

## **Council for Rural Virginia: Initial Mission Statement and Plan Objective Statement**

The initial mission statement and plan objectives established by the organizational group were adopted by the Board of Directors on January 15, 2006 to be accomplished from 1/15/06 through 12/31/08.

This Strategic Plan Processes contains the following.

|                                 |   |
|---------------------------------|---|
| Clearly stated objectives       | Activity required to reach the objectives |
| Who will facilitate the process | Time line                                 |
| Expected outcomes               |   |

**Objectives 1 – 9** have been met in whole. **Objective 10** has been met in part and is currently the 2008 work in process.

***Original Language***  
**Council for Rural Virginia Strategic Plan**  
**2006-2008**

**The Council for Rural Virginia (CoRV) mission is to improve the quality of life in the Commonwealth’s rural areas by bringing together the key players in rural development, enhancing the communications among those players, and encouraging collaborative and cooperative work so that programs are delivered more effectively and efficiently in rural areas.**

**The Council for Rural Virginia will strive to:**

- (a) facilitate collaboration among Federal, State, local, and tribal governments and the private and nonprofit sectors in the planning and implementation of programs and policies that have an impact on rural areas of the Commonwealth;**
- (b) monitor, report, and comment on policies and programs that address, or fail to address, the needs of the rural areas of the Commonwealth;**
- (c) as part of the National Rural Development Partnership (NRDP), “...facilitate the development of strategies to reduce or eliminate conflicting or duplicative administrative or regulatory requirements of Federal, State, local, and tribal governments;” and,**
- (d) (i) provide “...an annual plan with goals and performance measures; and (ii) submit...an annual report on the progress of the Council for Rural Virginia in meeting the goals and measures.”**

| Objective  | Activity Component   | Facilitator                    | Time Line                           | Expected Outcome (s)  | Comments/Status   |
|--|--|--------------------------------|-------------------------------------|---|---|
| <p>1. Expand CoRV presence in the state by establishing joint office with the Center for Rural Virginia (CeRV) in Richmond and executing the terms of the Collaborative Agreement.</p> | <p><b>A.</b> Finalize Collaborative Agreement with CeRV.<br/> <b>B.</b> Secure Executive Director services from CeRV.<br/> <b>C.</b> Establish communication system to distribute information about the Collaborative Activities of the CoRV and CeRV.<br/> <b>D.</b> Develop and implement fund-raising plan for CRV operation.</p> | <p>CoRV Board of Directors</p> | <p>Jan 15, 2006 – June 30, 2008</p> | <p><b>A.</b> Established Richmond office for CoRV in the same space as the CeRV.<br/> <b>B.</b> Executive Director hired, at least part-time.<br/> <b>C.</b> At least 1,500 distinct hits to the up-to-date website, <a href="http://www.CouncilforRuralVirginia.org">www.CouncilforRuralVirginia.org</a><br/> <b>D.</b> Establish joint CoRV and CeRV quarterly Newsletter, printed and electronic version, with a distribution list of 2,000 readers.<br/> <b>D.</b> Secure \$75,000 for operation of CRV.</p> <p><b>Generated In kind</b> staff/salary and benefits, no charge for payroll accounting, rent, utilities, equipment use/supplies - Blacksburg office Rent/utilities/equipment use, etc., Richmond office</p> <p><b>July 2006</b>-promoted last mile broadband with Virginia's Secretary of Technology and Virginia's State Director of USDA Rural Development. Promoted Education and workforce development with Secretary of Commerce and Trade and Virginia's Workforce Development Director State wide Rural advocate at the Franklin County education meeting</p> <p><b>On-going</b> relationship with Ag/Natural Resources regarding land use and preservation, energy, foods production, etc., in rural areas.</p> <p><b>Sept 2006</b>- Work collaboratively with healthcare at the state, regional and local level.</p> <p><b>Oct 2006</b> – Began foundational work with Virginia Community Foundation on the potential for Rural Community Foundations in VA.</p> <p><b>On-going</b> work with Weldon Cooper Center on status of civic and social community programs and expanding as needed in new rural directions. <b>Staff</b> worked collaborative to help plan and process materials and information for use state-wide. Telecommute was a way of life for the Council Staff before the Governor began to promote it as a cost effective way to do business</p> | <p><b>Joint Resolution</b> between the CeRV &amp; CoRV established July 2005</p> <p><b>A. Office</b> established 9/05. Joint office in Richmond &amp; Blacksburg for the Council and Center.</p> <p><b>B. Executive Director</b> hired 9/05 (in-kind)staff began working w/CeRV &amp; CoRV in Blacksburg end of Feb 2006</p> <p><b>C. Council Website</b> designed and posted by staff- both sites receive daily traffic.</p> <p>D. Joint Council and Center <b>Newsletter, The Rural View</b>, was released December, 2007.</p> <p><b>Collaborative Activities Agreement</b> finalized April 2006</p> <p><b>Communications System:</b><br/> Council for Rural Virginia website redesigned/posted Spring-2006<br/> <a href="http://www.councilforruralvirginia.org">www.councilforruralvirginia.org</a><br/> Centre for Rural Virginia website January 2006<br/> <a href="http://www.cfrv.org">www.cfrv.org</a><br/> Newsletter = internal/external communication. Funding of \$75,000 was secured (part in 2005 &amp; balance in 2006.<br/> Funding raised by staff in 2006 = 45,000<br/> Funding raised by staff in 2007 = 32,000</p> <p>← Additional funding and program information</p> |

| Objective   | Activity Component  | Facilitator  | Time Line                            | Expected Outcome (s)   | Comments/Status  |
|---|---|--|--------------------------------------|--|--|
| <p>2. Participate in NRDP/PRA conferences and training sessions.</p>                  | <p><b>A.</b> Participate in the NRDP/PRA 2006 Annual Rural Policy Conference in March.<br/> <b>B.</b> Participate in at least one additional NRDP/PRA Meeting each year.</p>  | <p>Executive Director (ED) and CoRV Board Members</p>      | <p>March 2006<br/><br/>2006-2008</p> | <p><b>A.</b> The ED and at least one director will attend the NRDP/PRA Annual Policy Conferences each year. They will provide an oral report to the Board of Directors at the first meeting following the Annual Policy Conference.<br/> <b>B.</b> Two representatives from the CoRV will attend at least one additional NRDP/PRA Conference each year. They will provide an oral report to the CoRV Board of Directors and share information from the Conference.</p>   | <p><b>A.</b> Glen C. Sink and Joe Newbill participated in the National (NRDP/PRA) conference and training in Washington D.C., 2006. An oral report was provided at the next joint Board meeting following the conference.<br/><br/> <b>B.</b> Council for Rural Virginia national membership dues of \$500 are paid annually and the Executive Director, Glen Sink, is active with the organization – on-going. 2008 Dues paid 2/08.</p>   |
| <p>3. Continue the development and refinement of the Strategic Plan for the CoRV.</p> | <p><b>A.</b> Identify additional organizations and agencies that should be members of the CoRV.<br/> <b>B.</b> Identify and recruit additional CoRV members and Board of Director members that represent the diversity of the Commonwealth.</p> | <p>ED and Members of the CoRV and Citizens of Virginia</p> | <p>On-Going</p>                      | <p><b>A.</b> Completion of a Strategic Plan that includes the following components: vision statement; mission statement; values statement; and major goals for the CoRV. In addition, specific component areas will be identified and goals and objectives will be established for each area; e.g., economic development; infrastructure; transportation; health care; education; housing and community development; agricultural and natural resources; communication; and rural capacity building.</p> <p>A-above - The Mission and Goals and Objectives have been established and aligned side by side between the Council Center with a section to merge efforts where feasible and appropriate &gt;</p> | <p><b>3-A.</b> Staff identifies new organizations weekly, if not daily. Collaborative work is begun to involve the organizations and their expertise as appropriate to develop partnerships that network to help promote the mission statement.</p> <p><b>3-B. Diverse Representation</b><br/> The Council has representation from public and private organizations and members who touch all or the established objective areas.</p> <p>← <b>A. The Council has six major focus areas</b> (Outline is included in the 2007 Report Summary). Council planning is centered on the six areas throughout the year and how they relate at the local, regional and state level. Considering the current rural climate, issues, and/or opportunities, specific areas are defined for <i>focused attention at the annual Virginia Rural Summit</i>.</p> |

| Objective   | Activity Component   | Facilitator              | Time Line                                  | Expected Outcome (s)   | Comments/Status   |
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| <p>4. Implement and modify the Collaborative Agreement with the Center for Rural Virginia (CeRV), which was formed through legislation action during the 2004 General Assembly, to ensure collaboration in the planning and implementation of programs and policies that have an impact on rural areas of Virginia.</p> | <p><b>A.</b> Finalize and approve the Collaborative Agreement between the two organizations.<br/> <b>B.</b> Attend CeRV Board meetings and invite their Board of Trustees to Council meetings.<br/> <b>C.</b> Recommend and approve collaborative projects to the Center Board that impact rural Virginia.</p> | <p>ED<br/>CoRV Board</p> | <p>January 2005<br/>6 –<br/>April 2006</p> | <p><b>A.</b> Implementation of shared office spaces in Blacksburg &amp; Richmond, websites, and coordination of the Annual Rural Conference.<br/> <b>B.</b> On-going collaboration between the two entities and reduction of duplicative efforts of the two organizations, as measured by the number of projects and activities the two organizations collaborate and cooperate on through December 31, 2008. Possible activities: collaborative conference and/or workshops, training sessions and regional meetings on rural issues.</p> <hr/> <p>A. Above – <b>Offices</b> are established and are becoming known throughout the Commonwealth and beyond.<br/> <b>Websites</b> are on going.<br/> <b>Annual Rural Summits</b> have taken place in June 2005, October 2006 and September 2007.<br/> <b>B.</b> On-going collaboration is the normal mode of operation. Reduction of duplicative effort of the two organizations is accomplished by shared staff, shared space, shared projects, joint board meeting with one cost/one location. Joint Annual Conference and training.</p> | <p><b>4. Collaborative Activities Agreement</b></p> <p><b>A.</b> The collaborative Activities between the Center for Rural Virginia and the Council for Rural Virginia has been modified and finalized formally by majority vote of both boards. (April 2006)<br/> <b>B.</b> The Center for Rural Virginia &amp; the Council for Rural Virginia meet jointly for Board meetings.<br/> <b>C.</b> Collaborative projects are discussed, recommended and approved/disapproved in joint discussion in quarterly board meeting involving both organizations.</p> |

| Objective  | Activity Component  | Facilitator                                | Time Line                           | Expected Outcome (s)  | Comments/Status   |
|--|---|--|-------------------------------------|---|---|
| <p>5. Facilitate discussions with General Assembly members and the Governor's Office regarding rural concerns.</p> | <p><b>A.</b> Establish communication with legislators and the Governor's Office regarding rural issues.<br/> <b>B.</b> Provide information on rural issues and concerns identified by the Governor's Office and/or rural legislators.<br/> <b>C.</b> Make recommendations for items that should be included in any rural discussions.</p> | <p>CoRV Board<br/>ED</p>                   | <p>January 2006 – December 2008</p> | <p><b>A.</b> Meet with Governor and senior staff to discuss rural issues.<br/> <b>B.</b> Identify and meet with state legislators from rural regions of the Commonwealth.<br/> <b>C.</b> Identification of at least two items or recommendations to the Governor's office and/or legislators for action.</p> <hr/> <p><b>A. Above-</b> The Governor of Virginia, and a host of state legislators are invited to participate in the annual conference, informational meetings, regional meetings and at every opportunity staff and board members can promote the areas identified in our mission: agriculture &amp; natural resources; infrastructure; health care, education, broadband/communication, housing &amp; community development, economic development, and identified other topics. Additionally, when other areas are brought to our attention that are appropriate for inclusion.</p> | <p><b>5. A. Facilitating discussions</b> with the General Assembly members and Governor's Office regarding rural concerns is paramount in each joint board meeting due to the Virginia State Senators and Virginia House of Delegate members who serve on the Center Board of Trustees. Staff devotes time to visiting with legislative officials in regard to rural matters and invites them to be active participants in informational meetings held in rural regions of the state.<br/> <b>B. Legislative matters</b> are reported at board meetings, followed through communication channels and shared by email.<br/> <b>C. Recommendations identified</b> to benefit rural citizens and rural regions are made and formally introduced to the General Assembly to consider as a matter of policy.</p> |
| <p>6 Sponsorship and coordination of the Annual Rural Conference.</p>  | <p><b>A.</b> Plan, coordinate and implement the annual rural conference, in collaboration with the CeRV.<br/> <b>B.</b> Conduct an annual membership meeting of the CoRV each year.<br/> <b>C.</b> Provide a variety of sessions that highlights rural success stories and provides training for rural community leaders.</p>             | <p>ED<br/>CoRV<br/>Membership<br/>CeRV</p> | <p>2006-2008</p>                    | <p><b>A.</b> Annual conference of the CoRV &amp; CeRV, with at least a ten (10%) increase in attendance each year.<br/> <b>B.</b> Annual meeting of the CoRV stakeholders.<br/> <b>C.</b> Five Technical Assistance workshops during each conference for rural community leaders. Topics will include: agriculture &amp; natural resources; infrastructure; health care, education, broadband/communication, housing &amp; community development, economic development, and identified other topics.</p>  | <p><b>A. Annual Conference Attendance</b><br/> 2005 = 100<br/> 2006 = 127<br/> 2007 = 158<br/> Increase 05-06 = 21.3 %<br/> Increase 06-07 = 19.6 (20%)<br/> <b>B.</b> Stake holders are invited to the Annual Virginia Rural Summit.<br/> <b>C.</b> Workshops have been held in each Summit (topics are document in the Annual Summit Program)</p>   |
| <p>7. Continue and expand the Awards Program for rural communities.</p>  | <p><b>A.</b> Expand Awards categories and develop criteria.<br/> <b>B.</b> Promote Awards Program in newsletters and on website, encouraging communities to apply.</p>  | <p>ED<br/>CoRV<br/>Members</p>             | <p>January 2006 – December 2008</p> | <p><b>A.</b> Presentation of CoRV Awards at the Annual Rural Conference each year.<br/> <b>B.</b> Recognition of rural communities and their programs and efforts at the conference, in the next issue of the newsletter and on the website.</p>  | <p><b>7.A Annual Awards</b> programs/banquets have been held in 2005, 2006, 2007. The newsletter offers a new opportunity to promote such events.</p>   |

| Objective  | Activity Component   | Facilitator                        | Time Line                           | Expected Outcome (s)   | Comments/Status   |
|--|--|------------------------------------|-------------------------------------|--|---|
| <p><b>8.</b> Assist other rural stakeholders with defining what is “rural” Virginia.</p> | <p><b>A.</b> Collaborate with others, e.g. State Office of Rural Health, Housing &amp; Community Development, Governor’s Office, legislators, and other agencies or organizations offering services to rural Virginians, to develop a definition for what is “rural” Virginia.<br/> <b>B.</b> Facilitate adoption of “rural definition” by state and local programs.</p> | <p>ED<br/>CoRV<br/>Members</p>     | <p>April 2006 – June 2008</p>       | <p><b>A.</b> A definition of “rural” Virginia, which will be utilized by all agencies and organizations.<br/> <b>B.</b> Development and distribution of a map illustrating the rural regions of the state.</p>   | <p><b>8.A The Executive Director works with numerous groups on defining what is “rural” Virginia.</b></p> <p><b>Both he Executive Director and the Program Coordinator were selected to serve on the State Office of Rural Health work group to develop Virginia’s Rural Health Plan and defining rural is being addressed by this group.</b></p> <p><b>Staff works collaboratively with the Department of Housing &amp; Community Development.</b> The Richmond office is an in-kind of DHCD.<br/> <b>B. Maps</b> have been developed and continue to be refined. They have been distributed throughout the state.</p> |
| <p><b>9.</b> Continue the relationship with the Southern Growth Policy Board (SGPB).</p> | <p><b>A.</b> Research SGPB’s role and impact on Virginia.<br/> <b>B.</b> Secure membership in SGPB.<br/> <b>C.</b> Explore possibility of hosting focus group in Virginia for 2006-2008 report on rural issues.<br/> <b>D.</b> Attend Annual Conference, which will focus on rural issues in the South.</p>  | <p>ED and<br/>CoRV<br/>Members</p> | <p>January 2006 – December 2008</p> | <p><b>A.</b> Educate CRV members of the mission and role of the SGPB.<br/> <b>B.</b> If applicable, secure membership for CoRV on the SGPB.<br/> <b>C.</b> Conduct one focus group on rural challenges and submit data for inclusion in the 2006-2008 SGPB report.<br/> <b>D.</b> One CRV member will attend SGPB Conferences.</p> | <p><b>9-A, B, C,D The Executive Director and some board members are involved with the SGPB.</b> SGPB staff participated in the 2006 &amp; 2007 annual Rural Summit as keynote presenters and in group and breakout sessions.</p> <p>VA’s Secretary of Technology is actively involved with SGPB and with the Center Council, and <b>Council Board member Karen Jackson</b>, is part of the Governor’s Technology Office (<a href="#">CIT Broadband</a>)</p>   |

| Objective  | Activity Component   | Facilitator                | Time Line                        | Expected Outcome (s)   | Comments/Status  |
|--|--|----------------------------|----------------------------------|--|--|
| <p><b>10.</b> Develop and promote a “Rural Agenda” for the Commonwealth.</p> | <p><b>A.</b> Identify common rural concerns across the state.<br/> <b>B.</b> Formulate a pro-active strategy to impact select key issues of the rural concerns and engage CoRV members in the process.</p> | <p>ED and CoRV Members</p> | <p>June 2006 – December 2008</p> | <p><b>A.</b> Published white paper on the “Rural Agenda,” which will be distributed to stakeholders; local, state and federal policy makers; and the media.<br/> <b>B.</b> Membership consensus on key issues and CoRV’s strategies seeking to positively impact the issues through the legislative processes.</p> <p><b># 10 is our work in process for 2008</b></p> <ol style="list-style-type: none"> <li>1. Center Council invited to present at the National Rural Assembly (June 2008)</li> <li>2. Center Council Executive Director Rural Liaison with Virginia Association of Counties (VACo) (Continuing since 2006)</li> <li>3. Center Council part of CARN - Central Appalachia Regional Network that is part of the Kellogg Rural People Rural Policy Network (On-going since early 2006)</li> </ol> | <p><b>#10 Remains to be completed and is the Council for Rural Virginia’s objective for the balance of 2008</b></p> <p><b>10-A – A Rural Agenda for the Commonwealth is a work in process.</b><br/> <b>Common concerns have been identified, but need to be refined.</b><br/> <b>Strategy appropriate to impact key issues is being formulated with the plan to complete by 12/08</b></p> <ol style="list-style-type: none"> <li><b>A. White paper, Rural Agenda will be distributed by 12/08</b></li> <li><b>B. Membership consensus on key issues and strategies will move these areas to the Policy development process.</b></li> </ol> |