



Organizational Strategic Plan

FY 2015-2018

Adopted May 7, 2015

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Executive Director's Message

The Thomas Jefferson Planning District Commission (TJPDC) as founded in July, 1972, continues to successfully advance its primary mission of service to our local governments by providing regional vision, collaborative leadership and professional service to develop effective solutions. The TJPDC is one of the Commonwealth's 22 Planning District Commissions created by the Virginia General Assembly in 1969 (currently 21). The purpose of Planning District Commissions by legislation is to encourage and facilitate regional solutions to problems of area-wide significance.

Since its founding, the TJPDC has played an important role in the region. TJPDC has been responsible for identifying the need for new organizations and services, such as regional rural transit (JAUNT), regional economic development (CVPED), 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, small area, and corridor plans, transportation planning assistance through the MPO and rural transportation planning program, as well as planning tools for special populations including seniors and people with disabilities.

The Thomas Jefferson Planning District Commission serves Planning District 10 of the Commonwealth, consisting of the Counties of Albemarle, Fluvanna, Greene, Louisa and Nelson and the City of Charlottesville. Represented under their governing Counties include the Towns of Columbia (currently being dissolved), Louisa, Mineral, Scottsville and Stanardsville. While each of these communities have a unique character, history, and development goals, they also have many shared concerns and visions.

This Strategic Planning process and the Mission and Vision Statement adopted by the Commission sets the expectations and priorities for the TJPDC to assist in meeting the individual and collective goals of our member governments. The process provides an opportunity to improve the organization and its operations and refocus and redefine the value of the TJPDC to our member agencies. This Organizational Strategic Plan is intended solely for identifying the direction and program priorities of the Thomas Jefferson Planning District Commission. One of the identified projects recommended by this Organizational Plan to be performed by the TJPDC

is a Regional Comprehensive Strategic Plan for prioritizing issues and programs of the communities in the Thomas Jefferson Region. Once the Organizational Plan is in place and implemented projects such as a Regional Community Plan may be initiated.

FY 2013-14 involved a period of significant change for the TJPDC. Criticism and scrutiny regarding the TJPDC's HUD Livable Communities Project processes, organizational finances and leadership turnover provided an opportunity for reevaluation and change. As a result, a new business model and best practices as used in regional agencies across the Commonwealth and throughout the Country are being implemented. There is a greater sensitivity to public perception and renewed commitment to ensuring the TJPDC is serving the individual and regional needs of the member agencies and providing member value. As with many similar organizations, the greatest need for the TJPDC is one of being a "convener of the region," the place where the public and the private sector leadership come together to focus on the opportunities, challenges, and issues that face the future of the region. Despite the challenges and scrutiny, there were a number of achievements in FY 2013-14, and the Strategic Plan strives to build on this history of success and ensure that the progress made by the TJPDC continues into the future.

While there have been regional efforts and accomplishments supported by the TJPDC over its history, the region's local governments have traditionally thought of the TJPDC as a technical assistance, transportation planning and grant research/writing organization. The TJPDC's local governments have not generally seen themselves as the owners of the TJPDC. During this strategic planning process, the Commissioners recognized that they have not done a complete job of communicating back to the local governments and other entities regarding the initiatives, services, and accomplishments of the TJPDC Board and staff. If the TJPDC is to maximize its effectiveness, relevance, and support to the region's local governments and to the region as a whole, it must have its owners (local governments) fully engaged and using it as the place where the region's public leadership comes together to address the opportunities, challenges, and issues that are regional in scope. Though direct local technical assistance is secondary to regional initiatives and stakeholder convening, the TJPDC must begin to market its staff and services in a more business-like manner, often mirroring private consulting firms.

In November, 2014, the Strategic Planning process was initiated. An online survey was created and distributed to over 150 regional stakeholders. Fifty-two responses were received from a diverse group of stakeholders representing the entire region. The TJPDC Commissioners met on January 30, 2015 to review and further define the recommended goals and strategies. The TJPDC's Mission Statement, Vision Statement, and Core Values were reaffirmed and Programs/Services Implementation were identified as the priority areas of change from this Strategic Planning process. These draft recommendations were shared in meetings with elected and appointed officials throughout the local governments of the region. Over 60 local leaders provided input toward the final Strategic Plan. The TJPDC Commission had final revisions and

approval of the updated Strategic Plan on May 7, 2015.

The Strategic Plan developed through this process, and contained in the pages that follow, will serve as a guidepost for the organization for the next three years and will assist in ensuring the organization's resources are aligned with the policy direction. The Plan establishes a strong roadmap, yet is flexible enough to guide the organization through unforeseen challenges and opportunities. To continue to build upon its history of success, the TJPDC will need to be increasingly responsive to all of its member agencies and partners and provide relevant, collaborative leadership to address issues of regional significance. Creativity, efficiency, and flexibility will be hallmarks of success in the future. The TJPDC is poised to be the Convener of ideas, of people and of action, for all things regional in our collective communities. This living document is intended to be revisited regularly as we conduct our day-to-day activities for Planning District 10.

On behalf of the TJPDC, we appreciate the Commission's support of the Strategic Plan process and in particular those members, agencies and partners that shared their time and expertise and provided thoughtful guidance. I especially thank all of the staff of the TJPDC for their dedication and creativity toward this process.

Respectfully submitted,

Thomas Jefferson Planning District Commission

Charles P. Boyles, II

Executive Director

May 7, 2015

Introduction

Purpose of the Plan

The Thomas Jefferson Planning District Commission periodically engages in a strategic planning effort to prioritize its activities in a manner that is consistent with its mission. This strategic plan identifies goals and objectives that guide the development of the TJPDC's work plan and budget. This document is intended to serve as the TJPDC's Strategic Plan FY 2015-18 by defining and identifying the following:

- ▶ **Broad policy areas where the TJPDC will focus its efforts over this three-year period**
- ▶ **Specific issue areas within each of these policy areas**
- ▶ **Organizational changes required to meet longer term goals and financial sustainability**
- ▶ **Measurable outcomes of the recommended strategies and action items**
- ▶ **Past and current weaknesses for improvement**

Development of the Plan

The TJPDC began the Strategic Planning process in November, 2014, with a strategic planning session on January 30, 2015. Commissioners representing the TJPDC's six member governments attended and provided direction on the TJPDC's mission statement and major policy areas. The mission statement, core values and policy areas were then affirmed at the May 7, 2015 Commission Meeting.

MISSION

"The Thomas Jefferson Planning District Commission serves our local governments by providing regional vision, collaborative leadership and professional service to develop effective solutions."

CORE VALUES

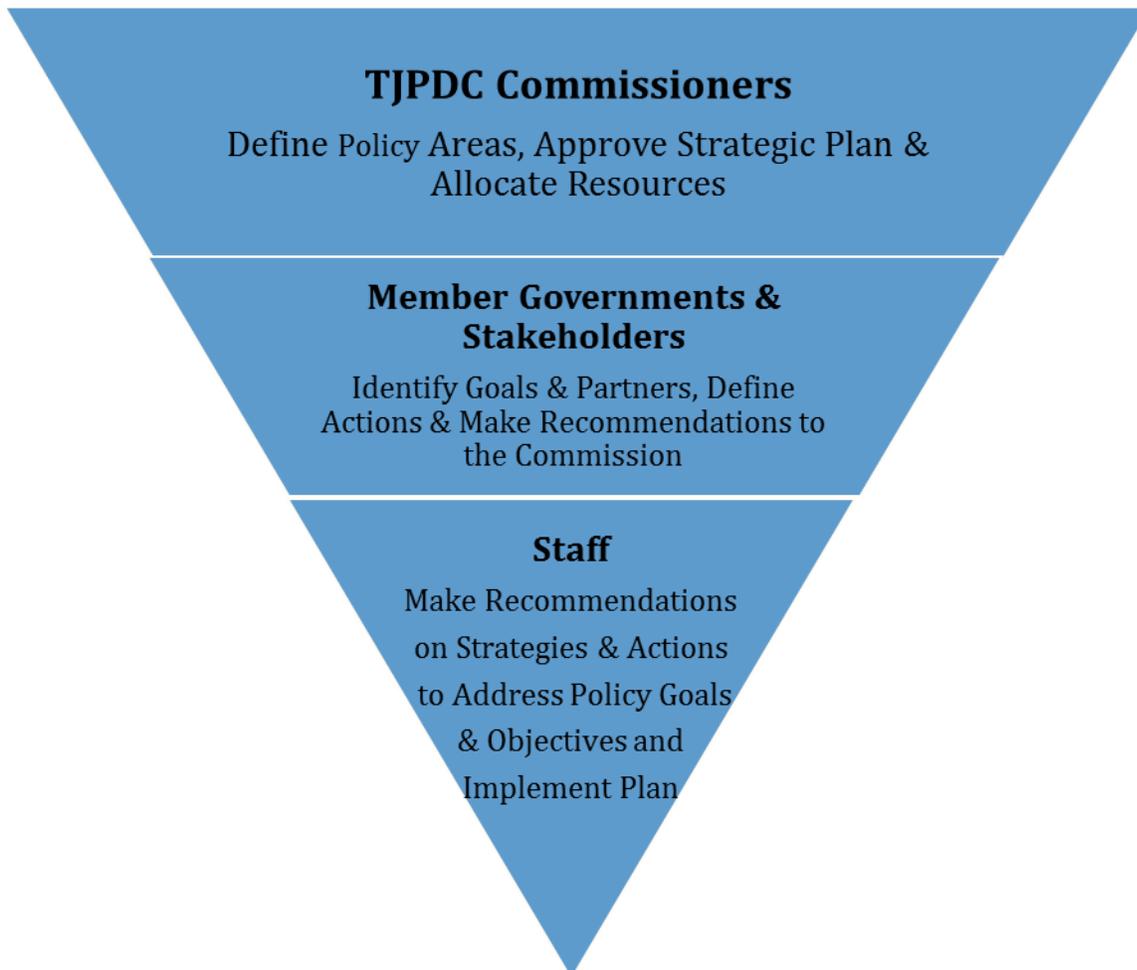
Professionalism

- *Integrity*
- *Accountability*
- *Mutual Respect*
- *Transparency*

Outreach Process

The Strategic Plan process was intended to be an inclusive process that challenged and engaged all member localities. An outreach plan was developed to ensure that the TJPDC was receiving input from its policymakers, staff and stakeholders, while also utilizing the expertise of both member and partner agencies. The TJPDC's Commissioners, member governments and staff all refined the broad policy goals and identified potential partners based on input from numerous partner agencies and policy and technical staff from the member governments.

Outreach Process



Based on these core values and the TJPDC’s mission, the group identified 6 major policy areas where the TJPDC should focus its efforts:



From these 6 major policy areas, specific issues to address were noted. This process was completed to focus the organization’s efforts and develop a clear plan of action. The following issue areas were identified:

 <p>Transportation</p> <ul style="list-style-type: none"> • MPO • Rural • Rideshare • Bike/Ped • Public Transit 	 <p>Regional Planning</p> <ul style="list-style-type: none"> • Broadband • Regional Strategic Comp Plan • Econ Dev Planning • GIS/Mapping • Small Area Plans • Regional Innovative Planning • Education • Biennial Quality of Life Report 	 <p>Administration</p> <ul style="list-style-type: none"> • Finance • Member Development • Water Street Center Rental • Office Rentals • Outreach • Stakeholder Development • Intergov't Relations • Rebranding 	 <p>Community</p> <ul style="list-style-type: none"> • Local Technical Support • Town & Gown Regional Support • Legislative Liaison • Policy Research • Policy & Ordinance Drafting • On-call consultants • Convening • Regional Education • Housing • Project Facilitation • Strategic Planning 	 <p>TJPDC Corp.</p> <ul style="list-style-type: none"> • Center for Planned Regional Excellence • Regional Bicycle Alliance • Public - Private - Partnership Development • Conference Planning • On-site Demonstration: Better Block; Pocket Parks, etc. • Special project coordination of regional initiatives: bike trails, shared use facilities, etc. 	 <p>Environment</p> <ul style="list-style-type: none"> • Solid Waste • Recycling • Water Quality • Rivanna River • Historic Preservation • Energy Conservation • Intergov't Reviews • Hazard Mitigation
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Improvement Areas

The strategic planning process 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's focus is on MPO transportation issues and urban planning efforts that are important in Charlottesville and the urban ring in Albemarle, but not in the rural areas. There is also the perception that TJPDC is not focused on the issues that are of the greatest importance to the four rural counties including more direct services to the member governments. Finally, but not least in importance, is the critical need to maintain a budget and operating costs (focused on staffing levels) that is self-reliant without requiring reserve fund use. In recent years operating costs increased to meet both funded and unfunded programs and activities. This caused a decrease in agency reserve funds. Therefore TJPDC should only provide services that are directly funded or that clearly have a positive return on investment for future revenue or benefit. This suggests that the organization should focus on 1) reinforcing the "Ownership" by the member governments of the TJPDC, 2) promoting "Regionalism" as the focus area of the TJPDC, 3) creating and monitoring services and member contacts that are equitably distributed between rural and urban members, 4) acting as "Convener" and "Educator" over "Technical Service" provider, and 5) performing ongoing cost-benefit analysis on all TJPDC programs and services.

- ▶ **Reinforce Ownership by member governments**
- ▶ **Promote and advance "Regionalism"**
- ▶ **Balance services among urban, suburban and rural members**
- ▶ **Identify and educate on critical regional issues**
- ▶ **Operate in a financially sustainable manner in relation to services**

Priority Program Areas



Transportation

- ▶ **Metropolitan Planning Organization (MPO)**
 - Long Range Transportation Plan (LRTP)
 - State Transportation Improvement Program (STIP) Maintenance
 - Route 29 Solutions
 - Charlottesville Alternate Long Term Solutions for Route 29
 - HB2 Implementation
 - Annual Unified Planning Work Program
 - Transportation Academy

▶ **Rural Transportation Program**

- Rural Long Range Plan Update
- Annual Rural Transportation Planning Work Program
- HB2 Implementation

▶ **Bike / Ped**

- U.S. Bike Route 76 Corridor Study & Implementation
- TJPDC Regional Cycling Program
- Update to 2004 Jefferson Area Bike and Pedestrian Plan
- Coordination with TJPDC Corp on “Bike CVa” Program

▶ **Rideshare**

- Transportation Demand Management (TDM) Plan

▶ **Public Transportation**

- Charlottesville Area Transit (CAT) Customer Survey Proposal
- CAT TDM Plan Proposal
- JAUNT Customer Survey Proposal
- Regional Transit Authority Planning



Regional Planning

▶ **Broadband**

- Regional Stakeholders Meetings
- Regional Grant Research
- Regional Grant Writing
- Education and Promotion

▶ **Regional 5 Year Comprehensive Strategic Plan**

- Pursue funding, producing, publishing and implementing a Regional Comprehensive Strategic Plan with updates every five years. The 5 year plan will identify key regional issues for specific goals, strategies, actions, and budgetary constraints for regional local governments to consider.
- Quality of Life Analysis & Report
 - Pursue funding and implementing a Local Community & Regional Quality of Life Assessment and Report and repeat every two to three years in a joint effort with key stakeholders.

▶ **Economic Development Planning**

- Central Virginia Partnership for Economic Development (CVPED)
 - Data Collection
 - Stakeholder Meetings

▶ **GIS / Mapping**

- Data Analysis



Administration

▶ Finance

- Balanced budget for FY16
- Monthly Finance Committee Meetings
- Inclusive annual budgeting process
- Monthly staff budget/funding meetings
- Monthly grant reporting status
- Staff development of grant / funding sources
- Assignment of time of direct staff support included in per capita contributions

▶ Member Development

- Annual in-person reports to member governing bodies
- Intergovernmental Relations
- Assignment of staff to jurisdictions
- Occasional meeting attendance and routine reading and reporting of Elected Body and Planning Commission meeting minutes

▶ Water Street Center Rental

- Written rental policies and fees
- Open to public and private contracts
- Marketing of space
- Facility Upgrade

▶ Office Rentals

- Current Office Lease Negotiations
- Short to medium term rental of unused office space to similar organizations
- Policy and rates

▶ Outreach

- Qualifications Report of Organizational and staff education, experience and services
- Re-branding of organization
- Increased visibility

▶ Stakeholder Development

▶ Commissioner Development

- Annual Member Orientation
- Talking Point Document
- VAPDC Conference



Community

- ▶ **Local Technical Support**
 - Contractual services to local governments
 - Contractual grant writing
 - Contractual grant administration / management
- ▶ **Town & Gown Regional Support**
 - UVA / PVCC / C'ville / Albemarle
 - ITGA Membership & Participation
- ▶ **Legislative Liaison**
 - General Assembly Interaction
 - Legislative Reporting
 - Annual Regional Legislative Meeting
 - Quarterly Mayor & Chairs Meetings
- ▶ **Policy Research**
 - Regional concepts
 - Local Requests
- ▶ **Policy & Ordinance Drafting**
 - Local Contractual Services
- ▶ **On-call consultants**
 - Identify needed services
 - RFP for on-call consultants
 - On-call contracts with vendors
 - Utilize for TJPDC services as-needed
- ▶ **Convening**
 - Organize meetings according to regional topics or local issues
 - Annual CDBG Workshop and Application Prospect Development
- ▶ **Regional Education**
 - Innovative Growth & Development & Design Information
 - Case study research / dissemination
 - Peer reports
- ▶ **Housing**
 - HOME Consortium
 - Regional Partnership with Housing Virginia
- ▶ **Strategic Planning**
 - Contractual Facilitation
 - Regional Facilitation



The TJPDC Corporation is an entity that is intentionally connected to the mission and activities of the Thomas Jefferson Planning District Commission (TJPDC), and was created to further the mission of the TJPDC by taking on roles that support and contribute to the TJPDC. The mission of the TJPDC Corporation is to promote regional cooperation and collaboration between government, private sector and community organizations to improve the quality of life for citizens in the planning district (City of Charlottesville and Counties of Albemarle, Fluvanna, Greene, Louisa and Nelson in Central Virginia). The Corporation assists community efforts in the areas of housing, environment, community development, transportation, workforce development, economic development, the arts, and universal design. It actively supports the work of the TJPDC by broadening the funding base for TJPDC initiatives and acting as an ‘implementation arm’ for selected projects.

- ▶ **Organizational Financial Sustainability**
- ▶ **Annual meeting between TJPDC Commissioners and TJPDC Corp. Board**
- ▶ **Contractual Administrative and Financial Management Services for mission related non-profits and community organizations**
- ▶ **Public Private Partnership (PPP’s) Development**
- ▶ **Center for Planned Regional Excellence**
 - Promotional & Educational Organization
 - Donor Based
 - Research
 - Marketing
 - Services
- ▶ **Bicycle Alliance of Central Virginia (Bike CVa)**
 - Promotional & Educational Organization
 - Donor Based
 - Research
 - Marketing
 - Services
 - Promote & Assist Regional Bike Trail Planning & Funding
- ▶ **Conference & Event Planning**
- ▶ **On-site Demonstrations: Better Block; Pocket Parks, etc.**
 - Demonstrate best practices with hands-on exercises
 - Build partner & volunteer base (UVA, VaTech, community groups, etc.)



Environment

- ▶ **Solid Waste**
- ▶ **Recycling**
- ▶ **Water Quality**
- ▶ **Rivanna River**
 - RRBC Assistance
 - Rivanna Renaissance Committee
 - Regional Agency Cooperation
- ▶ **Historic Preservation**
- ▶ **Energy Conservation**
- ▶ **Intergovernmental Reviews**
- ▶ **Hazard Mitigation Planning**

In Summary

- The TJPDC cannot continue deficit spending from its reserve fund. The goal for FY16 and forward is for all programs to be financially self-sustaining and that balanced budgets be achieved with no reserve fund use until such time that the TJPDC Reserve Fund goal is met.
- It is important that local governments, including elected officials and chief executive officers, understand and embrace ownership and use the TJPDC to support the region in facing its opportunities and challenges.
- It is important for the staff and Commissioners of the TJPDC to “get out” into the region, tell the story of the organization, describe what it has done, and highlight the resources it provides to promote regional and individual assistance.
- The TJPDC should “rebrand” itself in name, programs, organizational structure and outreach to fully present these priority changes to its members, stakeholders, peers and the public.
- It is important that the TJPDC develop a communication /outreach strategy to inform the region of the activities of the Commission and challenges that the region and its communities are facing. This should include social media, newspapers, television, TJPDC email blasts, and other mechanisms.
- It is important for the TJPDC Commission to meet regularly with key state agency leaders to develop better collaborations to enhance Planning District 10.
- Regularly scheduled information/work sessions should be held with the appropriate TJPDC staff and local government staff such as planners, public work directors, GIS,

parks/recreation, and others.

- A priority project is to identify resources and partners for a 5 Year Regional Comprehensive Strategic Plan that identifies key regional issues, needs and priorities with associated goals, strategies and costs to address and implement solutions.

Key Recommendations

- ❖ Equally serve all members, towns and key regional stakeholders
- ❖ Serve as convener of regional topics
- ❖ Market services, products and staff expertise
- ❖ Exhibit ownership, education and collaboration for partners
- ❖ Identify and address key regional issues
- ❖ Financial Stability

Immediate Actions

- Develop a balanced budget for FY16
- Update Personnel Policies & Procedures Handbook with Commission Adoption to include innovative staff policies for a modern creative workplace.
- The executive director shall visit each Commission member in his/her place of work or governing place and conduct new board orientation or a refresher course for veteran members once a year.
- The executive director shall visit each member board or council meeting at least once a year to promote the TJPDC and to inform the public of partnerships and/or opportunities between the TJPDC and that local government.
- Staff is to be assigned a designated local government to act as liaison through visiting Board and Planning Meetings and routine review and comment of meeting minutes and news articles.
- An annual facts and issues input session shall be conducted in each county on an annual basis with all elected officials being invited to attend; with the TJPDC staff and officers chairing and facilitating the meeting.
- An agency Qualifications and Services Statement shall be published in paper and digital format and placed on the TJPDC website.
- Produce an annual calendar of proposed meetings and events.

- Initiate discussions with key stakeholders such as Regional Chamber, United Way, Charlottesville Area Community Foundation, Central Virginia Economic Development Partnership and others to fund and create a biennial Quality of Life Dashboard for our area. The report would identify and monitor key community metrics serving as a performance guide to residents, leaders, businesses and visitors.
- Initiate a “rebranding” exercise to consider new name, organizational structure, logos, marketing materials and marketing strategy and schedule.
- Initiate discussions of organizational revisions needed for consideration of UVA, PVCC and Town membership on the Commission.
- Business and marketing plan for Water Street Center and vacant office space rental.
- Assist TJPDC Corp. with a Strategic Plan and Financial Sustainability Plan that compliments the strategies of the adopted TJPDC Strategic Plan.

Conclusion

By creating this strategic plan, the TJPDC has shown its recognition that ownership, communication, education and financial sustainability are key to its future success. The challenge will be to keep the momentum going to ensure continuous improvement. Continual review and revision of strategic planning documents, including the mission and vision statements, is a vital component of the strategic planning process. Policy makers and staff need to continue the dialogue begun with members, member staff and stakeholders, in order to ensure that their needs and concerns are being addressed. In addition, as new programs and initiatives are implemented in response to this initial planning process, new weaknesses and threats will develop, as will new strengths and opportunities. This is especially true of communication methods, which evolves and changes through both technology and personnel changes. This plan aims to be comprehensive, addressing both immediate needs and longer term program direction. It is essential that the leadership commitment exhibited to date continue, and that staff be provided with the support and guidance necessary to bring this plan to fruition. This plan should be viewed as a continuing step in a long-term process. The development of a formal system to allow for systematic, periodic review of the plan and the collection of stakeholder feedback, is necessary to ensure continued effective and responsible management of the TJPDC’s service delivery program. Such an ongoing commitment will provide the TJPDC with the necessary tools to assist with individual local needs while pursuing regional opportunities for the Thomas Jefferson Planning District.