

Thomas Jefferson Planning District Commission

FY10 to FY12 Strategic Plan

Draft

February 4, 2010

Introduction

The Thomas Jefferson Planning District Commission was founded in July 1972. Since that time, TJPDC has played an important role in the region. TJPDC has been responsible for identifying the need for new organizations and services, such regional rural transit (JAUNT), regional economic development (TJPED), and services for senior adults (JABA). TJPDC has also taken the lead in a number of major regional initiatives such as the Thomas Jefferson Study to Preserve and Assess the Regional Environment (TJSPARE) and associated Sustainability Accords, the Rivanna River Roundtable that led to the formation of the Rivanna River Basin Commission, the establishment of the Thomas Jefferson HOME Consortium to obtain housing assistance funds for low and moderate income residents, and the Eastern Planning Initiative a comprehensive effort for regional land use and transportation coordination in the eastern portions of the region. In addition to those efforts, TJPDC has long provided important services to local governments including the development of comprehensive plans, downtown or area plans, transportation planning assistance through the MPO and rural transportation planning program, as well as planning tools for special populations including seniors and the disabled.

In May 2009, the Commission appointed a new Executive Director, Stephen Williams, formerly Executive Director of the Nashua Regional Planning Commission in Nashua, New Hampshire. In the hiring process the Commissioners identified the development of a new strategic plan as one of their highest priorities. Responding to that direction, the Executive Director organized and implemented a four step process to develop a strategic plan beginning in September 2009. The first step involved accumulation of information on the priorities, programs and staffing of Virginia's 21 Planning District Commissioners through a phone survey of the Executive Directors. The second step was a mail out/mail back survey of TJPDC's key stakeholders to determine their satisfaction with the organization and its services, to seek feedback on specific concerns with TJPDC, and to identify new program areas that might be of interest to the member governments. The third step in the process was an all day strategic planning retreat held by the Commissioners and executive staff at the Thomas Jefferson Library at Monticello on November 12, 2009. The fourth step in the process is the development of this strategic plan document. The purpose of this document is capture the key inputs and conclusions of the first three steps and to create provide an action plan that the Commissioners and staff will use to develop TJPDC in response to member needs.

Evaluation of TJPDC

The first part of the strategic planning process was an evaluation of TJPDC. This was accomplished using two main methods. First TJPDC was compared with the other Virginia PDCs to note similarities and differences as well as to see if there were program areas or approaches to issues being used at other PDCs that might be helpful for TJPDC. As a second method of evaluation, a survey was conducted of key representatives of TJPDC member governments. The results of this survey were examined to identify TJPDCs strengths and weaknesses.

Comparison with Other Virginia PDCs

As part of the strategic planning process TJPDC staff conducted a survey of other Virginia Planning District Commissions. The purpose of the survey was to see what could be learned from the other PDCs. TJPDC staff contacted the Executive Directors of the other PDCs to identify the mission and priorities of the other PDCs, their methods of communication with member governments, staffing, program area and most important projects. Staff was able to secure responses from 15 of the other 20 PDCs. The results of the survey of the PDCs can be found in Appendix #1.

The results of the survey of the other PDCs was discussed by the Commissioners and executive staff at the strategic planning retreat on November 12. Several interesting trends were noted the results. Overall, three main themes came out when asked about the mission of the PDCs: 1) Providing technical assistance, 2) Regional coordination, 3) Identification of regional issues. Although all three of those responses were cited by most of the Executive Directors, the PDCs in the larger urban areas of the state placed the most emphasis on identification of regional issues and regional coordination, while the PDCs from smaller rural areas placed more emphasis on providing technical assistance. Among the 15 responding PDCs there was a great deal of diversity in the program areas. The only program area that was identified as highly important in all the PDCs was transportation. In general, the PDCs from the lower income regions of the state placed a higher emphasis on regional economic development. It was noted that in some ways, TJPDC has been different from most of the other PDCs in the state. Through the HOME Consortium, TJPDC has placed a greater emphasis on housing than has been true of most of the other PDCs. TJPDC has also placed more emphasis on human service issues such as disability services and homelessness than is true of the other PDCs.

Survey of Elected Officials and Staff from Member Governments

In preparation for the Strategic Planning Retreat, staff conducted a survey of TJPDC's most important stakeholders at local governments – the local elected officials, key staff members and TJPDC Commissioners. This survey focused included five questions:

1. How satisfied are you with Thomas Jefferson Planning District Commission?
2. Why do you feel this way about TJPDC?
3. What do you think are the most important functions of TJPDC? (eight responses provided with respondents directed to chose three)
4. In what area could TJPDC provide the greatest assistance to your local government? (there were 32 possible responses grouped into six broad categories: Land Use and Community Planning, Transportation, Economic Development, Local Government Services, Housing and Human Services, Environment)
5. Are there other things that you wish TJPDC would do to help your local government?

A total of 53 surveys were distributed to the study population. Twenty six surveys were returned. Respondents were not asked to provide their name on the survey. However, the survey was formatted in a fashion that allowed TJPDC staff to identify whether the response came from an elected official/Commissioner or from a staff member, as well as which member government the respondent represented. A copy of the survey form and tabulation of the results can be found in Appendix #2.

At the Strategic Planning Retreat, the Commissioners and executive staff used the survey results as a mechanism for evaluating the organization and identifying strengths and weaknesses. The following summarizes the strengths and weaknesses that were identified.

Strengths

The survey identified a number of areas of strength on the part of TJPDC. These included the following:

1. **Legislative Liaison** – The Legislative Liaison program was identified by the local elected officials and staff members and also the Commissioners the top TJPDC program. There were several reasons that this was true. This program directly addresses an important perceived area of need for the local governments. It is a program that very clearly demonstrates the value of shared services through TJPDC. In addition, the Legislative Liaison, David Blount, has learned and consistently demonstrated good communication techniques. Of particular importance is his ability to provide succinct and timely communication with local elected officials on legislative issues and also his efforts to listen to the local elected officials to learn about their needs and concerns.
2. **HOME Program** – The HOME Program was identified as an area of strength by TJPDC Commissioners, but not in the survey results. It was the perception of the Commissioner that this resulted from the fact that the HOME Program supports and enables the activities of the non-profit housing providers, rather than providing direct services. As a result, credit for the success of the HOME Program tends to go to those non-profit providers. This indicated a need to communicate with the local elected officials about the critical role TJPDC and the HOME Program plays in meeting local needs.
3. **Identification of Critical Long Term Issues** – One of TJPDC's strengths has been the identification of important long term issues that will impact the region and the member governments. This has led over the course to some of the organizations best work as well as the formation of a number of organizations that now make an important contribution to the region, such as JAUNT, JABA and TJPED.
4. **Comprehensive Plan Development** – An area of strength has been in assisting local governments with Comprehensive Plan development. Nelson County and Fluvanna County are both very happy with comprehensive plans prepared by TJPDC. Currently, TJPDC is working on the Greene County Comprehensive Plan and the Planning Commission and Board of Supervisors have both been very impressed with the high quality service being delivered by TJPDC.

Weaknesses

Several key TJPDC weaknesses were identified based on the survey of the member

governments and the Commissioners perceptions of the organization:

1. Irrelevance

As noted above, the survey showed clear differences in the perceptions of TJPDC and its benefits to members between the two members of the Charlottesville-Albemarle MPO (City of Charlottesville and Albemarle County) and the four rural counties. In the four rural counties there is the perception that TJPDC focus is on transportation issues for the MPO and on human service issues, such as homelessness, that are important in Charlottesville, but not in the rural areas. There is also the perception that TJPDC is not focused on the issues that are perceived to be of the greatest importance to the four rural counties including grant writing and administration, economic development, and direct services to the member governments. This suggested that the organization should focus on developing products that are directly aimed at the priority needs of the rural members.

2. Lack of Clarity of Mission

It was noted that TJPDC's mission was not clear. As a result TJPDC's clients, local government officials, could not succinctly identify the value that TJPDC provided to the member governments. This lack of clarity seemed to arise from two sources. One issue is that the agency's work program is very diverse, the result of the diversity of member needs as well as the diverse funding sources that the agency utilizes to meet those needs. It also appears that TJPDC has done a poor job of communicating its mission and critical values to the member governments. As a result, local officials perceived TJPDC as confusing array of programs and did not perceive any unifying mission. Improving communications about the agency's mission was identified as the most important change that would address this issue.

3. Lack of Tangible Results

TJPDC was not perceived to be an organization that was producing a tangible product that was valuable to the member governments. This arises from the nature of the products that have been emphasized, such as long range plans and regional coordination. Although both are important, it is difficult to show how either help member governments address their most important concerns at this time. The most important concerns of member governments were identified as dealing with continually expanding demands for services while reducing costs to conform to shrinking revenues. As a result, the member governments are most interested in products that will help them to do more for less. It was felt that TJPDC should make changes to its programs to focus more attention on products that would allow local governments to do more with less including regional resource sharing, cooperative purchasing, and grant writing and administration.

4. Quality of Products

It was also perceived that over time there had been a great deal of variation in the quality of TJPDC products. Some products were very high quality while others were not. Several possible sources of this variation were identified. Issues identified included staff changes during the course of projects, lack of management oversight and quality control, and excessive use of interns. All of these issues pointed to a need to reduce staff turnover and to focus on training and retaining highly skilled staff members.

Ideal TJPDC

Based on the evaluation of TJPDC and identified strengths and weaknesses the participants in the strategic planning retreat tried to describe the purpose and characteristics of an “ideal” Thomas Jefferson Planning District Commission. Two main purposes of the model TJPDC were that it would be: 1) A regional resource for the member governments, and 2) A forum for regional coordination and cooperation. A number of characteristics were identified that were part of those missions:

Regional resource for member governments

- Listens to member governments
- Serves member government needs
- Partners with member governments to help them accomplish their mission
- Neutral and unbiased
- High level of technical competence

Forum for Regional Understanding and Coordination

- Identifies and calls the region's attention to critical regional issues
- Conducts research on approaches to critical regional issues
- Brings together member governments, non-profits, local citizens and other stakeholders to identify approaches to the critical regional issues
- Provides leadership and staff support to forge solutions to critical regional issues

Strategic Plan Implementation

Based on the evaluation of TJPDC and the description of the ideal TJPDC it is clear that developing the TJPDC that is desired will require several different types of changes by the Commissioners and staff of the organization. The values expressed by the outcome of this process will necessitate an updated mission statement that is in keeping with the mission and characteristics of the ideal TJPDC. It is also clear that TJPDC is not doing an effective job of communicating with its member governments and to a lesser extent with partner organizations. It also has become clear that the agency's programs and services are not meeting the current needs of the clients, the member governments. The following describes the steps that will be taken during the course of FY10, FY11 and FY12 to address these three important issues and form the implementation recommendations of this strategic plan.

A. Updated Mission Statement

It was noted a number of times in the course of the strategic planning process that TJPDC's clients – local elected officials and staff members – often have little understanding of the purpose of the organization. A number of different reasons can be cited for this situation. The busyness of the lives of such individuals is certainly one, as is the fact that many are not in positions in which they interact with TJPDC on a regular basis. However, it is also true that the organization has done a poor job of communicating its mission in the past. In addition, the linkage between the agency's stated mission, and its programs and projects has not been clear.

Goal: To develop and adopt an updated mission statement and to communicate that mission clearly to member governments and partner organizations.

Staff: Steve Williams and Commissioners with support Billie Campbell, David Blount and Ryan Pace

Actions:

FY10

1. Following adoption of the FY10 to FY12 Strategic Plan work with Commissioners to develop and adopt an updated mission statement.
2. Work with Billie Campbell, David Blount and Ryan Pace to prepare updated branding materials including brochure, website, letterhead and other materials.
3. Prepare an outreach strategy to communicate updated mission statement to member governments and partner organizations.
4. Present updated branding materials and outreach strategy to Commission.

FY11

5. Prepare and print updated branding materials.
6. Update website Billie Campbell, David Blount and Ryan Pace to incorporate updated mission and branding into critical publications including the Annual Report, eNews, and Quarterly Reports.
7. Conduct member government survey to test success in communicating the updated mission statement.

FY12

8. Continue on-going communication and outreach efforts associated with the updated mission and re-branding of the agency.
9. Conduct member government survey to test success in communicating the updated mission statement.

Funding:

FY10: Revenue: \$0	Expenses: \$0
FY11: Revenue: \$0	Expenses: \$0
FY12: Revenue: \$0	Expenses: \$0

B. Improved Communications

Two issues typically lead to problems between regional governments and their members. One is that PDC activities usually take place with limited participation by local elected officials and executive staff members. As a result, those that ultimately must make judgments about the value of the PDC lack familiarity and often form negative opinions because they see little action. The second issues is that local government officials and staff members are often concerned that the activities of the PDC or decisions made by the PDC will either not provide an benefit to the local government or will conflict with local government priorities. As a result, if they believe that the PDC staff/board is not listening to their activities or priorities, they will often assume that some conflict is present. Due to these issues, effective communications are critically important for a PDC.

Goals:

1. Develop and maintain an effective communication process that includes both communication about TJPDC activities in an appropriate to key target audiences
2. Develop and constantly practice methods for active listening that solicits and quickly responds to member needs and concerns.

Staff: Executive Director and David Blount with a Communications Team including Ryan Pace, Will Cockrell, Erin Yancey, Sarah Eissler and Billie Campbell.

Actions:

FY10

1. Staff and Commissioner develop an updated mission statement and logo that summarizes the aspirations and values of the organization.
2. Communications team to identify key target audiences, appropriate communications approaches and active listening methods
3. Establish processes/schedule for on-going communications and listening
4. Training in communications and active listening for staff members at staff retreat on April 9.
5. Begin implementation

FY11

6. Continue implementation of communications and active listening
7. Conduct survey of target audience members during October 2010
8. Evaluate with Commissioners at workshop in November
9. Make changes to communications/active listening as necessary

FY12

10. Continue implementation of communications and active listening
11. Conduct survey of target audience members during October 2010
12. Evaluate with Commissioners at workshop in November
13. Make changes to communications/active listening as necessary

14. Funding:

FY10: Revenue: \$0	Expenses: \$1,000
FY11: Revenue: \$0	Expenses: \$1,000

FY12: Revenue: \$0

Expenses: \$1,000

C. Updated Programs and Products

Based on the evaluation of TJPDC and the information on the programs of other Virginia PDCs, the Commissioners and executive staff discussed potential updated program and products. The following describes the new program areas and includes the goal for each new program area, steps in the development of the program area, staffing, anticipated timeline and expected revenues/expenses.

1. Grant Writing and Administration

Grant writing and administration was identified as a very important need in the survey of local government officials by the four rural TJPDC members. Both grant writing and the administration of any grants that are received are difficult tasks for smaller governments due to limited staffing and resources. Grant writing and administration would be undertaken only at the request of member governments or in special cases the direction of the Commission.

Goal: Provide grant information, grant writing and grant administration services to all members, which would be supported through administrative contracts for successful grants. This will provide a highly valuable service to member governments as well as providing a direct, tangible benefit to active participation in TJPDC.

Staff: Billie Campbell, lead with support of Steve Williams and Community Development Team

Actions:

FY10

1. Develop short program description
2. Meet with appropriate officials from member governments to discuss grant writing and administration
3. Take advantage of immediate opportunities (CDBG, etc) to begin establishing program

FY11

4. Continue to seek grant writing and administration opportunities through member governments
5. Prepare list of typical Virginia grant writing and administration opportunities
6. Identify grant information resources
7. Develop communication methods with local governments on grant opportunities

FY12

8. Continue on-going communication and grant writing/administration tasks
9. Hire full time grant writer when administration contracts are sufficient to support the position.

Funding:

FY10: Revenue: \$35,000 Expenses: \$35,000

FY11: Revenue: \$50,000 Expenses: \$60,000

FY12: Revenue: \$120,000 Expenses: \$110,000

2. Regional Training Center

Training programs for local government staff members, elected and appointed officials benefit the PDC by establishing positive relationships with those who are or will be in positions of

leadership in local government. It also allows the PDC to introduce new ideas about regional issues in a non-threatening fashion. It benefits the local governments by providing training opportunities at a reduced cost and time commitment. Training programs can usually be conducted for relatively low cost. On an annual basis expenses will exceed revenue and should be viewed as a marketing expense.

Goal: Provide grant information, grant writing and grant administration services to all members, which would be supported through administrative contracts for successful grants. This will provide a highly valuable service to member governments as well as providing a direct, tangible benefit to active participation in TJPDC.

Staff: Will Cockrell/Ryan Pace under direction of Steve Williams with support from other staff members as necessary

Actions:

FY10

1. Develop short program description and branding (Ryan Pace)
2. Meet with appropriate officials from member governments to discuss training program
3. Develop Regional Training Program schedule for FY11
4. Work with landlord on agreement for lease of additional space and fit up
5. Organize training events for 1st quarter of FY11 with initial focus on training for Planning Commissioners/ZBA members and Planning Staff
6. Investigate cooperative relationships with key training providers (VACo, VML, VAPA, etc.)

FY11

7. Carry out training program on planning/zoning
8. Identify additional training areas through member needs/requests

FY12

9. Continue training program
10. Identify additional training areas through member needs/requests

Funding:

FY10: Revenue: \$0 Expenses: \$5,000

FY11: Revenue: \$7,500 Expenses: \$12,000

FY12: Revenue: \$10,000 Expenses: \$15,000

3. Regional Initiatives

TJPDC has a long history of successful regional initiatives. Past initiatives have focused on issues that impact all the members and that benefit from a united response by the member governments. The broadband initiative this year is an example of a successful regional initiative. There are several benefits to regional initiatives. Regional initiatives can help members to formulate strategies and undertake actions that none could have attempted on their own. Successful regional initiatives also build support for the PDC at all levels. In addition, regional initiatives can often lead to new programs or projects. A structured approach to regional initiatives is an effective way to make sure that TJPDC is a forum for regional understanding and cooperation. Regional initiatives can sometimes be wholly or in part funded through grants. However, it is often necessary to spend agency reserves at the beginning of a regional initiative to begin the process.

Goal:

1. Undertake one high priority regional initiative per year with each regional initiative resulting in a product by the end of the fiscal year.
2. Grow agency revenue through successful regional initiatives to the point where David Blount can move to full time status and take lead responsibility for Regional Initiatives by FY12.

Staff: Steve Williams and David Blount with support from Commissioners/staff as necessary

Actions:

FY10

1. Complete Broadband Initiative
2. Work with Commission and the Mayor and Chairs group to identify regional initiative for FY11.

FY11

3. Develop work program for FY11 Regional Initiative
4. Identify and recruit key participants from member governments and outside organizations as necessary to participate on team for regional initiative.
5. Seek funding for regional initiative.
6. Work with Commission and the Mayor and Chairs group to identify regional initiative for FY12.

FY12

7. Continue activities from FY11

Funding:

FY10: Revenue: \$0	Expenses: \$15,000
FY11: Revenue: \$30,000	Expenses: \$40,000
FY12: Revenue: \$40,000	Expenses: \$50,000

4. Environmental Program Development

Environmental programs are an important part of many PDC work programs. This is because state and federal agencies usually like to fund local partners to address environmental issues. However, environmental issues are generally difficult for local governments. Environmental issues tend to organize following natural boundaries which cut across political jurisdictions limiting the ability of any single local government to effectively address environmental issues. In addition, environmental issues are sufficiently specialized that most local governments don't have staff members with sufficient time or expertise to justify a leadership role. As a result of these factors both state and local governments usually appreciate and support PDC's that are proactive in regard to environmental issues.

Goal: Develop a regional environmental program that is actively engaged on all the critical environmental issues in the region and has developed sustainable funding streams.

Staff: Erin Yancey under direction of Steve Williams with support from other staff members as necessary

Actions:

FY10

1. Complete Green Infrastructure Study (September 2009) and distribute to member localities and other stakeholders (February 2010).
2. Carryout Monitoring Task from National Fish and Wildlife Federation grant under contract with Rivanna River Basin Commission.
3. Prepare and submit Letter of Intent for Regional Implementation of Chesapeake Bay TMDL.
4. Conduct outreach with state and local staff members to identify critical environmental issues were TJPDC could undertake beneficial activities.
5. Develop capacity on identified issues (stormwater management)
6. Continue work on FHWA Ecologic project.

FY11

7. Investigate provisions of Virginia Code for environmental review and discuss opportunities for TJPDC involvement with local and state officials.
8. Investigate opportunities and develop application for EPA Regional Brownfield Assessment Grant to be submitted in October 2010.
9. Complete FHWA Ecologic project
10. Begin to develop online environmental GIS data library with Streamwatch, RRBC and soil and water conservation districts
11. Conduct outreach with state and local staff members to identify critical environmental issues were TJPDC could undertake beneficial activities.

FY12

12. Continue development of environmental program and projects as opportunities arise

Funding:

FY10: Revenue: \$60,000 Expenses: \$70,000

FY11: Revenue: \$75,000 Expenses: \$75,000

FY12: Revenue: \$100,000 Expenses: \$100,000

5. Joint Procurement

Regional governments in other parts of the country often administer joint procurement groups for local governments. Most small local governments are unable to afford specialized procurement staff and as a result, department managers often take the lead procurement activities. This reduces the time that those managers have to spend on other aspects of their jobs. In addition, there is often a great deal of overlap between the procurement activities of managers in one local government and the surrounding local governments. Joint procurement through the regional government can reduce the work load for local government department managers and result in reduced costs due to the fact that larger lots are purchased.

Goal: Develop a joint procurement program with sufficient funding to support one full time staff member by the end of FY12.

Staff: Billie Campbell with support from Steve Williams

Actions:

FY10

1. Organize lunch meetings with three groups of staff members to discuss opportunities for joint procurement (Information technology, County administration, School District)

2. Identify regional governments from the Mid-Atlantic area that are administering joint procurement programs and meet with them.
3. Identify one joint procurement opportunity and secure support for TJPDC to take the lead in administration of a joint procurement using a “pay-as-you-go” method.
4. Evaluate outcome of the initial joint procurement and solicit support for additional efforts in FY11.

FY11

5. Conduct at least four joint procurements using the “pay-as-you-go” method.
6. Organize a formal joint procurement group that meets at least quarterly.
7. During budget cycle for FY12 work with member governments and possibly school districts to secure monetary contributions to fund a half time procurement position during FY12

FY12

8. Conduct at least 10 joint procurements.
9. Continue formal joint procurement group quarterly meetings.
10. During budget cycle for FY13 work with member governments and possibly school districts to secure monetary contributions to fund a full time procurement position during FY13.

Funding:

FY10: Revenue: \$0	Expenses: \$5,000
FY11: Revenue: \$15,000	Expenses: \$10,000
FY12: Revenue: \$40,000	Expenses: \$40,000

6. Traffic Analysis/Travel Demand Modeling/Traffic Simulation

High end traffic analysis, modeling and simulation are daily needs for urban governments operating extensive road networks with many traffic signals. These needs span all time frames from immediate (operation of traffic signal systems) to mid-term (development review) to long-term (planning new facilities). Although, larger local governments such as City of Charlottesville and Albemarle County employ traffic engineers, those individuals are usually swamped with immediate issues and have little time for more complex analytical or modeling activities. Rural governments typically have a lesser need for such services, but often require the same capabilities in town centers or in areas that are growing rapidly. Rural governments rarely employ such specialized staff members and usually depend on what limited service can be obtained from VDOT to meet their most pressing needs. Due to the fact that local governments of all sizes have trouble meeting their own needs for these services, some MPOs have stepped in to provide these services as regional technical assistance. Funding for these specialized activities can usually be contributed by the MPO and often from development review activities.

Goal: Develop traffic analysis/travel demand modeling/traffic simulation program joint procurement program with sufficient funding to support one full time staff member and generate revenue in excess of expenses by the end of FY11.

Staff: Steve Williams/Johnny Han

Actions:

FY10

1. Complete validation of MPO Travel Demand Model
2. Conduct analysis of key transportation issues using MPO Travel Demand Model
3. Develop partnership for traffic simulation development and maintenance with City of Charlottesville and Albemarle County Community Development/Public Works
4. Meet with VDOT Traffic Engineering staff to discuss contract for traffic volume counting and turning movement counting.
5. Investigate traffic impact assessment requirements of Virginia Code and discuss opportunities with member governments.
6. Discuss contracts for modeling services with surrounding MPOs (Lynchburg, Harrisonburg, Front Royal/Winchester, Roanoke, Danville)

FY11

7. Hire intern to conduct turning movement counts for MPO area intersections during summer.
8. Begin conducting traffic counting under contract to VDOT.
9. Begin to conduct traffic impact assessments for City of Charlottesville and Albemarle County
10. Develop traffic simulation that includes all signalized intersections in the MPO area
11. Begin development of traffic forecasting model for rural areas of region
12. Meet with Community Development/Public Works staff from rural members to identify traffic issues of concern.

FY12

13. Continue FY11 activities

Funding:

FY10: Revenue: \$0	Expenses: \$3,000
FY11: Revenue: \$125,000	Expenses: \$110,000
FY12: Revenue: \$150,000	Expenses: \$120,000

7. GIS Services

In the past 20 years, GIS has become one of the most common shared services that is provided by regional governments to their members. The reason for this is that the biggest hurdle in development of a successful GIS program is staff. Today, GIS hardware and software are relatively inexpensive. Due to the high level of knowledge that is necessary, it is almost impossible for anyone to be effective as a “part-time” GIS staff member. As a result, the easiest manner for all but the largest local governments to gain access to GIS is to work through the regional government for that purpose. In addition, since the regional government can often use the same data sets, hardware, software and staff for regional projects, it is possible to subsidize GIS operations with regional grants and contracts.

Beginning such a regional GIS program will face several challenges. The biggest challenge that TJPDC faces in developing a regional GIS program is the fact that current GIS staff is fully occupied, so there is no extra capacity that could be used. If web support is included it would probably require at least a full commitment from two of TJPDC's member governments to contract for GIS services before TJPDC could commit to undertaking the program. A second challenge would be that the member governments are involved in existing contracts with

private providers for GIS services. Although TJPDC's GIS services would more than likely be less expensive the process for the local governments of moving from the private providers to TJPDC might not be easy.

Goal: Develop and implement a regional GIS program provide parcel/tax mapping, 911 addressing and web hosting for interested member governments by the end of FY11.

Staff: Steve Williams/Kevin Collins

Actions:

FY10

1. Meet with administrative and information technology staff from each of the member governments to discuss existing GIS arrangements and needs. Identify member governments most likely to benefit from participating in regional GIS.
2. Capture critical data sets currently held by private service providers through other programs.
3. Develop cost and staffing proposals for interested member governments.

FY11

4. Implement regional GIS including hiring of staff as necessary.
5. Work with member governments that are not participating initially to identify ways that TJPDC could begin to meet some GIS needs.
6. Continue to capture critical data sets from private providers and other government agencies as opportunities arise.
7. Develop standard printed map set for all member governments and supply those to City Council/Boards of Supervisors.
8. Take on a leadership role in regional and statewide GIS groups.
9. Prepare proposals for consideration by non-participating member governments during FY12 budget development.

FY12

10. Continue FY11 activities.

Funding:

FY10: Revenue: \$0	Expenses: \$0
FY11: Revenue: \$40,000	Expenses: \$50,000
FY12: Revenue: \$100,000	Expenses: \$100,000

8. Regional Economic Development

Regional Economic Development is a very common activity for regional governments in other areas of the country and as noted above is an important component of the services offered by about half of Virginia PDCs. There are a number of inter-related activities that typical make up economic development at the regional level:

- Marketing/branding
- Regional economic research and analysis
- Regional and local economic development planning
- Business relocation services
- Revolving loan funds/SBA small business loans
- Workforce training
- Targeted actions to stimulate the local economy such as industrial development

or business incubation

In this region, those responsibilities are shared by the Thomas Jefferson Partnership for Economic Development (marketing/branding, business relocation services, revolving loan funds/SBA small business loans, workforce training) and the local governments (marketing/branding, business relocation services local economic development planning, and in some cases targeted actions to stimulate the local economy). What does not seem to be occurring in the Thomas Jefferson region to a great extent is either regional economic research and analysis or regional economic development planning. The economic development leadership in this region has also recognized that environmental issues are very important and that economic development will not receive support from the the public, businesses and local elected officials if it is perceived to come at the expense of environmental degradation.

TJPDC is ideally suited to play an important role in economic development in this region. The Sustainability Accords provide principles which show that economic development and environmental quality are not mutually exclusive, but are in fact mutually supporting. TJPDC's historic role as the forum for regional cooperation on other issues will enable it to be accepted in that role on economic development. The existing strengths in TJPDC's staff in the areas of data analysis, GIS and planning will enable it to carry out the technical work necessary to support the efforts of the economic development organizations and member governments.

Goal: Develop a role for TJPDC in the areas of regional economic analysis and regional and local economic development planning as a support for TJPED and the member local governments.

Staff: Billie Campbell, lead with support of Steve Williams and Community Development Team as necessary

Actions:

FY10

1. Build relationship with TJPED staff and board.
2. Build relationship with economic development staff at member governments.
3. Initiate a series of meetings of staff from TJPED and member governments to discuss cooperative economic development needs and efforts.

FY11

4. Continue meetings with staff from TJPED and member governments to prepare identify a strategy for regional economic development initiatives.
5. Submit application to Economic Development Administration (EDA) for funding to develop a regional Comprehensive Economic Development Strategy (CEDs).
6. Begin development of GIS data sets related to economic development
7. Work with TJPED and member governments to convene a strategic planning session on regional economic development including local elected officials, member government staff, private business leaders, representatives of state agencies, staff from economic development organizations, UVa foundation and representatives of environmental organizations. The focus of the strategic planning session should be on sustainable economic development.
8. Identify state, federal and foundation sources that fund sustainable economic development. Submit applications for funding.

9. Seek FHWA/EPA funding for an updated approach to the Eastern Planning Initiative that focuses on development of a coherent regional plan which balances environmental quality, economic development, liveable communities and an affordable, multi-modal transportation system.

FY12

10. Develop and adopt CEDS using funding from EDA.
11. Begin work on Sustainable Thomas Jefferson Region Plan (#9 above) with completion in FY13.
12. Using grant funding develop a local government toolkit for sustainable economic development

Funding:

FY10: Revenue: \$0	Expenses: \$0
FY11: Revenue: \$30,000	Expenses: \$30,000
FY12: Revenue: \$125,000	Expenses: \$125,000

9. Member eGovernment Support

Both elected officials and citizens today expect that local governments will provide all of the documents and information relevant to day-to-day business over the internet in a manner similar to the best internet retailers and information sources. Unfortunately, the internet tools provided by private businesses require a great deal of support and substantial funding, far beyond the resources available to local governments. Through the efforts of TJPDC's Director of Communications, Ryan Pace, TJPDC has set a reasonable standard for the provision of documents and information over the internet. We believe that TJPDC could be a resource to all six member governments by taking on aspects of the overall task of developing and maintaining their internet information and resources. In the case of the larger governments, this could be in the form of support in specific areas under the direction of existing staff members. In the smaller governments, TJPDC staff might take on a larger role. In either case, we believe that these services could be provided based on a reasonable hourly rate on a “pay-as-you-go” basis.

Goal: Develop an eGovernment Support program which supports local government internet activities on a “pay-as-you-go” basis.

Staff: Ryan Pace, lead

Actions:

FY10

1. Begin development of a report for Commissioners and member governments on the internet services and information provided by each member, staffing and the costs incurred to provide that service.

FY11

2. Begin providing internet support to member governments on a limited basis and at their request. Document improvements that have resulted for these activities and the cost.
3. Develop brochure and other materials describing TJPDC's eGovernment Support Services.
4. Work with interested member governments to identify larger tasks or on-going services that TJPDC can provide.

FY12

5. Continue to work with interested local governments on a “pay-as-you-go” basis.

Funding:

FY10: Revenue: \$0	Expenses: \$2,000
FY11: Revenue: \$10,000	Expenses: \$10,000
FY12: Revenue: \$25,000	Expenses: \$25,000

Appendix #1

Appendix #2