



Organizational Strategic Plan

FY 2019-23

Adopted September 6, 2018

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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 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 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 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.

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. 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 and private leadership comes together to address the opportunities, challenges and issues that are regional in scope.

In May, 2018, this Strategic Planning process was initiated with a presentation to the Commission of a process and timeline for updating the plan. An online survey was created and distributed to over 60 regional stakeholders, with 30 responses having been received from this diverse group. The TJPDC Commissioners met on June 7, 2018, to review survey responses and to discuss and prioritize goals and strategies. The TJPDC's Mission Statement, Vision Statement, and Core Values were reaffirmed. The draft recommendations were shared with elected and appointed officials throughout the local governments of the region. The TJPDC Commission had final revisions and approval of the updated, revised Strategic Plan on September 6, 2018.

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 five 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. It is a living document that is intended to be revisited regularly as we conduct our day-to-day activities for Planning District 10. To continue to build upon its history of success, the TJPDC will need to be increasingly responsive to all of its member agencies and community partners and provide relevant, collaborative leadership to address issues of regional significance. Creativity, efficiency, new partnerships and flexibility will be hallmarks of success in the future. The TJPDC is poised to be the intersection for ideas, people and action for all things regional in our collective communities.

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

September 6, 2018

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 for FY 2019 to FY 2023 by defining and identifying the following:

- **Broad program areas where the TJPDC will focus its efforts over this five-year period**
- **Specific issue areas within each of these program areas**
- **Intersections of program areas that are interdependent upon each other**
- **Measurable outcomes of programs and strategies**

Development of the Plan

The TJPDC began the Strategic Planning process in May, 2018, followed by a strategic planning session on June 7, 2018. Commissioners provided direction on the TJPDC's mission statement and major program areas. The mission statement, core values and program areas were then affirmed at the September 6, 2018, 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.”

Regional Vision: TJPDC facilitates the creation of a shared vision by bringing the six governments together to understand the contribution of each to the region and the role each will play in serving the region's needs.

Collaborative Leadership: TJPDC leads the development of solutions for the region's issues by helping member governments identify the critical issues facing the region and find collaborative approaches to address those issues.

Professional Service: TJPDC serves our members by providing cost effective, high quality technical assistance that focuses on their most important issues.

CORE VALUES

Professionalism

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

REGIONAL VISION

Members create a shared vision by bringing the six governments together to understand the contribution of each to the region and the role each will play in meeting the region's needs.

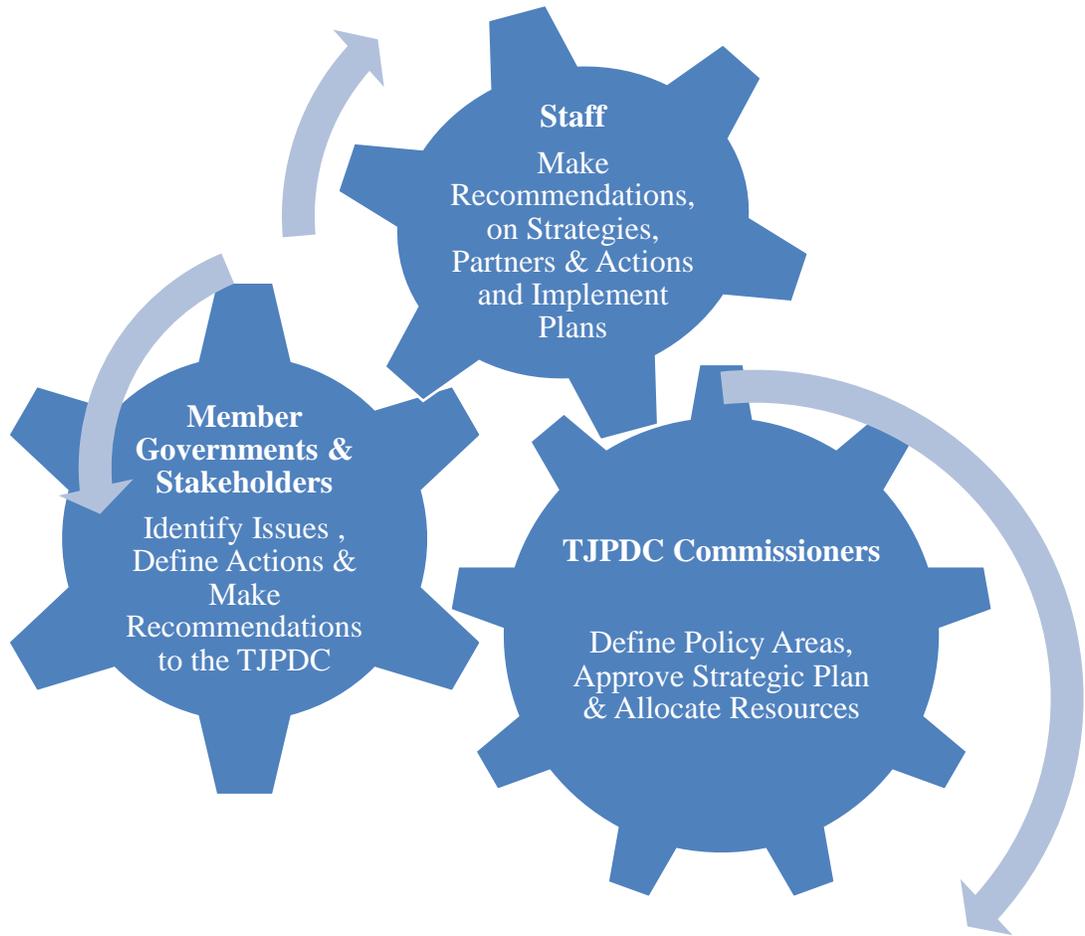
ORGANIZATIONAL VISION

TJPDC's vision is to be the intersection of ideas, partnerships and support creating a cohesive regional community.

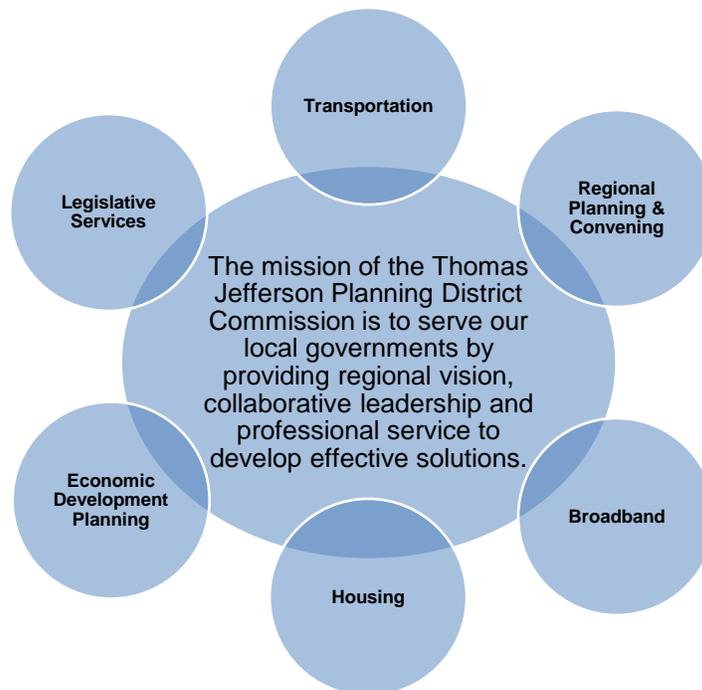
Outreach Process

The Strategic Plan process was intended to be an inclusive process that engaged all member localities. The TJPDC received input from local policymakers, staff, stakeholders, and partner agencies. The TJPDC's Commissioners and member governments refined the broad policy goals and identified potential partners based on input and strategic discussions.

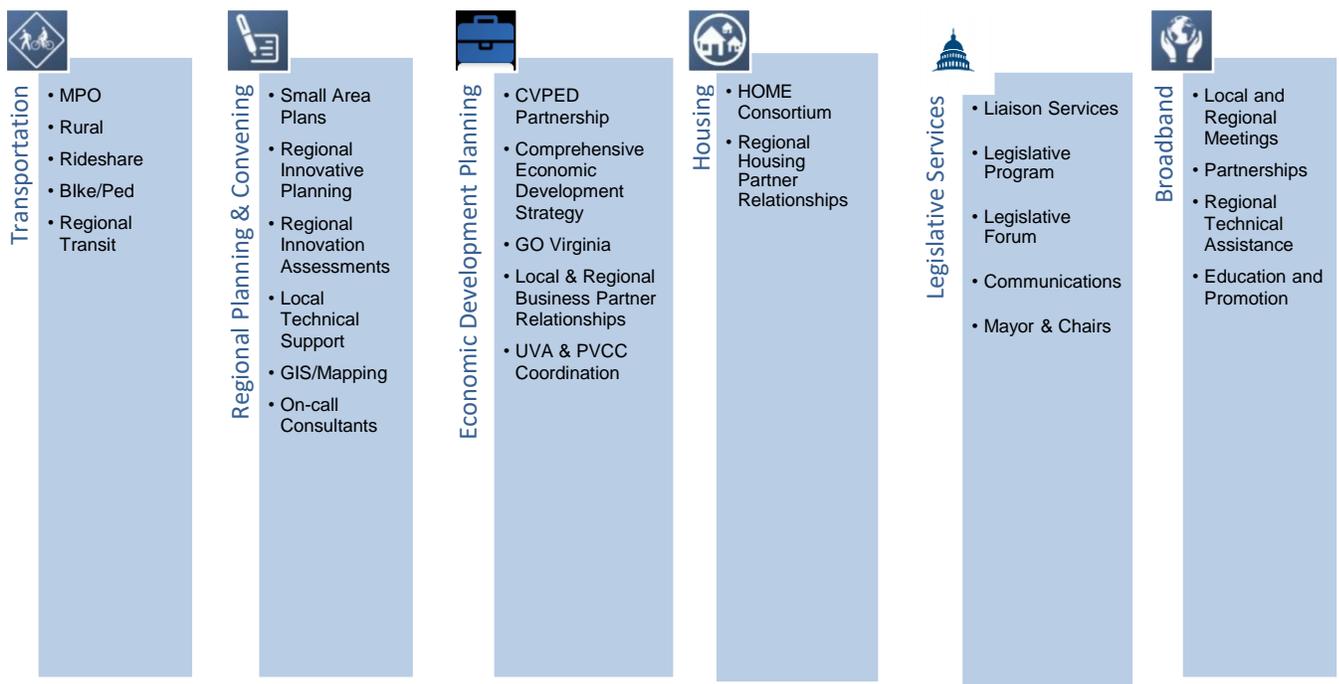
Outreach Process



Based on these core values and the TJPDC’s mission, the strategic plan identifies six major program areas where the TJPDC should focus its efforts:

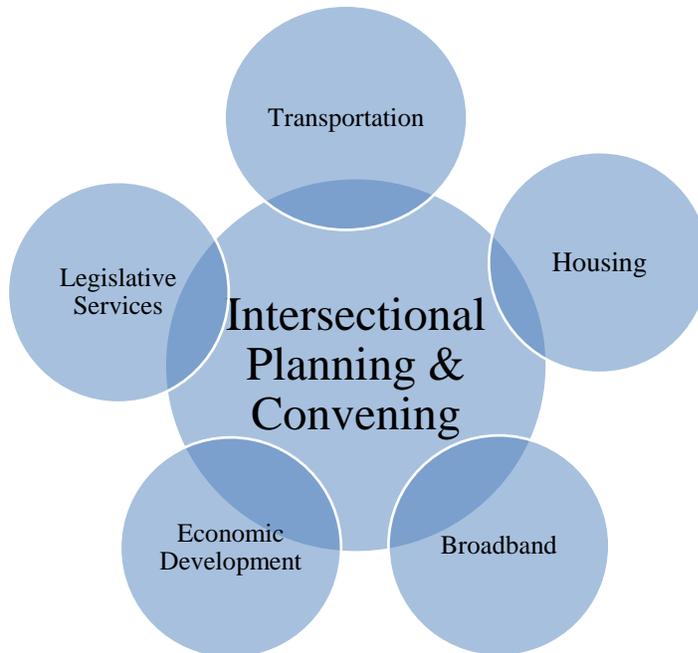


From these six major program areas, specific issues to address were identified and are noted below. Input from the Commission, member governments and stakeholders shaped the focus for the organization’s efforts and plan of action.



The TJPDC Commissioners identified during the planning process that the Commission and its staff are in a unique regional and stakeholder centric position, and that the TJPDC should prioritize the INTERSECTION of codependent priority areas for comprehensive planning actions and solution implementation. For example, local housing needs influence supply and demand in the region; housing activity is influenced by transportation and job access; economic development is heavily dependent upon transportation, housing, education, the environment, communication and other regional infrastructure.

The TJPDC is central to many of these issues and forges partnerships with decision-makers to provide comprehensive facilitation, convening, research and planning to promote regionally unified solutions to our area's needs.



Priority Program Areas



Transportation

- **Metropolitan Planning Organization (MPO)**
 - Long Range Transportation Plan (LRTP)
 - State Transportation Improvement Program (STIP) Maintenance
 - Long-Term Solutions for Route 29
 - Smart Scale Identification & Implementation
 - Transportation Academy
 - Inter-regional MPO Partnerships

- **Rural Transportation Program**
 - Rural Long-Range Plan
 - Local Corridor & Safety Studies
 - Smart Scale Identification & Implementation

- **Rideshare**
 - Transportation Demand Management Plan
 - Park and Ride/Vanpools
 - Connectivity with Augusta County

- **Bike / Ped**
 - Jefferson Area Bike & Pedestrian Plan
 - TJPDC Regional Cycling Program
 - Regional Greenways Program
 - Regional Coordinated Plans
 - Bi-annual VDOT TAP Grants

- **Public Transit**
 - Regional Transit Partnership
 - Connectivity with Adjoining Jurisdictions



Regional Planning & Convening

- **Small Area Plans**
 - Rivanna Corridor Planning
 - Local Contracted Planning
- **Regional Innovative Planning**
 - Convening timely topics
 - Best Practices

- **Regional Innovation Assessments**
 - 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.
 - Regional Environmental
 - Rivanna River Basin Commission
 - Watershed Implementation Plans
 - Solid Waste Management Plan
 - Hazard Mitigation Plan

- **Local Technical Support**
 - Contractual services to local governments
 - Contractual grant writing
 - Contractual grant administration / management
 - Policy & Ordinance Drafting

- **GIS / Mapping**
 - Data Analysis
 - Data Sharing

- **On-call Consultants**
 - Identify needed services
 - On-call contracts with vendors
 - Utilize for TJPDC services as-needed



Economic Development Planning

- **CVPED Partnership**
 - Board Representation
- **Comprehensive Economic Development Strategy (CEDs)**
 - EDA Funding Application
 - Regional Plan Development
 - Annual Review and Update
- **GO Virginia**
 - Region 9 Council Representation
- **Local and Regional Business Partner Relationships**
- **UVA and PVCC Coordination**



Housing

- **HOME Consortium**
 - Consolidated Plan/Action Plan
 - Impediments to Fair Housing Choice
 - Housing Preservation
- **Regional Housing Partner Relationships**
 - Regional Housing Partnership
 - Regional Housing Study/Needs Assessment
 - Regional Housing Summits & Action Implementation
 - Contractual services with TJCLT & Others
 - Partnerships with private, non-profit and public housing stakeholders



Legislative Services

- **Liaison Services**
 - Local requests for state legislation

- Local assistance, research and advocacy
- **Legislative Program**
 - Regional priorities and issues of local interest
 - Meetings with local governing bodies
- **Legislative Forum**
 - Presentation of regional legislative priorities
 - Discussion topic of regional/legislative interest
- **Communications**
 - Legislative Newsletters
 - General Assembly summary
- **Mayor & Chairs/CAOs**
 - Quarterly meeting coordination



Broadband

- **Local and Regional Meetings**
 - Legislative
 - Stakeholder
 - Local Broadband Authorities
- **Partnerships**
 - Central Virginia Electric Cooperative (CVEC) & Other Co-ops
 - Local Broadband Authorities
- **Regional Technical Assistance**
 - CVEC
 - Research/guidance
 - Status updates
 - Regional Authority discussion
- **Education and Promotion**
 - Regional Workshops
 - Regional Presentations
 - Best Practices

Recommendations

- ❖ Equally serve all members, towns and key regional stakeholders
 - ❖ Serve as convener of regional topics
 - ❖ Identify and address key regional issues
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- 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.
 - 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.
 - The TJPDC should act as the INTERSECTION of ideas, people and action bringing together people and ideas from ALL segments of the region to solve community issues.

Priority Actions

- Initiate discussions with key stakeholders such as the Regional Chamber of Commerce, 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. This report would identify and monitor key community metrics, serving as a performance guide to residents, leaders, businesses and visitors.
- Develop a scope of work to fund and create a Comprehensive Economic Development Strategies Plan.
- Solidify office plans prior to August, 2020 lease expiration.
- Regional Housing Program & Assessment

Conclusion

By updating its strategic plan, the TJPDC has shown its recognition that new ideas, partnerships and supportive assistance are key to its future success. The challenge lies in ensuring continuous improvement, understanding that 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.

This plan aims largely to be a broad and flexible document that provides longer-term program direction. We anticipate that as new programs and initiatives are implemented, new weaknesses and threats will develop, as will new strengths and opportunities. It is important that member local governments, including elected officials and chief executive officers, understand and embrace ownership of the TJPDC and engage it to support the region in facing these opportunities and challenges. It also is important for staff and Commissioners to promote the resources TJPDC provides, in order to promote regional partnerships, discussions and projects, as well as individual assistance.

This plan should be viewed as a continuing step in a long-term process. Therefore, it is recommended that the TJPDC's primary focus be on facilitating the partnerships and discussions necessary to define the region and strengthen locality efforts to deliver quality services to its citizens in an effective and fiscally-responsible manner. 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. 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 region in the coming years.