1.b. Strengthen partnerships with cities and counties

January	City and County Administrator forum	1.a. Identify and advance regional priorities
February	Hold annual Jurisdictional Dinner	1.b. Strengthen partnerships with cities and counties

Marketing Committee

2015-16		
July	Identify specific target audiences	2.a. Create and implement external communications plan
August	Assess current social media and outreach tools	2.a. Create and implement external communications plan
August	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
September	Develop strategy for reaching traditional/earned media	2.a. Create and implement external communications plan
October	Begin planning for annual report	2.a. Create and implement external communications plan
December	Draft plan for Board consideration	2.a. Create and implement external communications plan
January	Publish annual report	2.a. Create and implement external communications plan
February	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
Spring	Budget for brand planning	2.a. Create and implement external communications plan
2016-17		
Summer	Engage professional support	2.b. Raise brand awareness
Summer	Assess current names (organizational and program/ services), logos, print materials	2.b. Raise brand awareness
Summer	Prioritize changes and develop plan	2.b. Raise brand awareness
July	Contract for web developer	2.a. Create and implement external communications plan
August	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
October	Begin planning for annual report	2.a. Create and implement external communications plan
December	Create new website/web presence	2.a. Create and implement external communications plan
January	Publish annual report	2.a. Create and implement external communications plan

February	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
2017- 18		
August	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan
October	Begin planning for annual report	2.a. Create and implement external communications plan
January – Summer	Roll out changes	2.b. Raise brand awareness
January	Publish annual report	2.a. Create and implement external communications plan
February	Provide semi-annual progress report to Board, including activities implemented, resulting media and constituent feedback	2.a. Create and implement external communications plan

Resource Committee

2015-16		
August	Bend CET expansion/partnership agreements	3.b. Secure dedicated local funding for Cascades East Transit
September	Develop ORS 190 legislative strategy	3.b. Secure dedicated local funding for Cascades East Transit
September	Develop plan for voter-approved local funding measure; present to Board	3.b. Secure dedicated local funding for Cascades East Transit
September	Implement CET outreach strategy	3.b. Secure dedicated local funding for Cascades East Transit
April	Respond to WIOA Adult and Youth RFP process(es)	3.a. Secure Workforce Program Funding
April	Respond to DHS JOBS program RFP process	3.a. Secure Workforce Program Funding
2016-17		
2016-17	Implement increase	3.c. Build operational general fund
July	Achieve legislative approval of ORS 190 modification	3.b. Secure dedicated local funding for Cascades East Transit
July to December	Develop Rural System CET partnership agreements with Madras, Prineville, Redmond	3.b. Secure dedicated local funding for Cascades East Transit
October	Develop proposal and justification for membership dues increase	3.c. Build operational general fund
December	Communicate proposal to member jurisdictions	3.c. Build operational general fund
January to July	Develop Rural System CET partnership agreements with La Pine, Sisters	3.b. Secure dedicated local funding for Cascades East Transit
February	Levy jurisdictional dues changes	3.c. Build operational general fund