



**ERIE AREA COUNCIL
OF GOVERNMENTS**

Strategic Action Plan Approved 5-11-16

GOAL 1: Advocate for Regional Issues and Priorities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Convene an annual “summit” of elected officials at all levels to drive the policy and advocacy agenda	A. Apply for ECGRA special projects funding to support the summit B. Identify theme/key strategies questions that will be explored during summit by contacting trade associations to determine commonalities and gaps in the upcoming legislative agenda and polling members regarding interests C. Identify speakers/agenda D. Schedule and hold event E. Identify ideas/regional needs with regional significance that could have implications for the COG to weigh in on or work on moving forward moving forward F. Repeat the process in 2017-18	Executive Director/ Executive Committee	May 2016 October 2016 November 2016 February 2017 Ongoing	
B. Develop and implement an annual advocacy agenda	1. adopt process and criteria to establish an annual advocacy agenda 2. Apply criteria to ideas/needs that are identified at annual summit 3. Determine an action plan for each item identified	Advocacy Committee	May 2016 March 2017 April 2017	



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GOAL 1: Advocate for Regional Issues and Priorities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
C. Embrace regional thinking in municipal planning and decision making	1. Educate COG members and delegates of the benefits of multi-municipal comprehensive planning; encourage members to develop “implementable plans”	Executive Director	Fall 2016	
	2. Ask MPA Students from Gannon University to get copies of existing plans for every municipality and analyze existing plans to create a summary by identifying and compiling commonalities and differences within the content		Spring 2017	
	3. Determine process to share best practices in comprehensive plans		Fall 2017	
	4. Encourage multi-municipal planning so that members can share costs and share zoning requirements; create a forum for dialogue and facilitate collaboration to tap into bulk pricing discounts			
	5. Discuss and identify criteria that a regional plan would need to possess in order for the COG members to endorse/adopt it		Spring 2018	
	6. Review summary to determine if the COG wishes to endorse/adopt a single plan or elements of various plans		Summer 2018	



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GOAL 2: Expand membership to all Erie County Municipalities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Market the “value proposition” of EACOG	<ol style="list-style-type: none"> 1. Develop the “3 minute elevator speech” (a script for the delegates to use) about why EACOG is important and the value it provides 2. Create a new member “onboarding” packet including process, required documentation (resolutions), dues structure and marketing materials 3. Attend township and borough association meetings to create relationships with elected officials who are not currently members 4. Send annual outreach letter with annual report to non-member municipalities 5. Organize Executive Committee members and/or other delegates to reach out to target members and invite them to join Year 1 targets: <ol style="list-style-type: none"> a. Fairview b. Girard Township c. Greene d. Greenfield 6. Year 2 targets include: <ol style="list-style-type: none"> a. North East b. Corry c. Venango Borough d. Edinboro Borough 	Executive Director and Delegates	<p>June 2016</p> <p>September 2016</p> <p>Ongoing</p> <p>January 2017</p> <p>By December 2017</p> <p>By December 2018</p>	



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OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
B. Provide opportunities for networking and sharing across municipalities	<ol style="list-style-type: none"> 1. Establish periodic “work session” meetings to foster collaborative relationships across municipalities on topics of interest to municipalities 2. Create a repository for information sharing of best practices and resources/service providers to benefit municipalities 3. Facilitate “social outings” of the COG members to get to know one another 4. Sponsor events at the state-wide conferences to offer networking opportunities 	Executive Director	<p>March, June, August and September 2016</p> <p>One per year</p> <p>One per year</p>	



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GOAL 2: Expand membership to all Erie County Municipalities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
C. Organize Governance and Oversight Functions of the COG	1. Review and update bylaws to reflect changes suggested during planning process	Executive Committee	June 2016	
	2. Develop and adopt a “delegate” job description		June 2016	
	3. Develop and adopt job descriptions for COG “standing” committees (including Executive/Governance, Advocacy and Finance)		June 2016	
	4. Finalize the Executive Director’s job description and performance criteria based on financial performance and strategic accomplishments		June 2016	
	5. Establish an annual review process for the Executive Director (to be finalized in December of each year)		October 2016	
	6. Conduct Executive Director performance evaluation and recommend compensation for 2017 (to approve with budget in December)		November 2016	
	7. Establish a COG delegate performance evaluation process		December 2016	
	8. Create a COG delegate orientation program (for new delegates)		December 2016	
	9. Conduct new delegate orientation		February 2017	
	10. Repeat schedule annually			



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GOAL 3: Coordinate Regional Programs, Projects and Initiatives				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
B. Revise purchasing policies to create membership incentives	<ol style="list-style-type: none"> 1. Run the purchasing function during 2016 using the previous formula for costing non-member participation but changing the policy so that only purchasing participants get the benefit of the joint purchasing price (not all Erie County municipalities) 2. Track the time and costs associated with coordinating each bid package to determine the actual time savings and benefit of the joint purchasing to the municipalities in addition to the projected cost savings based on expected volume purchased 3. Calculate the time and cost savings associated with joint purchasing and materials based on estimated usage 4. Revise the non-member purchasing policy to incentivize membership (make it more costly to participate in the purchasing than the cost of membership, while calculating the return on investment of the purchasing, to show the municipality how much they save through membership) 5. Run the purchasing function for 2017 under the new policy 	Jessica	Spring 2016 During 2016 purchasing calendar January 2017 Spring 2017	



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GOAL 3: Coordinate Regional Programs, Projects and Initiatives				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
C. Enhance IT and technology support services	1. Inform municipalities of the services that are available 2. Hold work sessions with municipalities to identify additional needs 3. Work with vendors to provide solutions to meet needs 4. Reach out to municipalities that expressed interest in web and IT services on the recent survey 5. Engage Web developer to start Facebook pages 6. Identify summer intern who can assist with Facebook page development and leverage additional resources 7. Continue website development and other services for those municipalities that are interested <ul style="list-style-type: none"> a. Franklin b. Girard Borough c. COG d. Greenfield (possibly) e. Wesleyville f. Corry Area partners 8. Evaluate outcomes achieved with current grant and consider applying for ECGRA grant for additional resources for more web development and other IT programs	Executive Director	January – March 2015 June 2016 May 2016 Summer 2016 Summer 2016 Fall 2016	



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GOAL 3: Coordinate Regional Programs, Projects and Initiatives				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
D. Continue to coordinate the Erie County Signing Region Trust	<ol style="list-style-type: none"> 1. Work with municipalities that are interested in new signage 2. Working with the brewers group to identify signage for breweries 3. Update signage in downtown Erie 4. Trail spur development project signage to draw attention to trail and connect to larger trail system 	Executive Director	<p>Ongoing</p> <p>2017</p> <p>2017</p> <p>2018-2019</p>	
E. Continue to coordinate multi-municipal projects that benefit individual communities and Erie County overall	<ol style="list-style-type: none"> 1. Trail spur development – multi-municipal effort to identify and create trails and foster a cohesive trail system to create awareness of walking trails available in Erie County; this includes working with Western PA Conservancy to connect their conservation easement efforts into the signage project 	Executive Director	2016-2019	



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GOAL 3: Coordinate Regional Programs, Projects and Initiatives				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
F. Coordinate training programs that benefit municipalities	<ol style="list-style-type: none"> 1. <u>Zoning Hearing Board training</u> – coordinate training for all county boards with speaker from DCED and Zoning attorney 2. <u>Planning Commissions</u> – coordinate 2-part training for these groups that would include governance training as well as how comprehensive plans are developed (in order to stimulate discussion about multi-municipal planning to ensure that municipalities can get their desired outcomes at a lower cost 3. <u>Explore other training needs</u> 	Executive Director	<p>April 2016</p> <p>Fall 2016</p> <p>2017</p>	
G. Implements policies, priorities and procedures to address local issues	<ol style="list-style-type: none"> 1. Respond to issues and ideas that come from the annual advocacy summit/agenda 2. Explore a regional approach to land use planning 3. Explore a regional approach to zoning 4. Explore a regional approach to storm water management 5. Explore uniform code construction code adoption 	Executive Director	<p>Ongoing</p> <p>2017</p> <p>2018</p> <p>2019</p> <p>2019</p>	



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GOAL 4: Communicate and Coordinate with Key Stakeholders				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Utilize electronic media to share information	<ol style="list-style-type: none"> 1. Update the website 2. Explore getting an IT intern to assist with social media set up 3. Establish Facebook page (and assist member municipalities to create pages) 4. Link member websites and face book pages 	Executive Director	May 2016 Summer 2016 Summer 2017	
B. Coordinate municipal information sharing	<ol style="list-style-type: none"> 1. Encourage member municipalities to send newsletters and other information to EACOG for dissemination and sharing 2. Create links to member municipalities on the website and Facebook pages 3. Create EACOG newsletter as a vehicle to share information 	Executive Director	Spring 2017 Summer 2017 Fall 2017	
C. Establish an outcomes/impact measurement and annual report process	<ol style="list-style-type: none"> 1. Quantify the outputs, outcomes and financial impact (i.e., the “value proposition” of overall membership and participation in each program) 2. Establish a tracking mechanism to quantify the benefit of each effort 3. Compile data into report at the end of each year into an “annual report” and publish on website 4. share “annual report” outcomes from previous year as well as share individual member and purchasing participant “value report.” 	Executive Director	June 2016 June 2016 December 2016 January 2017	



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GOAL 5: Provide Staff Support to Local Municipalities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Implement a municipal grant writing service	<ol style="list-style-type: none"> 1. Communicate the offer of assistance to local municipalities to write grants 2. Educate members on opportunities available through grant writing 3. Conduct research on grants available that could benefit members and share with individual members 	Executive Director	Summer/Fall 2016 Write at least one grant by December 2016	
B. Research and develop centralized municipal support services based on needs	<ol style="list-style-type: none"> 1. Meet with municipalities who expressed interest in topics on the recent survey <ol style="list-style-type: none"> a. GIS plot plans 	Executive Director	Summer 2017	