



THOMAS JEFFERSON PLANNING DISTRICT COMMISSION

ORGANIZATIONAL STRATEGIC PLAN

FY 2024-2028

Adopted Date: October 5, 2023



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EXECUTIVE DIRECTOR’S MESSAGE

As a regional body that has the privilege of working on key policy topics, the staff at the Thomas Jefferson Planning District Commission recognizes the importance of exemplifying our core values of Collaboration, Professionalism, Adaptability, Accountability, and Equity. We work to provide a forum for discussion of issues localities have in common, or on which there is disagreement. We plan cooperatively for the future and work to decrease fragmentation in government. As a public body, we strive to include the public in both our planning and in decision-making and recognize the importance of engaging various stakeholders in our processes.

In reflecting on the last several years, the TJPDC has successfully navigated significant leadership changes, to include the Executive Director, Finance Director, and the Chief Operating Officer, as well as maintained efficient operations through various other staff transitions. There are several notable accomplishments that warrant recognition as the region navigated the global COVID-19 pandemic. We embarked on our largest ever program as the recipient of a \$79 million grant to deploy universal broadband across 13 participating jurisdictions. In 2021, the TJPDC initiated the new Regional Blue Ridge Cigarette Tax Board on behalf of eight participating jurisdictions. Through the work of the Regional Housing Partnership, we secured new state and federal grants to support affordable housing in the region, to include a new Virginia Housing PDC Development Grant to build new housing units and a HOME-ARP federal grant to support housing stability following the pandemic.

Additionally, the TJPDC has ventured into supporting regional economic development through a grant award to develop the region’s first Comprehensive Economic Development Strategy (CEDS) Plan. Through the Regional Transit Partnership, the TJPDC has led the region in transit planning through the development of a Regional Transit Vision Plan, work on a Regional Transit Governance Study, and a successful grant award to develop a new Regional Mobility Management Program. Our environmental programs have flourished as we embarked on the new Watershed

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Improvement Program and reinvigorated the work of the Rivanna River Basin Commission. Our urban and rural transportation programs continued to support the region in securing significant investment in transportation networks utilizing the Commonwealth's SMART SCALE process. These are just a few of the many programs and projects that have positioned the TJPDC as a regional resource in areas of local and regional importance.

Looking forward, this strategic plan will guide the Commission's programs and investments in fiscal years 2024 through 2028 as it seeks to help the jurisdictions in the Commonwealth of Virginia's Region 10 work together. On behalf of the TJPDC staff, I wish to thank the countless elected and appointed officials, and staff that support the work of the TJPDC through local, state, and federal funding as well as through local per capita contributions. We value our professional partnerships as we serve our local governments by providing *regional vision, collaborative leadership, and professional service to develop effective solutions in the region.*

Sincerely,

Christine Jacobs, Executive Director

I. BACKGROUND

In 1968, Virginia was divided into planning districts based on the community of interest among its counties, cities, and towns. A Planning District Commission (PDC) is a political subdivision of the Commonwealth, established by the General Assembly under the Regional Cooperation Act, *Code of Virginia*, § 15.2-4200. There are 21 Planning District Commissions/Regional Commissions in the Commonwealth.

The purpose of PDCs, as set out in the *Code of Virginia*, § 15.2-4207, is *"...to encourage and facilitate local government cooperation and state-local cooperation in addressing on a regional basis, problems of greater than local significance. The cooperation resulting from this chapter is intended to facilitate the recognition and analysis of regional opportunities and take account of regional influences in planning and implementing public policies and services."*

"The planning district commission shall also promote the orderly and efficient development of the physical, social and economic elements of the district by planning, and encouraging and assisting localities to plan, for the future."

The program work of PDCs is to meet the needs of local and state government. Within their region, they may serve to build regional approaches to issues like economic development, affordable housing, transportation, waste management, and legislative priorities. In other states, organizations like PDCs are known as regional councils, regional commissions, and councils of governments.

One important duty of a PDC is to create a strategic plan for its region of service. This plan is created in cooperation with local governments and intended to help promote the orderly and efficient development of the PDC by stating the mission, vision, core values, priority programs, and strategies to accomplish regional goals.

The Thomas Jefferson Planning District Commission (TJPDC), Region 10, was founded in 1972 to provide a forum for discussion of issues localities have in common, or on which there is disagreement; to work to decrease fragmentation in government; to plan

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cooperatively for the future; and to provide planning services to local governments as requested. As a public body, the TJPDC strives to include the public in decision-making.

The TJPDC organization is guided by a locally appointed, 12-member Commission, of which at least 51% are local elected officials. Member localities include the City of Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson. Commission meetings are open to the public. Funding sources include annual contributions from member local governments, state appropriations, grants from state and federal governments, contract services, and private foundations.



2. INTRODUCTION

Purpose of the Plan

Periodically, the TJPDC engages in a strategic planning effort to prioritize its activities in a manner that is consistent with its mission. The strategic plan identifies agency priorities 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 Fiscal Year 2024 to Fiscal Year 2028 by defining, identifying, or reaffirming the following:

- Mission, Vision, Core Values,
- Broad program areas where the TJPDC will focus its efforts over the five-year period,
- Specific issues within each of the program areas,
- Intersections of program areas that are interdependent upon each other, and
- Organizational administrative strategies to ensure continued efficient operations.

Development of the Plan

The TJPDC began the Strategic Planning process in May of 2023 with a kick-off meeting of the Commission to determine the strategic plan timeline and process, and to reaffirm the TJPDC's mission and vision statements. In mid-May, staff distributed a survey to key stakeholders. The Commission then held a strategic planning work session on June 22, 2023, to review the survey data results and to prioritize program areas and key projects and activities within each program. In July of 2023, staff participated in a professional development and strategic planning retreat to review survey findings, discuss the Commissioner's feedback, and reaffirm the organization's core values. A draft of the strategic plan was presented to the Commission at its September 7, 2023, meeting, with the final to be considered and adopted at the October 2, 2023, Commission meeting.

3. MISSION, VISION, CORE VALUES

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 finding 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.

Vision

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: The TJPDC works at the intersection of ideas, partnerships, and support, to create a cohesive regional community.

Core Values

Collaboration – We will work together with members and partners to manage, support, and innovate.

Professionalism – We will be trustworthy, responsive, and accountable in service to our members.

Adaptability – We will anticipate and creatively respond to changing landscapes to support our members.

Accountability - We will be credible, dependable, and responsible in all that we do.

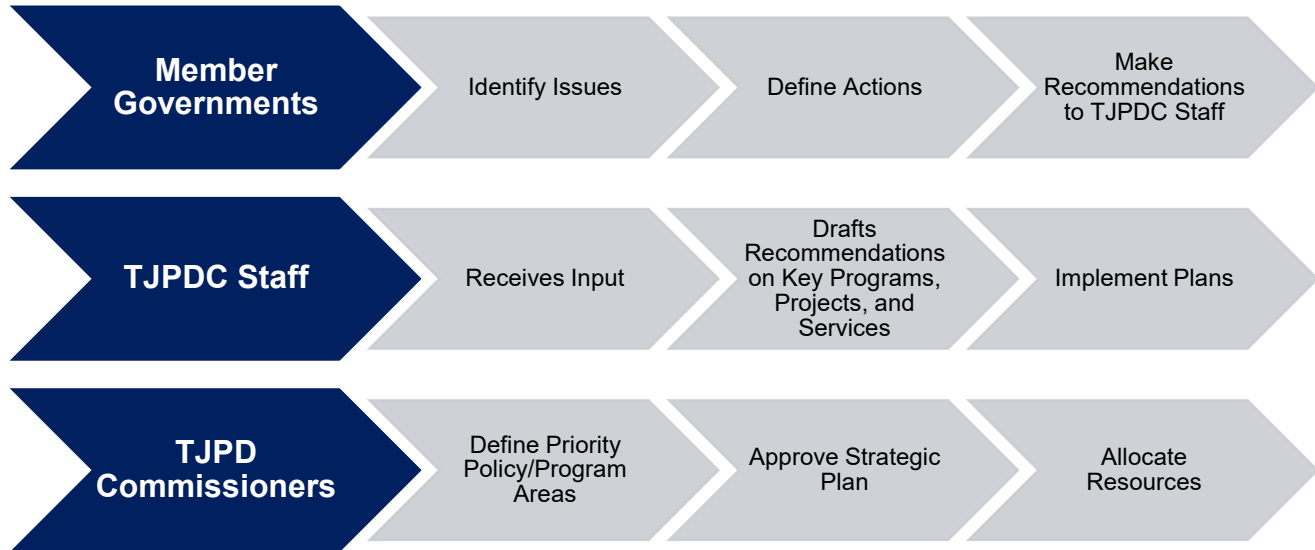
Equity – We will respect the different values and needs of our members and will provide fair treatment, access, and opportunity for our members, stakeholders, and the community.

4. OUTREACH PROCESS

Outreach Process

The TJPDC's strategic planning process is intended to be an inclusive process that challenges and engages our member localities. An outreach plan was developed to ensure that the TJPDC was receiving input from policymakers and staff, while utilizing the expertise of both member and partner agencies. To do so, the following roles are determined:

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To seek input from our member governments and commissioners, staff developed a survey that was distributed to each locality's Chief and Deputy/Assistant Administrative Officers, elected bodies, Planning/Community Development Directors, as well as to all twelve appointed TJPDC Commissioners. The survey was sent to a total of 53 recipients. Of those, 17 responded, to include seven local government staff, seven elected officials, one elected official/TJPDC Commissioner, and two TJPDC commissioners (not elected officials).

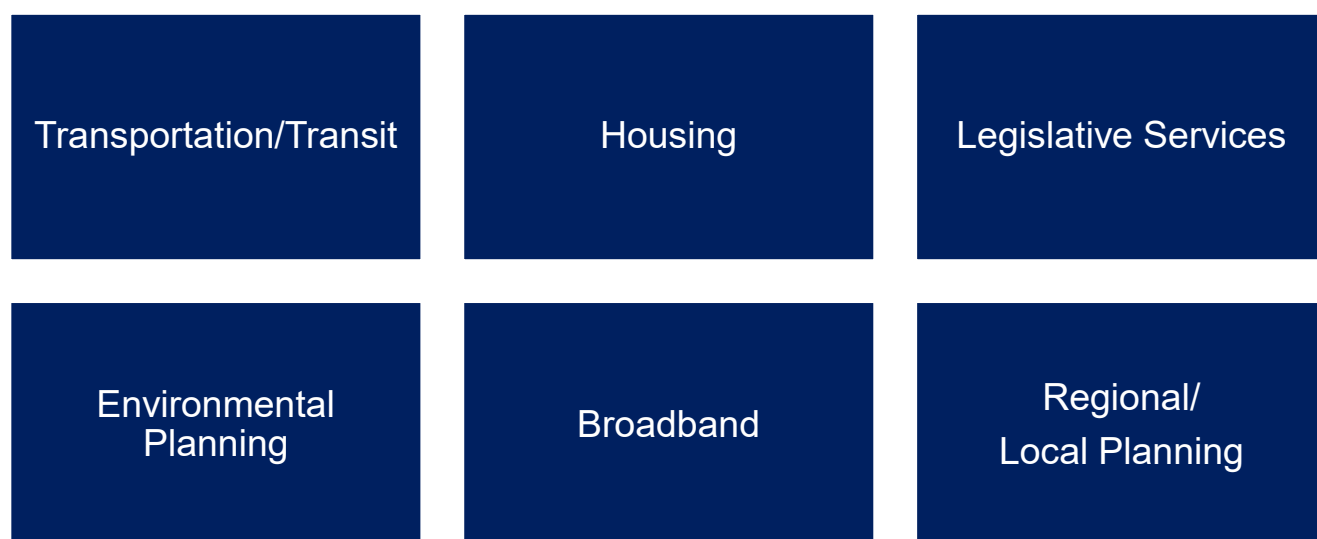
The survey first asked stakeholders to reaffirm the TJPDC's existing mission, vision, and core values. Next, stakeholders considered thirteen priority areas and indicated whether the policy areas were Very Important, Important, Unimportant, or Not Applicable. Within the program areas, stakeholders were then asked to assess the importance of thirty-four different Transportation/Transit, Housing, Environmental Planning, and General Services that the TJPDC currently offers. Next, stakeholders were asked to consider their interest in seventeen services that the TJPDC does not currently offer that other regional councils of governments do provide within their regions. Finally, stakeholders were given the opportunity to assess the TJPDC's current performance by indicating the level to which they agree with fifteen performance statements. Throughout the survey, there were opportunities for survey

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respondents to leave open ended comments and suggestions. *A copy of the survey and results is included in the Appendix.*

After receiving survey data input, the Commissioners refined the broad policy goals, discussed core themes, strengths, and areas for awareness/improvement, and participated in a “Stop, Start, Continue” Retrospective. Based on the TJPDC’s mission and vision, the commission identified six major policy areas where the TJPDC should continue to focus its efforts:



Further, the importance of the intersection of policy areas was a key element of discussion. The TJPDC Commission identified during the planning process the importance of comprehensive planning that prioritizes the *intersection* of codependent priority areas. For example, economic development is heavily dependent upon transportation, housing, and regional infrastructure; housing activity is influenced by transportation and job access; and access to broadband impacts the housing market and economic development.

The Commission and the staff of the TJPDC are in a unique regional and stakeholder-centric position and are central to many of these codependent policy issues. The TJPDC forges partnerships with decision-makers to provide comprehensive facilitation, convening, research, and planning to promote regionally unified solutions to our area’s priority needs.

5. PRIORITY PROGRAM AREAS

Priority Program Areas

To effectively serve the region, it is important that the TJPDC equally serves all member jurisdictions by prioritizing the balances between both urban and rural service, and regional and local support. Additionally, the TJPDC must provide core, dependable services while maintaining flexibility to adapt to the ever-changing needs of our community. As such, the TJPDC's priority program areas for 2024-2028 are as follows:



Transportation/Transit

- Metropolitan Planning Organization (MPO)
 - Long-Range Transportation Plan (LRTP)
 - State Transportation Improvement Program (STIP) Management
 - Local Corridor & Safety Studies
 - Smart Scale Identification and Implementation
 - On-Call Technical Assistance
 - Virginia Association of Metropolitan Planning Organizations
 - Bicycle/Pedestrian Planning Coordination
- Rural Transportation Program
 - Rural Long-Range Transportation Plan
 - Local Corridor & Safety Studies
 - Smart Scale Identification and Implementation
 - Transportation Alternative Program Application and/or Administration Support
 - Federal Grant Identification, Application, and Implementation
- Rideshare/Travel Demand Management
 - Travel Demand Management Strategic Plan
 - Park and Ride/Vanpools
 - Promotion of Active Transportation and Telework

- Support State Department of Transportation Initiatives
- Public Transit Planning
 - Regional Transit Partnership
 - Regional Transit Governance Study
 - Regional Mobility Management
- State and Federal Grant Identification, Application, and Implementation
 - US Department of Transportation Safe Streets and Roads for All (SS4A)
 - US Department of Transportation Rebuilding American Infrastructure with Sustainability and Equity (RAISE)



Housing

- HOME Consortium
 - US Department of Housing and Urban Development (HUD) Annual HOME Investment Partnership Administration
 - Consolidated Plan/Action Plan
 - HOME-ARP Administration
- US Department of Agriculture (USDA) Housing Preservation Grant (HPG) Administration
- Regional Housing Director's Coordination
- Central Virginia Regional Housing Partnership (CVRHP)
 - Regional Housing Study/Needs Assessment
 - AmeriCorps VISTA Sponsorship
 - Regional Housing Events
 - Regional Land Bank Feasibility Study
- Virginia Eviction Reduction Pilot Implementation
- VA Housing Planning District Commission Development Grant Implementation
- State and Federal Grant Identification, Application, and Implementation



Legislative Services

- Legislative 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 Meetings
 - Support for local government/legislator meetings
- Communications
 - Legislative Newsletters
 - General Assembly Summary
- Mayors and Chairs/CAOs
 - Quarterly meeting coordination



Environmental Planning

- Watershed Improvement Program (WIP)
- Solid-Waste Management Planning and VA Department of Environmental Quality (DEQ) Recycling Report
- Rivanna River Basin Commission (RRBC) Administration
- Hazard Mitigation Planning
- State and Federal Grant Identification, Application, and Implementation



Broadband

- Virginia Telecommunication Initiative Grant Administration
- Regional Coordination
- Regional Technical Assistance (research, Guidance, Status Updates)
- Regional Education and Promotion



Regional/Local Planning

- Blue Ridge Cigarette Tax Board Administration
- Grant Writing, Application, and Administration Services
- Local Technical Assistance, Land Use Planning
- Regional Economic Development Planning
 - Comprehensive Economic Development Strategy (CEDS)
 - Central Virginia Partnership for Economic Development (CVPED) Board Representation
 - GO Virginia Region 9 Council Representation
- Long-Range Planning
- Small Area Planning
- Local Comprehensive Plan Development Support
- Demographic and Data Resources
- Service on Local Government Steering/Stakeholder/Technical Committees
- Virginia Association for Planning District Commissions (Executive Director)
- Charlottesville Area Alliance Board Representation
- Janut Board Representation
- Center for Nonprofit Excellent Board Representation
- TJPDC Corporation Nonprofit Administration

6. PRIORITY ACTIONS

The following priority actions will guide the TJPDC's work as we continue to identify and address key regional issues through responsive programming. Progress on the priority actions will be reported to the commission annually in years FY25-FY28.

1. Continue to Serve as a Key Convener on Critical Regional Topics
2. Build and Maintain Relationships with Local, State, and Federal Agency Staff/Funders
 - a. Regularly Attend Scheduled Board/Council Meetings
 - b. Conduct Regularly Scheduled Check-In Meetings with Staff Leadership of all Member Jurisdictions
 - c. Attend Regularly Scheduled Check-In Meetings on State/Federally Funded Programs
3. Enhance Communication with all Member Jurisdictions
 - a. Issue a Monthly e-Newsletter
 - b. Issue a Written Quarterly Report on all Programs/Projects
 - c. Issue a Written Director's Report with Monthly Commission Packet
4. Conduct a Policy Audit/Review
 - a. Develop or Update Key Policies/Guidance
 - b. Update Employee Handbook
5. Improve the adoption of best practices, policies, and procedures to ensure efficient and effective operations, particularly in the areas of financial management and human resources
 - a. Improve Systems to Support Budgeting, Accurate Reporting, and Financial Planning
 - b. Enhance Communication on Financial Performance
 - c. Conduct a Policy Audit/Review to Update or Develop Key Policies, Guidance, and Employee Handbook
6. Maintain a Vibrant Company Culture
 - a. Develop Staff Retention Strategy
 - b. Regularly Plan and Conduct Team building/Staff Retreats and Staff Meetings
 - c. Provide Opportunities for Staff Professional Development
7. Solidify Office Plans prior to September 2025 Lease Expiration

7. ACKNOWLEDGEMENTS

Appreciation is expressed to the commission members, appointed officials, and staff who worked on the development of this regional strategic plan.

TJPDC Commissioners

Albemarle County

Ned Gallaway, Albemarle County Board of Supervisors, TJPDC Chair

Jim Andrews, Albemarle County Board of Supervisors

Greene County

Dale Herring, Greene County Board of Supervisors

Andrea Wilkinson, Greene County Citizen Appointee

City of Charlottesville

Michael Payne, Charlottesville City Council

Lyle Solla-Yates, Charlottesville Planning Commission

Louisa County

Rachel Jones, Louisa County Board of Supervisors

Tommy Barlow, Louisa County Board of Supervisors

Fluvanna County

Tony O'Brien, Fluvanna County Board of Supervisors, TJPDC Vice-Chair

Keith Smith, Fluvanna County Citizen Appointee, TJPDC Treasurer

Nelson County

Ernie Reed, Nelson County Board of Supervisors

Jesse Rutherford, Nelson County Board of Supervisors

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TJPDC Staff

Christine Jacobs

Executive Director

David Blount

Deputy Director/Legislative Director

Ruth Emerick

Chief Operating Officer/Program Director

Sandy Shackelford

Director of Planning and Transportation

Laura Greene

Director of Finance

Gretchen Thomas

Administrative Assistant

Sara Pennington

TDM/Rideshare Program Manager

Lucinda Shannon

Senior Regional Planner

Lori Allshouse

VATI Program Director

Gorjan Gjorgjievski

VATI Program Administrator/Assistant

Ryan Mickles

Regional Transportation Planner III

Ian Baxter

Regional Housing Planner II

Isabella O'Brien

Regional Environmental Planner I

Laurie Jean Talun

Regional Housing Grants Manager

Curtis Scarpignato

Regional Transportation Planner I

Otis Collier

BRCTB Compliance Agent

8. 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. Policy makers and staff need to continue the dialogue begun with members, member staff, and stakeholders, 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 undertaken, new strengths and opportunities, as well as new weaknesses and threats, will develop. It is important that member local governments, including elected officials and chief executive officers, understand and embrace ownership of the TJPDC as it supports the region in facing these opportunities and challenges. It also is important for staff and Commissioners to support and advocate for the services the TJPDC provides, to promote regional partnerships, collaborative discussions, and effective projects, as well as assistance to member localities.

The TJPDC's primary focus should 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 continues to grow, 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 region in the coming years.

APPENDIX

Survey Questions

TJPDC 2023-2026 Strategic Plan



The Thomas Jefferson Planning District Commission is undergoing a three-year strategic planning process. As a key stakeholder, your feedback is very important to us. Please complete the following survey by Friday, June 2, 2023. It should take approximately 10 minutes. Thank you.

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TJPDC 2023-2026 Strategic Plan

Overview

Planning District Commissions

The purpose of Planning District Commissions is to encourage and facilitate local government cooperation and state-local cooperation in addressing on a regional basis problems of greater than local significance. They are intended to foster intergovernmental cooperation by bringing together local elected and appointed officials and involved citizens to discuss common needs and determine solutions to regional issues.

What is your relationship to the TJPDC?*

Please select all that apply.

☐

Elected Official

☐

TJPD Commissioner

☐

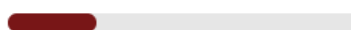
Local Government Staff

If you are local government staff, what is your role?

Please skip this question if it does not apply to you.

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TJPDC 2023-2026 Strategic Plan

TJPDC's Mission, Vision, and Core Values

The TJPDC would like to reaffirm its Mission, Vision, and Core Values. Please indicate if you agree with the following.

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.

	Yes	No
Mission★	☐	☐

Optional Comment/Feedback on the TJPDC's Mission

1000

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

	Yes	No
Vision*	☐	☐

Optional Comment/Feedback on the TJPDC's Vision

1000

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Core Values

Professionalism, Integrity, Accountability, Mutual Respect, Transparency

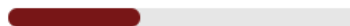
	Yes	No
Core Values★	☐	☐

Optional Comment/Feedback on the TJPDC's Core Values

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TJPDC 2023-2026 Strategic Plan

TJPDC's Priority Areas, Programs, and Projects

How important are the following priority areas for the TJPDC to focus on?

	Unimportant	Important	Very Important	N/A
Transportation/Transit*	☐	☐	☐	☐
Housing*	☐	☐	☐	☐
Environmental Planning*	☐	☐	☐	☐
Legislative Services*	☐	☐	☐	☐
Economic Development*	☐	☐	☐	☐

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Broadband*	☐	☐	☐	☐
Regional Cigarette Tax Board Administration*	☐	☐	☐	☐
Local Technical Support*	☐	☐	☐	☐
Regional Planning*	☐	☐	☐	☐
TJPDC Corporation Nonprofit*	☐	☐	☐	☐
Human Services*	☐	☐	☐	☐

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More specifically, how important are the following programs/projects?

Transportation/Transit

	Unimportant	Important	Very Important	N/A
Rural Transportation Planning Program and Technical Advisory Committee (RTAC)*	☐	☐	☐	☐
Charlottesville-Albemarle Metropolitan Planning Organization (CA-MPO) - UPWP, TIP, SmartScale*	☐	☐	☐	☐
Safe Streets and Roads for All - Regional Comprehensive Safety Action Plan*	☐	☐	☐	☐
Rideshare/Travel Demand Management/Telework/AgileMile*	☐	☐	☐	☐
Regional Transit Partnership Facilitation*	☐	☐	☐	☐
Regional Transit Governance Study/Regional Transit Authority Development*	☐	☐	☐	☐
Regional Mobility Management (Seniors, Persons with Disabilities)*	☐	☐	☐	☐
Transportation Alternative Program (TAP) Application Support and/or Administration*	☐	☐	☐	☐
Regional Bicycle/Pedestrian Planning Coordination*	☐	☐	☐	☐

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Environmental Planning

	Unimportant	Important	Very Important	N/A
Watershed Improvement Planning (WIP)*	☒	☐	☐	☐
Solid-Waste Management Planning and Required DEQ Recycling Report*	☐	☐	☐	☐
Rivanna River Basin Commission (RRBC) Administration*	☐	☐	☐	☐
Best Management Practices (BMP) Funding Application and/or Implementation Support*	☐	☐	☐	☐

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TJPDC 2023-2026 Strategic Plan

TJPDC's Current Services

Please rate the importance of the local and regional **services** that the TJPDC currently provides.

Housing

	Unimportant	Important	Very Important	N/A
Regional HOME Investment Partnership Federal Grant Administration★	☐	☐	☐	☐
Regional HOME-ARP Federal Grant Administration★	☐	☐	☐	☐
Federal Housing Preservation Grant (HPG) Administration★	☐	☐	☐	☐
Regional Housing Partnership (RHP) Facilitation★	☐	☐	☐	☐

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Virginia Eviction Reduction Pilot Implementation Grant (VERP) - Urban only*	☐	☐	☐	☐
VA Housing PDC Affordable Housing Development*	☐	☐	☐	☐
Regional Housing Needs Assessment/Data Collection and Reporting*	☐	☐	☐	☐
Regional Housing Events (Webinars, Summits, etc.)*	☐	☐	☐	☐

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Services (Currently Provided)

	Unimportant	Important	Very Important	N/A
Legislative Services*	☐	☐	☐	☐
Grant Writing, Application Support*	☐	☐	☐	☐
Demographic and Data Resources*	☐	☐	☐	☐
GIS/Mapping*	☐	☐	☐	☐
Policy Research*	☐	☐	☐	☐
Conference/Meeting Space*	☐	☐	☐	☐
Environmental Review Coordination*	☐	☐	☐	☐
Serving as fiscal agent and providing administrative staff support for area agencies/nonprofits*	☐	☐	☐	☐
Citizen Engagement & Surveys*	☐	☐	☐	☐

Long Range Planning*	☐	☐	☐	☐
Local Comprehensive Plan Development*	☐	☐	☐	☐
Small Area Planning*	☐	☐	☐	☐
Regional Educational or Partnership Meetings*	☐	☐	☐	☐
Grant Administration*	☐	☐	☐	☐
Service on Local Government Steering/Stakeholder/Technical Committees*	☐	☐	☐	☐

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TJPDC 2023-2026 Strategic Plan

TJPDC's Additional Services

Please rate your level of interest in the following local and regional **services** that the TJPDC **does not** currently provide, but that are provided by other Planning District Commissions, Regional Councils, or Council of Governments in other states and/or areas of Virginia.

Additional Services (not currently provided)

	Not At All Interested	Not Very Interested	Neutral	Somewhat Interested	Very Interested
City/County Executive Services (Temp or PT Management)*	☐	☐	☐	☐	☐
Committee & Meeting Coordination*	☐	☐	☐	☐	☐
Disability Services/ADA Compliance*	☐	☐	☐	☐	☐
Homelessness Planning and Services*	☐	☐	☐	☐	☐
Energy Conservation*	☐	☐	☐	☐	☐
Emergency Back-up Administrative Services*	☐	☐	☐	☐	☐

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Entrepreneurial Services*	☐	☐	☐	☐	☐
Environmental and Historical Preservation*	☐	☐	☐	☐	☐
Executive Search Assistance*	☐	☐	☐	☐	☐
Nonprofit Management/Administration*	☐	☐	☐	☐	☐
Planning and Permitting Staff Support*	☐	☐	☐	☐	☐
Professional Facilitation, Board Retreats, Strategic Planning*	☐	☐	☐	☐	☐
Volunteer Coordination*	☐	☐	☐	☐	☐
Website, IT and e-media hosting*	☐	☐	☐	☐	☐
Tourism Development*	☐	☐	☐	☐	☐
Small Business Downtown Development*	☐	☐	☐	☐	☐
Workforce Development*	☐	☐	☐	☐	☐

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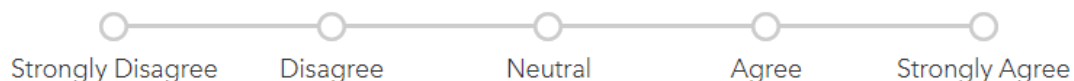
TJPDC 2023-2026 Strategic Plan

Evaluating TJPDC's Performance

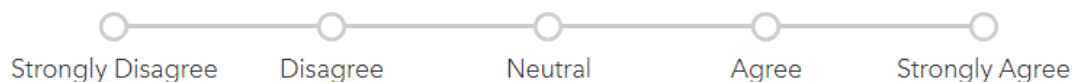
Please indicate if you agree or disagree with the following statements about the TJPDC.



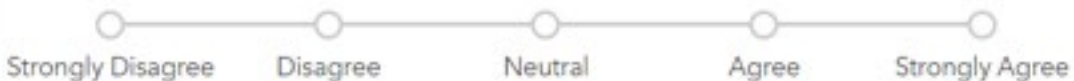
TJPDC is balanced in its services to urban and rural members*



TJPDC is balanced in its delivery of regional and local services*



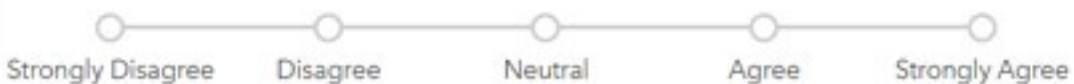
TJPDC delivers objective, high quality projects and/or services*



TJPDC has professional and dedicated staff*



TJPDC staff offer valuable expertise*



Thomas Jefferson Planning District Commission

Organizational Strategic Plan – FY 2024-2028

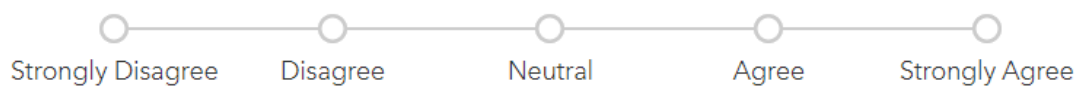
TJPDC communicates clearly and effectively with its member governments*



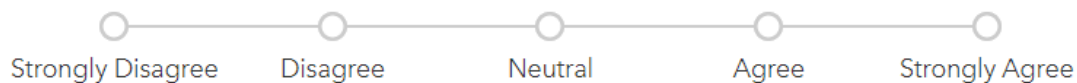
TJPDC is responsive to requests for services from its members*



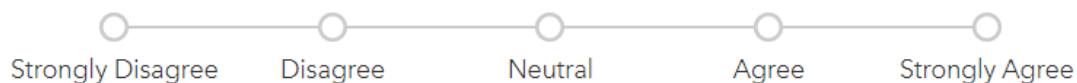
TJPDC is effective at identifying critical regional issues*



TJPDC provides innovative solutions to regional issues*



Member local governments show "ownership" of the TJPDC*



TJPDC is effective at leveraging state and federal resources to support local and regional initiatives*

Facebook Messenger

Strongly Disagree Disagree Neutral Agree Strongly Agree

TJPDC provides cost effective, high quality technical assistance*

Strongly Disagree Disagree Neutral Agree Strongly Agree

TJPDC's communication through email, print, e-news and social media is professionally delivered*

Strongly Disagree Disagree Neutral Agree Strongly Agree

TJPDC staff are effective at forming professional working relationships*

Strongly Disagree Disagree Neutral Agree Strongly Agree

TJPDC provides your local government a good value for the investment*

Strongly Disagree Disagree Neutral Agree Strongly Agree

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TJPDC 2023-2026 Strategic Plan

Closing

Thank you for taking the time to complete the TJPDC's 2023-2026 strategic planning survey. Your input is very valuable to us. At the close of the our planning process, we welcome the opportunity to share our final strategic plan with you.

Open Response Feedback

Please provide any additional feedback/comments that you have below.

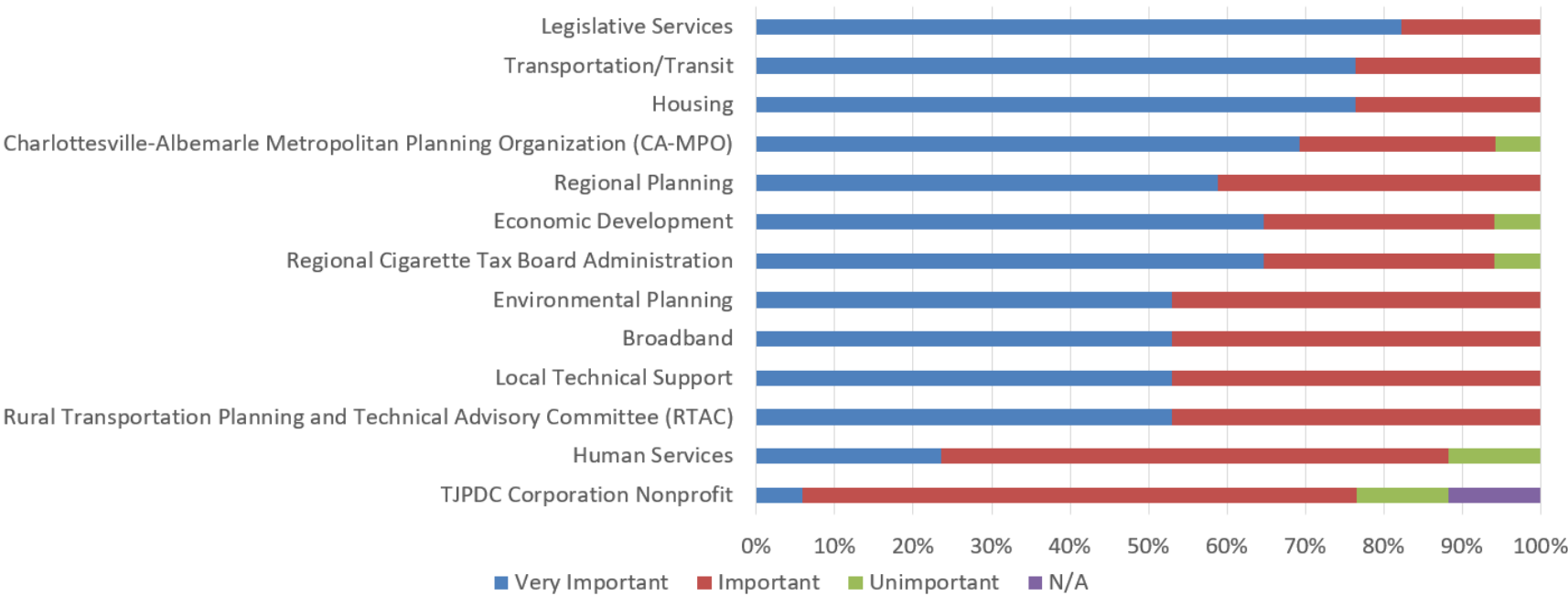
1000

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Survey Data

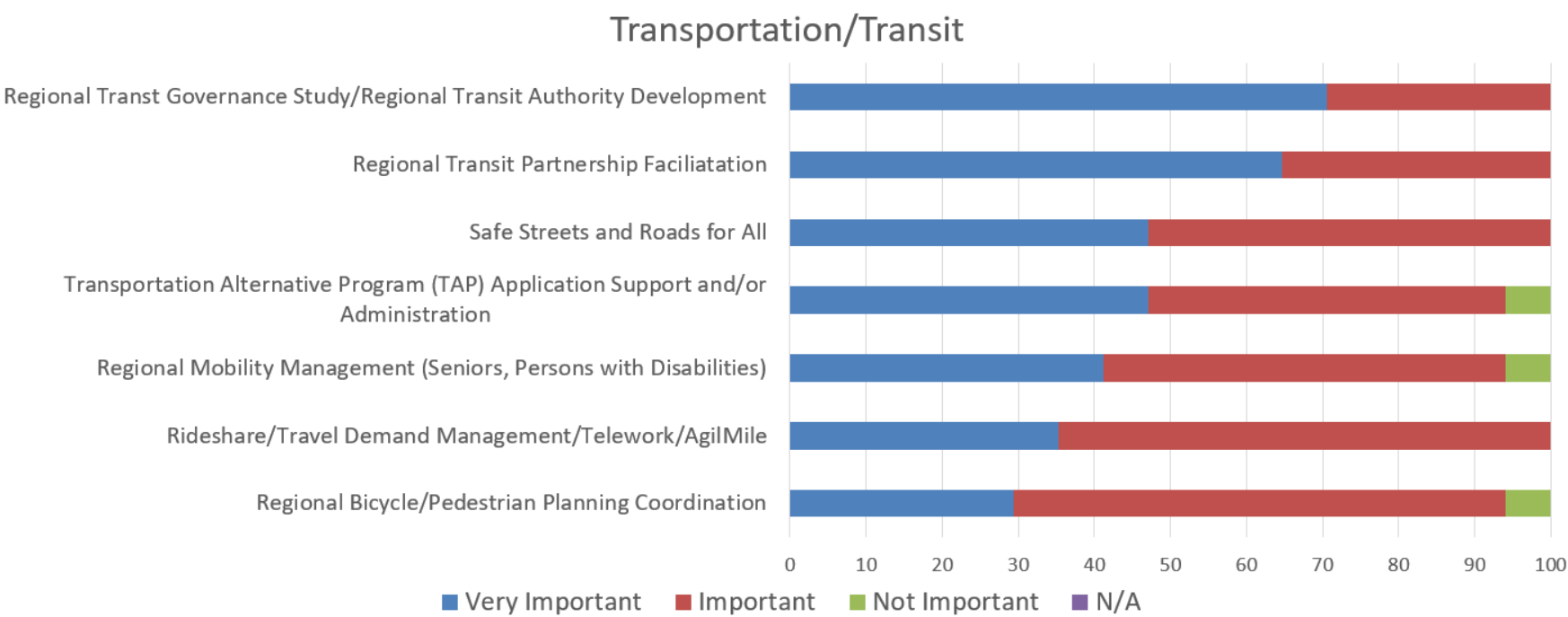
Priority Areas:

How important are the following priority areas for the TJPDC to focus on?

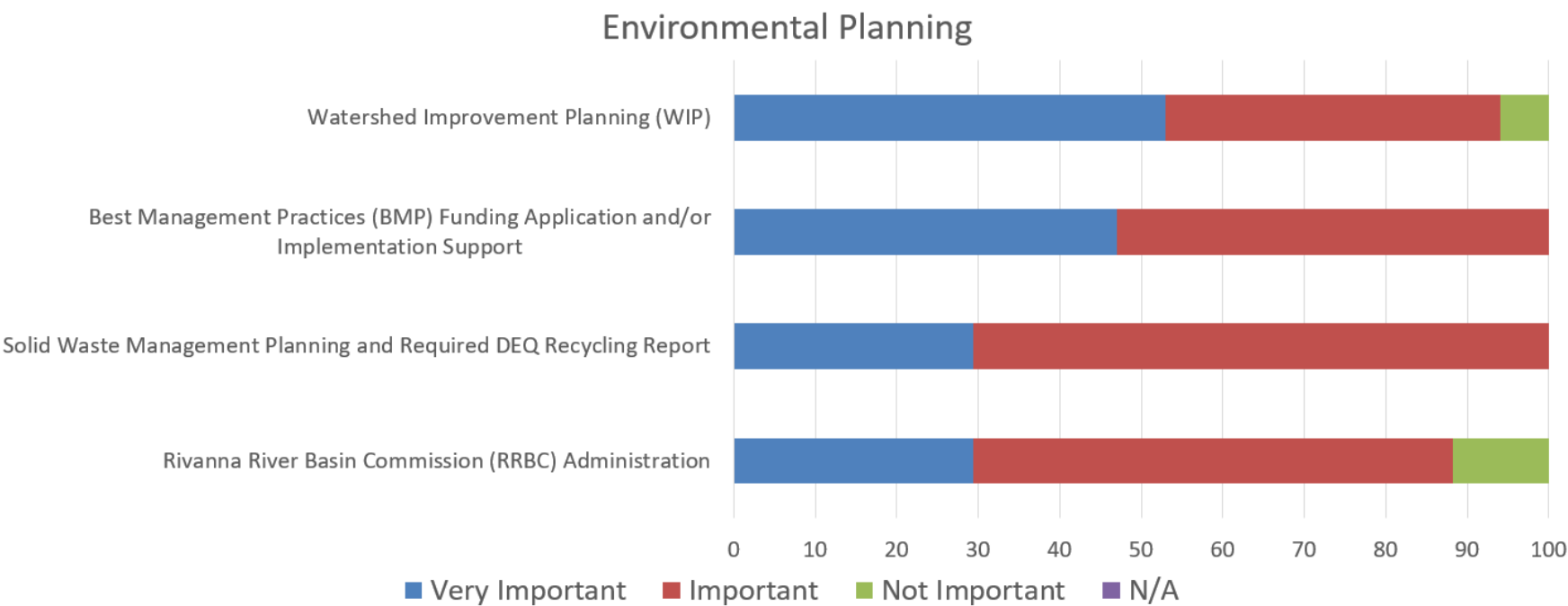


Programs/Projects: Transportation/Transit

How important are the following programs/projects?

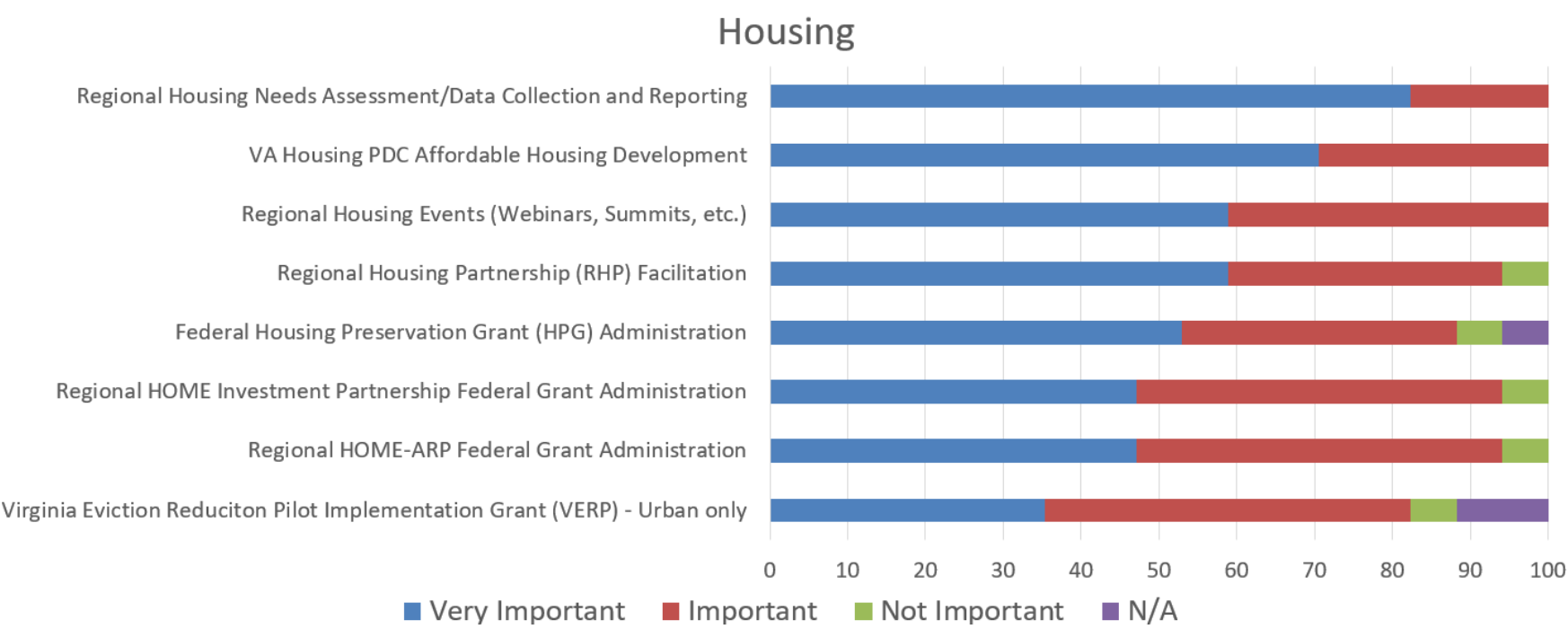


Programs/Projects: Environmental Planning
How important are the following programs/projects?



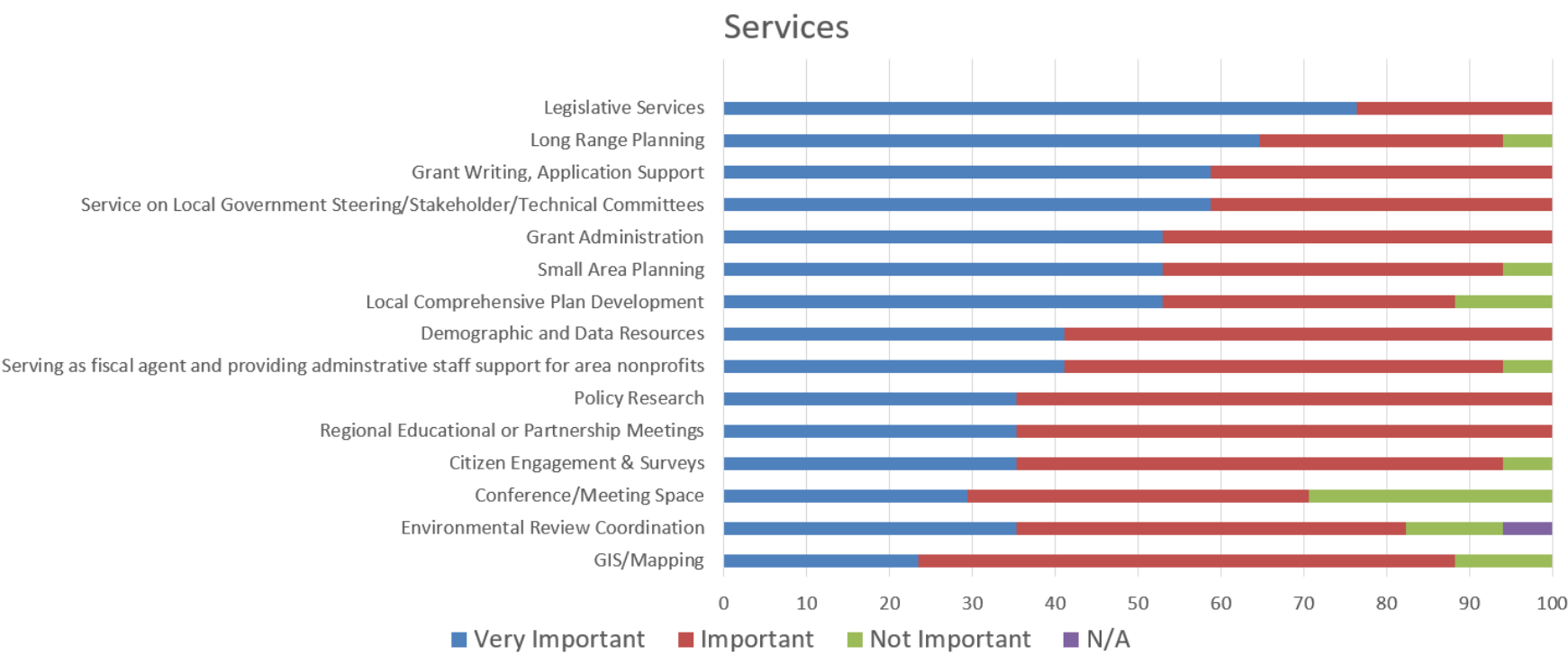
Programs/Projects: Transportation/Transit

How important are the following programs/projects?



Programs/Projects: Services

How important are the following programs/projects?

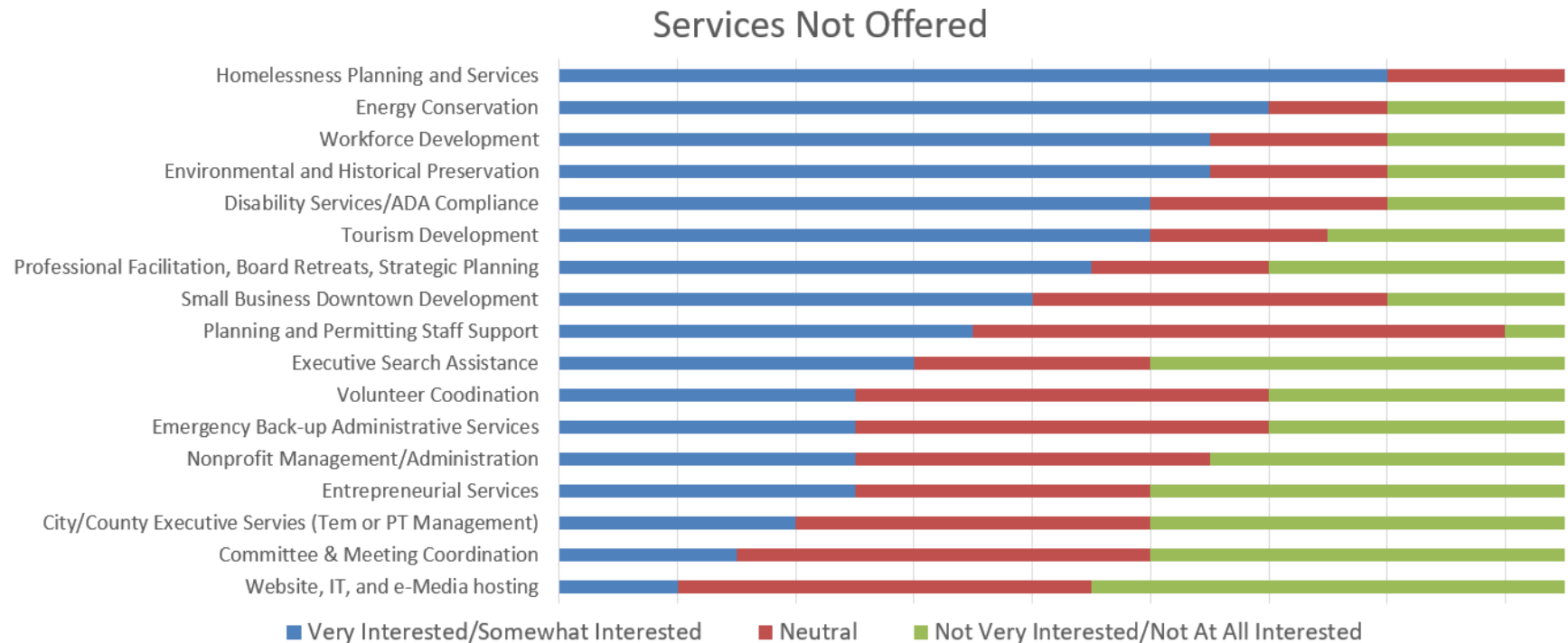


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Services Not Offered:

Please rate your level of interest in the following local and regional **services** that the TJPDC **does not** already provide, but that are provided by other Planning District Commissions, Regional Councils, or Council of Government in other states and/or areas of Virginia.



Performance:

Please indicate if you agree or disagree with the following statements.

Performance

