Thomas Jefferson Planning District Commission
Regional Vision ▪ Collaborative Leadership ▪ Professional Service

Thomas Jefferson Planning District Commission
Thursday, October 5, 2023 at 7 pm
In-Person Meeting
Water Street Center, 407 E. Water Street
Charlottesville, VA 22902

AGENDA

Join Zoom Meeting:
https://us02web.zoom.us/j/81364320086?pwd=OTN5R3RGKzZMdk5KaFFtSFBJdWhHZz09
Meeting ID: 813 6432 0086
By call-in: 1(301) 715-8592#

1. **Call to Order** — 7:00 – 7:00
   a. Call to Order, Roll Call – *Chair Gallaway, Ruth Emerick*
   b. Vote to Allow Electronic participation, if needed – *Ruth Emerick*
   c. Welcome to TJPD Commision – Philip d'Oronzio, City of Charlottesville Planning Commission – *Ned Gallaway*
2. **Matters from the Public** — 7:00 – 7:10
   a. Comments by the public are limited to no more than 2 minutes per person.
   b. Comments provided via email, online, web site, etc. *(Read by Ruth Emerick)*
   c. **Public Hearing:** Proposal for providing universal broadband access – *David Blount*
      i. Public Notice
      ii. Unsolicited Proposal
      iii. Adopted Private Public Education Act (PPEA) Guidelines *(link to guidelines on TJPDC Website)*
      iv. * **Resolution:** Resolution to Approve a Proposal for Providing Broadband Access
3. **Presentations**
   a. TJPDC Regional Transit Governance Study Update – *Lucinda Shannon* — 7:10 – 7:20
      i. Governance Study Overview Memo
      ii. Governance Study Phase III Memo
4. *** Consent Agenda** — 7:20 – 7:25
   Action Items:
   a. * Minutes of September 7, 2023 Meeting
   b. * August Financial Reports
      i. August Dashboard Report
      ii. August Consolidated Profit & Loss Statements
      iii. August Comparative Balance Sheets
      iv. August Accrued Revenue Reports
5. **New Business**
   a. Department of Housing and Community Development (DHCD) Annual Funding Contract – *David Blount* — 7:25 – 7:35
   b. Virginia Association of Planning District Commission (VAPDC) Funding Request – *David Blount*
6. **Old Business**
   a. * FY24-28 Agency Strategic Plan – *Christine Jacobs* — 7:35 – 7:45
   b. * FY25 Projected Operating Budget – *Christine Jacobs* — 7:45 – 7:55
      i. FY25 Projected Operating Budget Totals
      ii. FY25 Projected Revenue
      iii. FY25 Projected Per Capita and Local Contributions
      iv. ***Resolution:** Resolution to Approve the Fiscal Year 2025 TJPDC Projected Budget

7. Executive Director's Report 7:55 – 8:05

a. Monthly Report

8. Other Business 8:05 – 8:30

a. Roundtable Discussion by Jurisdiction

b. Next Meeting – November 2, 2023,
Items for Next Meeting:
   i. Finance Executive Committee 6:00 pm – Annual Audit Report
   ii. 7:00 pm – Annual Financial Audit Report and Acceptance
   iii. Quarter One (July-Sept) Financial Reports

9. *__ADJOURN__ 8:30

Designates Items to be Voted On

TJPDC fully complies with Title VI of the Civil Rights Act of 1964 in all programs and activities. TJPDC provides reasonable accommodations for persons who require special assistance to participate in public involvement opportunities. For more information, to request language translation or other accommodations, or to obtain a Discrimination Complaint Form, contact Lucinda Shannon at (434) 979-7310, lshannon@tjpdc.org or visit the website www.tjpdc.org.

TJPD Commissioners	
Ned Gallaway, Chair	Albemarle County
Jim Andrews	Albemarle County
Tony O'Brien, Vice Chair	Fluvanna County
Keith Smith, Treasurer	Fluvanna County
Dale Herring	Greene County
Andrea Wilkinson	Greene County
Tommy Barlow	Louisa County
Rachel Jones	Louisa County
Jesse Rutherford	Nelson County
Ernie Reed	Nelson County
Michael Payne	City of Charlottesville
Philip d'Oronzio	City of Charlottesville

TJPDC Staff	
Christine Jacobs	Executive Director
David Blount	Deputy Director
Ruth Emerick	Chief Operating Officer
Laura Greene	Finance Director
Sandy Shackelford	Planning and Transportation Director
Lucinda Shannon	Senior Regional Planner
Sara Pennington	TDM Program Manager
Ryan Mickles	Regional Transportation Planner
Curtis Scarpignato	Regional Transportation Planner
Laurie Jean Talun	Regional Housing Grants Manager
Lori Allshouse	VATI Program Director
Gorjan Gjorgjievski	VATI Administrative Assistant
Isabella O'Brien	Regional Environmental Planner
Otis Collier	BRCTB Compliance Agent
Gretchen Thomas	Administrative Assistant
Davy Sells	AmeriCorps VISTA Member - Housing

Public Notice: PPEA Unsolicited Proposal

- Post published:September 8, 2023

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The Thomas Jefferson Planning District Commission (TJPDC) herby provides notice pursuant to the Public-Private Education Facilities and Infrastructure Act of 2002 and its adopted Guidelines, that it has accepted for consideration an unsolicited proposal from Firefly Fiber Broadband for securing Fiscal Year 2024 (FY24) Virginia Telecommunications Initiative Act (VATI) funds. The proposal would provide universal broadband internet access to areas in the Counties of Cumberland, Goochland, Greene, Louisa, Madison, and Powhatan, and possibly others, which are part of the TJPDC's VATI 2022 grant, and that are unserved according to the definition of broadband in the VATI 2024 Program Guidelines and Criteria, with the VATI grant match to be provided by the Firefly and the Counties. Competing proposals will be accepted until 5 pm on Monday, September 25, 2023, and shall be submitted electronically via email to info@tjpdc.org.
For a competing proposal to be considered, it shall, at a minimum, provide the following:

- A plan for expanding, constructing, distributing, terminating, managing, and sustaining (including technology refreshes) universal FTTH coverage in the areas to be served.
- A description and supporting documentation of the proposer's ability and willingness to provide open access to physical infrastructure necessary for the project, including but not limited to, existing fiber and conduit.
- A description of the proposer's experience, capabilities, and qualifications in the ISP sector, including other networks the proposer has designed, built, maintained, or operated.
- A description of the proposer's plans to finance the project.

The foregoing list is nonexclusive. The TJPDC reserves the right to request clarification or supplementation of any proposal, including but not limited to, submission of additional documentation, response to specific questions and interviews with proposers.

The TJPDC will evaluate responsive proposals based on the proposer's industry reputation; experience; financial capacity; proposed design; schedule and timing; and project cost and funding sources. The TJPDC also will consider price as one factor in its evaluation, but shall not be required to select the proposal with the lowest price.

- **Full Proposal**

Unsolicited Proposal

For Fiber Network Expansion for Universal Broadband Access

Prepared for:
Thomas Jefferson Planning District

Prepared by:
Gary Wood | CEO
Dennis Reece | Director, Engineering and Operations

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Thomas Jefferson Planning District – Unsolicited Proposal for Universal Broadband Access

Christine Jacobs, Executive Director
Thomas Jefferson Planning District

Dear Ms. Jacobs,

Firefly Fiber Broadband appreciates the partnership with the Thomas Jefferson Planning District (TJPD) in a project to bring more than $300 million in infrastructure investment to the region with the construction of more than 4300 miles of fiber to bring internet access to more than 42,000 locations in thirteen counties that include TJPD members and other neighboring counties. The 2022 VATI grant project will ensure that every location in Albemarle, Amherst, Appomattox, Buckingham, Campbell, Cumberland, Fluvanna, Goochland, Greene, Louisa, Madison, Nelson, and Powhatan either within this project, through other VATI 2022 projects or through the present incumbent providers have access to broadband internet service. The Firefly project will build a state-of-the-art fiber optic network and deliver service at up to one gigabit per second speed/bandwidth to each location.

For the 2024 VATI grant program, the definition of an eligible location has been changed to include all locations that do not presently have a service that provides at least 100 Mbps download and 20 Mbps upload speed. This change allows thousands more locations to be eligible for grant funds to help offset the cost to bring fiber optic technology and gigabit speed internet access.

Firefly is excited to provide this proposal to partner with the Thomas Jefferson Planning District to develop a project and associated VATI application to assure that all newly defined unserved or underserved locations in the same 13 counties have access to broadband service that meets the new definition of served.

Firefly is a 5-year-old company that has almost 23,000 active accounts with a goal of exceeding 26,000 by year end. We have already established a reputation for high quality internet service and customer service.

- We are 100% FTTP Internet Service Provider
  - We have diverse connections to our upstream providers on 100Gbps circuits which can be expanded as needed
- We only offer two residential plans both with symmetrical speeds
  - 100Mbps for $49.99 and 1Gbps for $79.99
  - No data caps, no promotional pricing, no slow downs
  - Carrier Grade Wi-Fi 6 Router is included for FREE – no rental fees
- We are currently building 20-25 miles of fiber per week in rural Central Virginia. We operate the largest fiber network in central Virginia and one of the largest rural fiber networks in the state,
- We are an Eligible Telecommunication Company (ETC) and Competitive Local Exchange Carrier (CLEC); and we offer VoIP phone services, e-Rate, SIP trunking and other telecommunications services
- We also participate in the Lifeline Federal Assistance Program and the Affordable Connectivity Program (ACP)

Our attached proposal shares the details and demonstrates how we are the right partner for the TJPDC.

We look forward to meeting with you to discuss our proposal.

Best Regards,

Gary E Wood

Gary Wood
President and CEO

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Qualifications and Experience

Central Virginia Electric Cooperative (CVEC) is completing a project to build a fiber optic network across its 4500-mile electric distribution system in the next month, finishing in just four years and a full year earlier than the original schedule. Firefly Fiber Broadband is a wholly owned subsidiary of CVEC; it leases the full fiber network from CVEC and provides retail internet and voice over IP services to homes and businesses.

Virginia law does not allow an electric cooperative to sell retail internet service, but the Virginia code does allow electric cooperatives to own subsidiaries engaged in any legal business in Virginia. Firefly is a separate company, but it shares the executive management of CVEC and can call on the resources of the 110 CVEC employees as well as the 35 Firefly employees who are dedicated to the internet business. Firefly is not regulated and does not have territorial restrictions like its parent CVEC. As Firefly and CVEC are completing the electric cooperative fiber system, Firefly has begun to expand its wings to reach off system locations.

Firefly Fiber Broadband is led by a team with Gary Wood, Bruce Maurhoff, Tina Mallia, and Dennis Reece. The team has led the construction of the fiber network, the retail marketing effort and the delivery of retail internet service, proving the ability to complete fiber network construction on time, within budget constraints, and in compliance with federal, state and local laws and regulations. CVEC and Firefly have worked together to manage the finance and grant compliance for the fiber build. This same team is responsible for the pursuit, award, and administration of two grants from the Virginia Tobacco Region Revitalization Commission, two Virginia Telecommunications Initiative Grants, RDOF, CARES funding, several county-level grants, a $28.6 million FCC Connect America Fund II auction award, a $34 million Rural Digital Opportunity Fund auction award, a $28 million USDA ReConnect program grant/loan award, and a $14.1 million USDA ReConnect Round 2 grant within the past four years. In partnership with TJPD Firefly is embarking on the VATI 2022 project with $112 million in state and local grant funds. Firefly is well positioned financially and building an asset base rapidly; it is backed by its parent CVEC with 85 years of operating a rural utility system with sound financial practices and excellent credit.

Gary Wood is the President and Chief Executive Officer at Central Virginia Electric Cooperative (CVEC) & Central Virginia Services, Inc. (CVSI) dba Firefly Fiber Broadband (Firefly). With 32 years of service at CVEC, Mr. Wood has served as CEO of the electric cooperative since 2008. During his tenure, the electric cooperative has made great strides in improving reliability of service and has created Solar Share, a popular community solar program. CVEC regularly achieves high scores among its peers in member and employee satisfaction. Since 2018, Mr. Wood has overseen the development and build of the system-wide fiber network that is being constructed on CVEC infrastructure. The $130 million project, originally slated to take five years to complete, was completed one year earlier than expected. In 2021, Firefly announced their Regional Internet Service Expansion (RISE) program that seeks to combine private investment with state and federal support to offer internet to every underserved home or business in 13 central Virginia counties. Mr. Wood earned a BSEE from the University of Virginia as an electrical engineering undergraduate and an MBA from Auburn University.

Bruce Maurhoff is the Senior Vice President and Chief Operating Officer for CVEC & CVSI. He earned his engineering degree as an undergraduate at Grove City College in Pennsylvania. He has 35 years of experience in building electric distribution infrastructure in Georgia and Virginia electric cooperatives. He is known for consistently overseeing projects that are built safely and with long-term reliability in mind. Projects run smoothly because Mr. Maurhoff understands all the aspects of many projects and communicates them clearly. Mr. Maurhoff's vision for success is an asset to CVEC & CVSI. Without a doubt, he translates his vision to other employees, partner consultants and contractors at an operational level. He is familiar with construction requirements of the National Electric Safety Code as well as the unique requirements of the local organizations such as the Virginia Department of Highways. He serves on the board of the Blue Ridge Power Agency, an affiliate of CVEC. He is a registered professional engineer in the state of Virginia. Mr. Maurhoff's role includes oversight of Operations, Engineering, and Information Technology. Mr. Maurhoff leads the safety program for CVEC and led a CVEC-Firefly team that developed the first formal safety manual among cooperative fiber subsidiaries in Virginia.

Tina Mallia is the Vice President and CFO for CVEC & CVSI. Ms. Mallia has been instrumental in establishing the Cooperative as a leader in its industry. She is an energetic, innovative, and passionate leader who is an asset to CVEC for her financial expertise and for her much broader impact as a company officer. Ms. Mallia's sphere of influence is broad. Her role includes oversight of accounting, finance, human resources, member services and corporate communications. Ms. Mallia has created structure to improve efficiency and developed metrics that allow better analysis and uncover opportunities. She has led an effort to restructure debt and corporate financing to exploit the low interest rate environment, delivering improved margins and reducing future debt payments for generations of future cooperative members. Ms. Mallia is a Certified Public Accountant and earned her degree from Hofstra University in New York. Prior to joining the Cooperative 12 years ago, Tina served as an audit manager for an accounting firm in New York and Virginia.

Dennis Reece is the Director of Engineering and Operations of CVSI. Mr. Reece has more than 26 years of telecommunications experience. He was the Assistant General Manager and Chief Operating Officer of Citizens Telephone Cooperative, Inc. in Floyd, Virginia for twelve years before joining CVSI in early 2020. Mr. Reece has extensive experience with grants, regional/local partnerships, and fiber construction and operations. In 2009, he took the lead, in partnership with the New River Valley Planning District Commission, on an $11.5 million NTIA BTOP grant for a 200-mile middle mile fiber project; this was one of the few NTIA projects that was completed on time and on budget. In 2015, Mr. Reece led the creation of a master plan to build FTTP to all members of Citizens Telephone Cooperative and the plan started with building FTTH in the Town of Floyd in 2016. He took the lead on the VATI 2019 grant application for a $816,727 project in partnership with Floyd County to build FTTH to the Copper Hill area of the county. He also successfully managed the completion of two Virginia Tobacco Region Revitalization Commission grant projects. Mr. Reece earned an undergraduate degree from the Pamplin College of Business at Virginia Tech.

Mr. Reece will use his expertise experience to lead the build for this project, with the full support of the Firefly team with more than 100 years' experience in fiber system construction, operation and project management. He will also lead and oversee the team of contractors who will provide additional services for Firefly on the project. He is a local resident who is familiar with the region and who will give the project the priority it requires.

For construction, CVEC and Firefly have used the same team of Conexon for design and project management, and S&N Communications for fiber construction. Conexon is the leading fiber system designer in the electric cooperative community, responsible for tens of thousands of miles of design and construction oversight each year. S&N is a large regional contractor headquartered in Louisa, with experience in large projects such as Verizon builds in northern Virginia and Virginia Beach as well as Google fiber projects in Atlanta and San Antonio. Along with its utility partners in AEP, Dominion and Rappahannock Electric Cooperative, Firefly will deploy more 250 personnel daily in design and construction for the project. The high level of safety performance for S&N and their depth of staff to provide the necessary line technicians, equipment operators and splicers provide an assurance of success to the project.

Firefly has a proven record of success in fiber projects and success in growth and currently serves almost 23,000 active subscribers. Starting 2019 with 0 paying subscribers, it will approach 26,000 at the end of 2023. Firefly has operational staff, such as line techs and installers working out of Colleen, Appomattox, and Palmyra with customer service staff located at its office in Palmyra, VA. The company has the technical capabilities and the depth of labor to provide for installation in the homes of new subscribers and maintenance of the entire fiber system from communication hut to the wireless connections inside the homes. Firefly is hiring the best and brightest with experience in the industry and currently has 35 employees and growing. This local company will be a great partner for TJPD in assuring gigabit speed service is available at every unserved location across the region.

Firefly has experience with structures for the ownership of the fiber used to serve its subscribers. Firefly leases all fiber in CVEC cables, almost all fiber in REC cables and some fibers in Dominion cables as well as owning its own fiber assets when that option provides the most economical and timely solution to providing broadband service. For this project, Firefly will use the same method of reviewing options for direct ownership as well as having its utility partners Dominion Energy and Rappahannock Electric Cooperative use the build and lease model to provide the fiber necessary to assure universal service to unserved locations within the region.

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Project Characteristics

The project will seek to make world class, fiber-to-the-home connected internet service at speeds up to one gigabit per second available at every home and business location identified as unserved within the 13 counties. The first option for construction would be utilizing existing utility poles. Firefly has a close relationship with American Electric Power (AEP), Dominion Energy, Rappahannock Electric Cooperative (REC) and Southside Electric Cooperative from other projects and will work to determine the best possible options for leveraging these assets already in place. If the make ready work to prepare the poles makes the aerial build cost prohibitive, Firefly will consider building underground facilities. There are no known environmental or condemnation impacts. The Virginia state code includes a provision that allows facilities for internet access to be placed in existing utility easements, reducing the need for individual easements and rights of way. Firefly will obtain any other easements necessary to assure success of the project.

Firefly will operate and maintain the system after construction with Firefly network and operations staff for all fiber owned by Firefly and REC, and Dominion will provide maintenance for any fiber it owns and leases to Firefly. Firefly builds its network to local, state, and federal requirements and works closely with the utilities and with Virginia Department of Transportation (VDOT) including permits and bonding requirements.

Firefly understands the interest of TJPD and the partner counties on an expedited timeline. The project schedule will be dependent somewhat on the method of construction and on the completion of the adjacent facilities in the 2022 VATI project. The project will leverage the construction built in the 2022 VATI project. The 2024 VATI project will begin after contracts are in place for the project and continue for 18 months.

Internet service will be available at symmetrical gigabit level speed to every home and business. Firefly has a 100Gbps backhaul connection from the network head end that can be easily expanded as necessary to ensure each user will be able to transmit and receive at the 1 Gbps rate should they choose to. Expansion to 200Gbps is anticipated as the subscriber base grows. Network monitoring will ensure there is never a slow down or lack of bandwidth for the users to access the internet at the speed at which they pay.

The broadband services being offered will be Fiber to the Premise (“FTTP”). Both Passive Optical Network(“PON”) and Active Ethernet equipment can be used to meet both residential and business needs. PON is a shared bandwidth technology and Active Ethernet is dedicated bandwidth. For Residential (Fiber to the Home) (“FTTH”) service, G-PON will be deployed and for Business Fiber service either G-PON or Active Ethernet will be used based on business needs. As needed, a different card can be inserted in a hub chassis and 10G-PON can be run on the same fibers as the G-PON and offer even higher speeds once we upgrade the equipment at the select homes/businesses.

Our tiered pricing structure has no contracts, bandwidth limits, data-caps, overages, and no hidden fees or introductory pricing. A carrier-grade Wi-Fi 6 (latest standard) router is included at no charge, and only symmetrical bandwidth plans are offered. There are two residential plans: 100Mbps for $49.99 / month and 1Gbps for $79.99 / month. Standard business plans are 100Mbps for $79.99 / month; 250Mbps for $149.99 / month; and 1Gbps for $249.99 / month. Advanced business services are offered and include dedicated point-to-point or point-to-multipoint connections, and these are quoted on a case-by-case basis. Residential voice with unlimited long distance is $34.99 / month if stand-alone; a $5 credit is given if combined with internet service. Business phone service starts at $29.99 / month with unlimited long distance.

Firefly is an active participant in the federal Affordable Connectivity Program (ACP) which provides a $30 monthly supplement to qualified applicants to help offset monthly charges for low and moderate income households, veteran households and others. Firefly is committed to exploring and accessing all possible methods to make internet service affordable to every household.

With its subscriber satisfaction priority and service first focus, Firefly is the best partner for TJPD to assure universal broadband access within the region. We have experience in rural infrastructure construction, maintenance and operation. Both Firefly and CVEC have recent subscriber and member satisfaction scores among the best in the nation. We are local, and Firefly's ownership does not prioritize profit over service. Firefly is the right fit for rural broadband and for a partnership with TJPD.

Project Scope, Permits and Financing

The project will identify all unserved households and develop a plan to assure service is available to each through the expansion of the Firefly fiber networks or in rare occasions, the use of the Virginia state long extension assistance plan to connect the location to incumbent providers. The initial estimate without detailed development is that there are between 2000 and 3000 unserved locations that do not have available 20 mbps upload and 100 mbps download speed internet service within the 13 counties.

We are including a map showing the 13 counties and the area already served by Firefly. There are several known areas for inclusion in the project and they are circled in red. Further investigation during the development of the project might lead to additional locations. Goochland, Powhatan, and Louisa have areas for further investigation and other counties might also have areas of unserved locations.

Firefly will use a combination of speed test surveys, field data gathering and county government input to finalize the project scop in time for the final VATI application to be completed.

At present, known permit requirements include the Virginia Department of Transportation and regional railroads for work done within their easements, and local planning departments for any hut locations. The new fiber will cross the incumbent electric utilities who are partners to Firefly as well as rural water and sewer utilities in the areas within the project. The final scoping will identify any other necessary permits. Firefly is familiar with the permit application processes and will assure that permits are available on a timely basis.

As the areas requiring extended service get smaller and more sparse, the cost to serve them goes up on a per passing basis. Combined with the cost impacts of constrained supply chains and labor markets push the total price up. Higher density in some areas help balance the increased capital cost on a per passing basis. Preliminary estimates are for the project to cost $15 million to $25 million, but the cost may go up if other areas of need are identified.

Firefly has looked at the cost, revenues, and margins closely. Firefly can support approximately $4,000 in investment per connected home in rural areas. Given that some locations in this project might overlap cable providers who are not delivering 20 mbps upload but still be the internet provider of choice for subscribers, Firefly assumes a 50% initial take rate. The budget and level of grant request will be calculated on this basis.

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The necessary capital to match the grant funding request will come from Firefly for the Firefly owned fiber, from REC for the REC owned fiber and from Dominion should fiber be needed through their middle mile program. Each of those entities is financially sound and capable of providing equity and accessing the necessary debt from multiple sources to finance the construction of the network. Firefly has relationships with multiple private banks for fiber infrastructure loans.

Project Benefit and Compatibility

Fiber to the Home (FTTH) or Fiber to the Premise (FTTP) offer a lot of benefits to a community, including tax revenues, economic development, remote work, and remote learning.

The pandemic highlighted the need for true broadband services with higher upload speeds not just download. With families attempting to work from home and students attending virtual classrooms as shown that asymmetrical broadband even with a high download can cause performance issues within the home. A high definition 1080p video call uses 3.8 Mbps upload and 3Mbps download; when you have two adults using this for work and kids using this or something similar for remote classrooms, a 10Mbps bandwidth upload can quickly bottleneck causing video and audio issues, especially if other devices are using bandwidth at the same time.

Firefly has experienced great interest and enthusiasm for its projects bringing fiber throughout the local central Virginia communities. Firefly also embraces each opportunity to become an active community member and supporter, giving back to the subscribers through sponsorship of local events and support for local groups providing technical training to enhance digital literacy. The region will benefit indirectly in many ways.

Regional residents will benefit directly from having reliable, competitively priced broadband service. A typical family in CVEC territory realizes $1500 to $2500 in savings depending upon previous provider prices for internet service, telephone service and television subscriptions. Even those who do not choose Firefly often benefit when incumbent providers offer more competitive pricing once Firefly service is available in the area.

Residents and the county governments benefit from higher home values. A study in 2015 found that on average having FTTH will increase the value of a home by 3.1% and up to 7% for gigabit connected homes.

- https://www.fiberbroadband.org/blog/study-shows-home-values-up-3.1-with-access-to-fiber
- For a home valued at $170,000, that is an increase ranging from $5,270 to $11,900.

The economic development benefits of FTTP in a community has been researched, but it hard to be put an exact number due to external variables and most studies that can found online are from outside the US. Having FTTH for employees living in the community is an important factor in attracting and retaining employees in addition to the business benefits and the attraction of new employers.

- Deloitte can out with a study in April 2021 titled “Broadband for all: charting a path to economic growth”. This study highlights the impact of the COVID-19 pandemic has placed on the US economy at a pivotal moment when economic prosperity depends on reliable, affordable, and fast internet connectivity to all as well as how it has highlighted significant gaps and the digital divide. It also looks at the economic benefits of broadband.

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- https://www2.deloitte.com/content/dam/Deloitte/us/Documents/process-and-operations/us-broadband-for-all-economic-growth.pdf

Fiber is future proof, and it can help revitalize communities. A recent study has demonstrated how valuable a fiber network can be to a city. Chattanooga, TN built a citywide fiber optic network a decade ago and since then has had an economic impact of over $2.69 billion. According to a study produced by the University of Tennessee the project saved or created 9,516 jobs in Hamilton County. The network has enabled residents and businesses to continue to operate even through the pandemic. Amongst some of its important benefits, the infrastructure has helped to close the digital education divide enabling low-income households to have internet access.

The project fits into the goal of the Commonwealth and the recent federal goal of having fiber-based internet broadband access to as many locations as possible. It will enhance economic development opportunities for the TJPD and the surrounding central Virginia region, as all businesses today consider access to broadband to be as essential to their operation as having adequate electric service. The project will not have any negative impact on planning or zoning or other aspect of land use. It is good project, and a necessary project for the counties within the regional project to continue to thrive for the decades ahead.

Firefly References

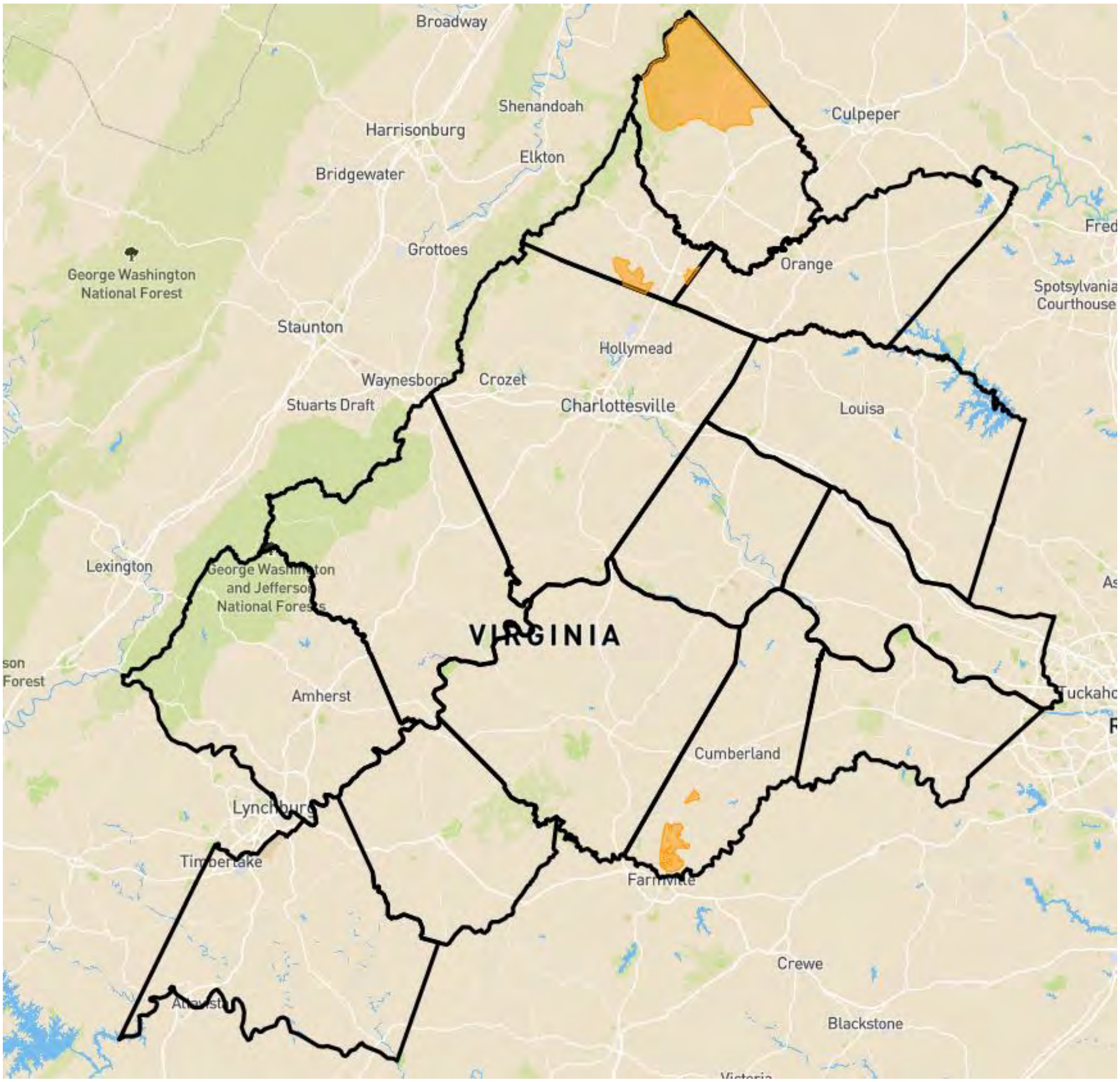
Michael Culp, Director of Broadband Accessibility and Affordability Office
Albemarle County
434-296-5891
mculp@albemarle.org

Eric Dahl, County Administrator
Fluvanna County
434-591-1910
edahl@fluvannacounty.org

Christian Goodwin, County Administrator
Louisa County
540-967-3400
cgoodwin@louisa.org

Addendum 1: Map

The map shown below are areas previously identified as unserved and/or underserved and were included in the TJPDC VATI 2023 submission. We are working with each of our county partners to identify additional areas that also meet this definition and that might be added to this proposal/project. This map is subject to change.



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RESOLUTION to APPROVE a PROPOSAL for PROVIDING BROADBAND ACCESS

WHEREAS, under §§ 56-575.1 *et seq* of the *Code of Virginia*, and the Guidelines for the Public-Private Education and Infrastructure Act of 2002, which were adopted by the Thomas Jefferson Planning District Commission (TJPDC) on April 7, 2022, the TJPDC is authorized to develop and/or operate public-private partnerships for a wide range of qualifying projects; and

WHEREAS, the TJPDC on September 7, 2023, accepted for consideration an unsolicited proposal from Firefly Fiber Broadband (Firefly) to provide a qualifying project related to universal broadband access and to partner with TJPDC in an application for VATI 2024 grant funds; and

WHEREAS, the TJPDC subsequently provided notice of accepting additional competing proposals; and

WHEREAS, the TJPDC received no such competing proposals and has conducted a public hearing on proposals that were received; and

WHEREAS, the TJPDC has determined the unsolicited proposal would deliver broadband internet access in areas that are unserved, according to the definition of broadband in the VATI 2024 Program Guidelines and Criteria, in several counties in the Central Virginia area; now, therefore be it

RESOLVED, that the Thomas Jefferson Planning District Commission does hereby approve a proposal from Firefly under its adopted Guidelines for the Public-Private Education and Infrastructure Act of 2002; and be it further

RESOLVED, that the TJPDC Commission authorizes the Executive Director to proceed to negotiate and award a comprehensive agreement with Firefly; and be it further

RESOLVED, that the Commission authorizes the Executive Director to take all other actions necessary, consistent with the Commission Bylaws and approved Procedures Governing Purchases, to facilitate a comprehensive agreement, to include the authority to enter into an interim agreement, if necessary, with such entity during the negotiation process.

Adopted this 5th day of October, 2023.

______________________________	______________________________
Christine Jacobs, Executive Director Thomas Jefferson Planning District Commission	Ned Gallaway, Commission Chair Thomas Jefferson Planning District Commission
____________________	____________________
Date	Date

Regional Transit Governance Study For Region 10

Update

Thomas Jefferson Planning District Commission

Study Overview

Transit Governance Study

01 Project goals

02 Existing conditions

03 Peer study

04 Stakeholder engagement

05 Revenue generation

06 Governance options

07 Stakeholder engagement

08 Final recommendations

Board Membership

What are some initial thoughts on board representation?
What if an interim initiative were an option?

Potential factors for determining board representation

- Rev miles and rev hours of service by mode
- Local funding support
- Funding contributions to paratransit service and demand response service

Role of Authority In Transit Planning and Decision Making

Powers

- Prepare a regional transit plan for all or a portion of the areas located within boundaries of each member locality
- Once plan is adopted, power to construct or acquire, by purchase, lease, contract, or otherwise, the transit facilities specified in the plan
- Power to make, assume, and enter into contracts, agreements, arrangements, and leases with public or private entities as the Authority may determine
- Enter contracts or arrangements with its members, or other transit commissions of transportation districts adjoining any member, any authority, or state, local, or private entity

What are your thoughts on transit planning in the region, considering existing entities? E.g., CAT and Jaunt

Indicators of Accountability

Representation
- Board membership from jurisdictions that embrace authority
- Elected officials as members
- Ex-officio members from state level (DRPT/House/Senate/CTB)

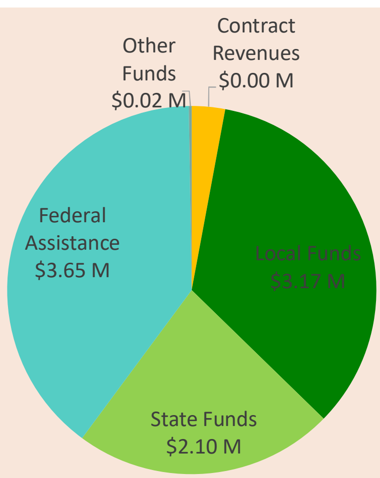
Technical Advisory
- Committee comprising one staff member from each jurisdiction and one from each non-voting member (e.g., DRPT, VDOT, TJPDC, MPO, transit operators, etc.)

Decision-Making Criteria
- Identify criteria/guiding principles for regional investments (e.g., equity, economic impact, multimodality, etc.)

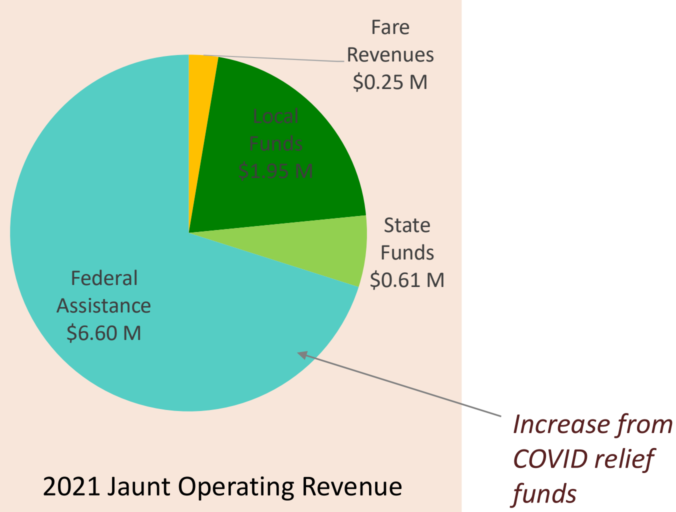
Financial Reporting
- Creation of separate fund for new revenue
- Development of plan to prioritize transit projects of regional significance – in collaboration and approved by board members
- Requirement of annual documentation if funds are disbursed to another entity

Funding Oversight
- Finance committee to oversee financial activities (e.g., quarterly expenditure reviews) – elected officials and CTB

Current State of Transit Funding



2021 CAT Operating Revenue



2021 Jaunt Operating Revenue

Regional Vision Plan Operating Cost Estimates

	Constrained*	Unconstrained*
Approximate Total Costs (Transit Vision Plan)	$ 35,139,400	$ 85,014,700
Anticipated Federal Contribution	$ (6,467,565)	$ (6,467,565)
Anticipated State Contribution	$ (9,729,820)	$ (23,022,460)
Total Public Assistance	$ (16,197,385)	$ (29,490,024)
Deficit	***$ 18,942,015***	***$ 55,524,676***

**Note: Does not include costs associated with capital investments and ADA paratransit service requirements for fixed route expansions*

Local Funding Options - Discussion

Type	Description	Advantage	Potential Challenge
General Fund Expenditures	Contributions from the general funds of localities to fund service	• Localities can decide on amount of service to purchase annually based on local priorities	• Varies depending on local priorities making it less predictable & reliable • Amount and type of service can change by budget cycle making it less reliable for customers • Potential strain on local resources • Variability in transit funding makes long term transit planning difficult
Sales Tax*	A tax on the sale of goods or services purchased. (Not including tax for non-prepared foods)	• Most common source for local and regional transit services • Moderate public acceptance • Potential to produce high yields • Relatively stable and predictable • Minimal cost for implementation as sales taxes are already collected	• Potential to impact lower income individuals than other socioeconomic levels.
Transient Occupancy /Lodging Tax	A tax on lodging establishments	• Does not directly impact residents • Moderate public acceptance as a transit funding source in Virginia due to implementation in other regions	• Revenue yield may be minimal in some areas • Potential implementation challenge with rural areas with no established lodging tax

Local Funding Options - Discussion

Type	Description	Advantage	Potential Challenge
Personal Property Tax	In Virginia, a tax on the value of all motor vehicles, trailers, mobile homes, boats, and aircrafts	• Relatively stable source • Ease of implementation as property taxes are already collected in most jurisdictions	• Potential public resistance to increase if rate is significant
Regional/ Supplemental Fuels Tax	A tax on distributors who sell fuels at wholesale to retail dealers for retail sale	• Relatively accepted user fee to related to the social cost of driving • Potential to reduces instability of source by including different types of fuel	• If increasing fuel taxes increase demand for transit, it simultaneously reduces the source of revenue • More fuel-efficient cars could decrease this revenue source • Value could erode over time if not indexed to inflation
Real Estate Tax	A tax on the assessed on the value of land and buildings	• Widely used to finance transit and typically considered a default funding source • Relatively stable source • Ease of implementation as property taxes are already collected in most jurisdictions	• Minimal potential to shift development between jurisdictions

Estimated Revenues from Additional Sources- Sales Tax

Estimated revenues from additional 0.7% sales tax in millions of dollars

Added Revenue from 0.7%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$16.3	$16.4	$16.6	$16.8	$16.9	$83.0
Charlottesville	$10.2	$10.3	$10.4	$10.5	$10.6	$51.9
Fluvanna	$1.9	$1.9	$1.9	$1.9	$1.9	$9.5
Greene	$2.2	$2.3	$2.3	$2.3	$2.3	$11.4
Louisa	$5.0	$5.0	$5.1	$5.1	$5.2	$25.3
Nelson	$1.1	$1.1	$1.2	$1.2	$1.2	$5.8
Total	$36.6	$37.0	$37.4	$37.7	$38.1	$186.8

*0.7% is consistent with sales tax rates used to support **transportation** projects for HRTAC, CVTA, and NVTA (not transit only)*

Estimated Revenues from Additional Sources- Lodging Tax

Estimated revenues from additional 0.5% lodging tax in millions of dollars

Added Revenue from 0.5%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$0.2	$0.2	$0.2	$0.2	$0.2	$1.0
Charlottesville	$0.5	$0.5	$0.5	$0.5	$0.5	$2.5
Fluvanna*	$0.1	$0.1	$0.1	$0.1	$0.1	$0.5
Greene	$0.1	$0.1	$0.1	$0.1	$0.1	$0.3
Louisa	$0.1	$0.1	$0.1	$0.1	$0.1	$0.5
Nelson	$0.1	$0.1	$0.1	$0.1	$0.1	$0.6
Total	$1.0	$1.1	$1.1	$1.1	$1.1	$5.4

**Fluvanna County currently has no transient occupancy tax, there are no current revenues to determine future projections. Louisa County was therefore used as a proxy in the analysis.*

Estimated Revenues from Additional Sources- Personal Property Tax

Estimated revenues from additional 0.5% tax in millions of dollars

Added Revenue from 0.5%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$5.5	$5.6	$5.7	$5.8	$5.9	$28.5
Charlottesville	$1.5	$1.5	$1.6	$1.6	$1.6	$7.9
Fluvanna	$1.2	$1.3	$1.3	$1.3	$1.3	$6.4
Greene	$0.7	$0.7	$0.8	$0.8	$0.8	$3.8
Louisa	$2.4	$2.4	$2.5	$2.5	$2.6	$12.5
Nelson	$1.2	$1.2	$1.2	$1.2	$1.3	$6.0
Total	$12.5	$12.7	$13.0	$13.3	$13.5	$65.0

Estimated Revenues from Additional Sources- Real Estate Tax

Estimated revenues from additional 0.1% tax in millions of dollars

Added Revenue from 0.1%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$24.1	$24.6	$25.1	$25.6	$26.1	$125.3
Charlottesville	$10.6	$10.8	$11.0	$11.2	$11.4	$55.0
Fluvanna	$3.1	$3.2	$3.2	$3.3	$3.3	$16.1
Greene	$2.7	$2.7	$2.8	$2.8	$2.9	$13.9
Louisa	$6.5	$6.6	$6.8	$6.9	$7.0	$33.8
Nelson	$3.2	$3.3	$3.4	$3.4	$3.5	$16.8
Total	$50.1	$51.1	$52.2	$53.2	$54.3	$260.9

Next Steps

- Undertake next round of one-on-one meetings with jurisdictions
- Finalize development of governance options
- Develop Phase IV memo and final report


Thomas Jefferson
Planning District Commission
Thank you!

Thomas Jefferson Planning District Commission

Regional Transit Governance Study Summary

Introduction

Over the past several years, the Thomas Jefferson Planning District Commission (TJPDC) has worked collaboratively with its member jurisdictions to improve transit service in the region. In the past year, the region undertook a collaborative effort to develop a Transit Vision Plan to establish a clear, long-term vision for efficient, equitable and effective transit service for the region. Led by the TJPDC and supported by the City of Charlottesville, Albemarle County, and DRPT, the Transit Vision Plan established a unified vision for transit service in Region 10, which is made up of the counties of Albemarle, Fluvanna, Greene, Louisa, Nelson, and the City of Charlottesville. Table 1 provides some brief highlights of the transit vision networks.

Table 1 Summary of Transit Vision Network Improvements

Unconstrained Network	Constrained Network

• Improved frequency for fixed routes in urban areas including BRT from US 29 through UVA, downtown, to Pantops
• Expanded fixed routes serving every jurisdiction in region
  – Eight new fixed route bus services (hourly service including weekends)
• Supplementary on-demand zones in lower-density areas to connect to regional network
• Expanded hours and days of service (seven days a week)
  – 7am to 8pm on most urban and regional networks (some running to midnight)
  – More all-day service during morning and evening peak periods and during the middle of the day
	• All fixed routes operate seven days a week
	  – Increased frequency (15, 20, and 30 min) on weekdays and more 20- and 30-min routes on Saturdays.
	  – All fixed routes run on Sundays
	• All CONNECT routes to run seven days a week with two additional daily trips
	  – Two new CONNECT routes
	  – Additional weekend service
	• Expanded Circulator services in Nelson, Greene, Louisa, and Fluvanna counties to run all day, seven days a week (intra-county)
	  – Expanded Albemarle County rural demand response service

Subsequently, this follow-up study on regional transit governance will identify governance options for regional transit and increase transportation investments to achieve regional transit priorities. The study focus is on identifying options for a governance body that can steward any additional transit revenues generated; the scope does not include strategies or approaches for consolidating current transit operations.

This study has two main goals:

1. Identify strategies for dedicated transit funding to augment current jurisdictional costs for transit.
2. Identify a governing structure that can manage and account for the use of the additional transit funds, better capture and allocate the full costs of service, and ensure transparency.

The additional funds will support the implementation of the services in the transit vision plan, increasing transportation services across the region.

Process Overview

To achieve these goals, the study team adopted a five-phase approach shown in Figure 1. The study is currently finalizing Phase III, Potential Revenue Generation. The final study recommendations are expected in December 2023.

Phase 1: Existing Conditions
- Review of existing Transit operators in region
- Comparative legislative anlaysis of Charlottesville-Albemarle RTA

Phase II: Peer Study of Regional Transit Governance
- Review case studies of transit governance structures
- Identify governance lessons and strategies for Charlottesville Region

Phase III: Potential Revenue Generation
- Identify potential transit funding mechanisms
- Estimate the associated funding yields from the feasible sources identified
- Develop revenue models with five-year projections based on estimated Transit

Phase IV: Develop Governance Scenarios & Funding Allocations
- Identify options for transit governance and funding
- Facilitate consensus on prefered alternative

Phase V: Evaluate and Recommend Governance Structures
- Evaluate and document final governance alternatives

Figure 1 Study Approach

The core study team is made up of representatives from the TJPDC, City of Charlottesville, Virginia Department of Rail and Public Transportation (VDRPT), and AECOM (consultants). The study team coordinates with a steering committee comprising representatives from Albemarle, Fluvanna, Louisa, Nelson, and Greene counties, as well as, from University of Virginia (UVA) and the City of Charlottesville.

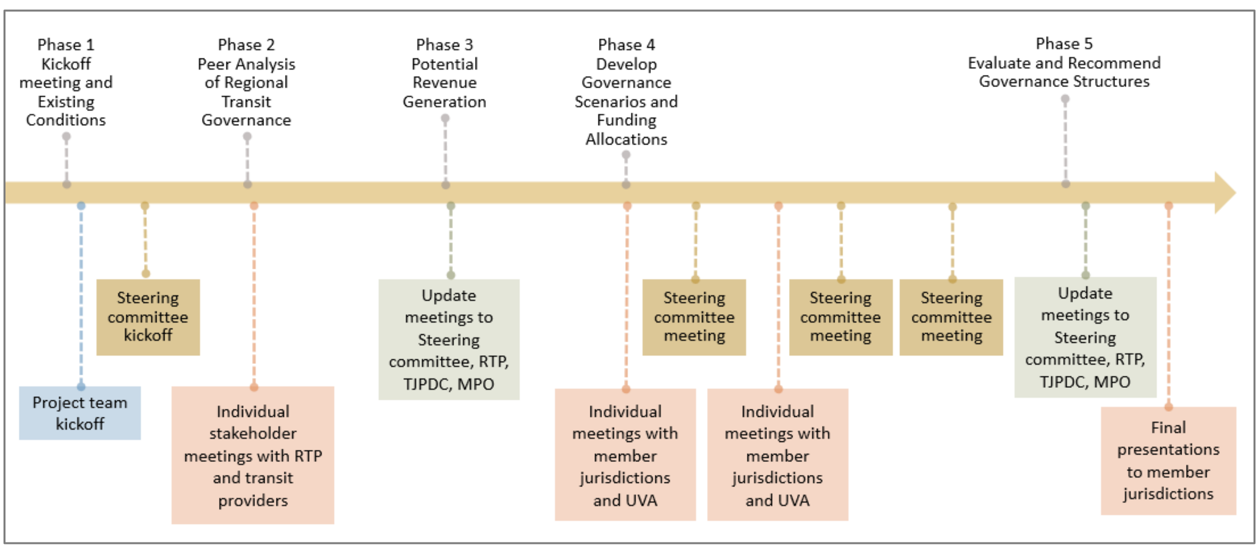


Figure 2 Stakeholder Engagement Map

Key Findings to Date

Existing Legislation for a Regional Transit Authority

The legislature provided for the Charlottesville-Albemarle Regional Transit Authority (CARTA) as early as 2009 with subsequent amendments. The authority was established as a service delivery organization, with the contracting, financial (including bonding), and acquisition and operating powers necessary. Its authority is for transit. Charlottesville and "all or portions of Albemarle County" are the essential boundaries, but additional portions of Albemarle, Fluvanna, Greene, Louisa, and Nelson counties as well as cities, towns, tourist-driven and public transit agencies, and higher education agencies may join as members.

There is no provision in the current CARTA legislation for funding, which would need to come from federal, commonwealth, and local sources.

Other frameworks exist for regional transit governance. A peer review of six agencies with similar demographic, geographic, and operating characteristics to the Charlottesville Region showed various governance structures including transit service provided by a ***town department*** with funding from a university (Blacksburg Transit); ***public transportation corporation*** funded through local property and income taxes (Bloomington Transit); a ***joint municipal authority*** funded by member municipalities (CATA); ***501 (c)(3) nonprofit*** funded through general fund contributions from a city, county, and university (TCAT, Ithaca); and a ***transportation authority*** (TheRide, Ann Arbor) and city department (ICT, Iowa City) both funded through local property taxes.

After reviewing the current RTA legislation in comparison with other Virginia RTAs[1], reviewing regional peers, and holding discussions with regional stakeholders, recommendations for the transit governance structure will likely fall under one of three options below:

1. Establish a new authority with funding provisions at the state legislature (comparable to CVTA or HRTAC)
2. Modify existing CARTA legislation to provide additional funding authority
3. Modify another framework to provide additional authority

Phase IV of the study will explore potential structures for governing transit by outlining alternatives that show various memberships/participation from regional partners.

Potential Transit Funding Options

Two transit network alternatives were developed as part of the Transit Vision Study. Operating costs for the two alternatives were estimated at roughly $35.5 million and $85 million per year for the constrained network and unconstrained network respectively. Both options provide a drastic improvement to current transit service across the region including increased routes, frequencies, and days of service for the urban areas; and micro transit options and all-day service, seven days a week into the city from the lower density areas. Detailed descriptions of the transit service improvements can be found in the study report.

[1] Hampton Roads Transportation Accountability Commission (HRATC), Central Virginia Transportation Authority (CVTA), and Northern Virginia Transportation Authority (NVTA).

Public transportation is funded through a combination of federal, state, local, and internally generated sources (e.g., fares, advertising, etc.). Average operating costs per year for current transit service in the region (not including UTS) is approximately $18 million per year with the local component making up about a third (~$5 million[2] in 2021) of the total amount. A substantial increase in local funding is required to meet the funding gap between current transit funding and the future funding needed for increased transit service across the region.

In Phase III of this study, the universe of potential revenue sources was explored and distilled to a list of potentially feasible options with a past record in the Commonwealth (e.g., funding sources for CVTA, HRTAC, NVTA). The main sources include the following:

- Sales tax
- Grantors tax
- Fuel tax
- Transient occupancy tax/lodging tax
- Recordation tax
- Toll revenues
- Interstate Operations Enhancement Program
- Truck registration fees

Subsequently, the study team is engaging stakeholders on the potential feasibility of these options at the state level (General Assembly) and at the jurisdiction level.

Next Steps

The next steps will cover additional stakeholder engagement to discuss example governance scenarios and the resulting funding allocations. By the end of this study, we hope to accomplish the following:

1. Reach consensus with regional stakeholders on feasible options for a transit governance structure in the region (e.g., membership, board representation, authorities, and powers).
2. Identify potential funding mechanisms and associated estimated projections for improving transit within the region.
3. Identify immediate next steps for preliminary planning towards implementation.

The scope of this study does not cover identification of transit service improvements, consolidation of existing transit operations, and administration/governance of school bus operations.

Recommendations presented at the conclusion of this study do not require any immediate council action beyond consensus and good faith efforts to participate and support the groundwork needed for implementation.

[2] National Transit Database (2021).

Appendix

Table 1: Summary Table Showing Stakeholder Engagement to Date

Study Phase	Coordination
Phase I	Garland Williams, CAT Ted Rieck, Jaunt Diantha McKeel, Reginal Transit Partnership Rebecca White, UVA Matt Lawless, Scottsville Ray Amoruso, Hampton Roads Transit Brian Smith, Deputy CEO Hampton Roads Transit
Phase II	Brian Booth, Director, Blacksburg Transit John Connell, General Manager, Bloomington Transit Louwana Oliva, Executive Director, Centre Area Transportation Authority (CATA) Scot Vanderpool, General Manager, Tompkins Consolidated Area Transit (TCAT) Matt Carpenter, CEO, TheRide Darian Nagle-Gamm, Transportation Director, Iowa City Transit Danny Plougher, Virginia Transit Authority Lisa Guthrie, Virginia Transit Authority
Phase III	Albemarle County Diantha McKeel, Board member Jacob Sumner, Interim CFO Trevor Henry, Assistant County Executive Greene County Catherine Schafrik, County Administrator Dale Herring, Board Chair Jim Frydl, Planning Director Nelson County Ernie Reed, Central District Supervisor Dillan Bishop, Planning and Zoning Director Fluvanna County Patricia Eager, Board Vice Chair Kelly Belanger Harris, Assistant County Administrator Louisa County Christopher Coon, Deputy County Administrator Kevin Page, Executive Director HRTAC Laura Farmer, CFO VDOT Ted Rieck, CEO, Jaunt Garland Williams, Director, CAT Sean Nelson, District Engineer, VDOT Stacy Londrey, Assistant District Administrator, VDOT The project team is scheduled to meet with the City of Charlottesville on August 30th.

Table 2: Summary of Main Funding Sources for Three Regional Transportation Authorities in Virginia

Funding Source	Entity	Description
Sales Tax	CVTA	0.7% regional sales tax.
	HRTAC	0.7% sales tax, funding the HRTF. Can only fund road projects. $146.2 million (2020)
	NVTA	0.7% special district sales tax. $197.04 million (FY2022). Can fund transit.
Grantor's Tax	HRTAC	Additional 6 cents per $100. Can be used for transit projects.
	NVTA	Part of the "Regional Congestion Mitigation Tax", which raised ~$17.85 M in FY2022.

Funding Source	Entity	Description
		$0.10 (formerly $0.15) congestion relief fee (renamed the regional transportation improvement fee) within the 9 jurisdictions.
		Can be spent only on road construction, capital improvements that reduce congestions, other projects approved in the regional transport plan or for transit.
Fuel Tax	CVTA	7.6 cents/gallon on gasoline/gasohol
		7.7 cents/gallon on diesel
		Indexed to inflation.
		35% - CVTA use on transportation-related purposes for Planning District 15
		15% to GRTC or successor for transit and mobility services within Planning District 15
		50% returned, proportionally to each locality to improve local mobility through construction, maintenance, or expansion of roads, sidewalks, trails, mobility services, or transit located in the locality.
	HRTAC	7.6 cents/gallon on gasoline/gasohol
		7.7 cents/gallon on diesel, subject to annual adjustment.
		Can only fund road projects.
		$55 million (2020)
Transient Occupancy Tax	HRTAC	1% local hotel tax. Can be used for transit projects.
		Only collected in six localities with HRT service
	NVTA	Part of the "Regional Congestion Mitigation Tax", which raised ~$17.85M in FY2022.
		3% tax on transient occupancy (hotels).
		Can be spent only on road construction, capital improvements that reduce congestions, other projects approved in the regional transport plan or for transit.
Truck Registration Fees	NVTA	Portion of increased truck registration fee as part of I-81 Corridor Improvement Fund distributed to NVTA
Interstate Operations Enhancement Program	NVTA	To improve the safety, reliability, and travel flow along interstate highway corridors in the commonwealth through the development and funding of operational and capital improvements.
		Preceded by I81 Corridor Improvement Plan (completed)
		43.7% - I81 corridor Improvement
		8.4% to NVTA
		Remaining allocated by CTB
Toll Revenues	HRTAC	Authorized to use tolls for new construction or existing highways, bridges, tunnels.
		Has state guidance on tolling ($345M anticipated toll revenue for HRBT financing (FY20-FY26)
Recordation Tax	HRTAC	Taxes paid during the sale of property which can be used for transit projects. Estimated at $20 million for 2020.
Northern Virginia Transportation District Fund Transfer	NVTA	The district is a subset of NVTA members, which raises transit funds through taxes.
		70% regional needs and 30% local disbursement for transportation needs.
		Can be used for transit
		FY22 proposed budget had $20M. ~$6M (30%) for local jurisdictions and $14M (70%) for regional transit

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Project name:
Regional Transit Governance Study

From:
Stephanie Amoaning-Yankson

To:
Lucinda Shannon

Date:
August 10, 2023

CC:
Christine Jacobs
Sandy Shackelford
Scott Baker
Peter Voorhees
Kendall Myers

Memo

Subject: Phase III Revenue Generation

Introduction

This is the third memo in a series of task deliverables for the Region 10 Governance Study. This memo presents the results of the study team's research on potential revenue generation sources. The Regional Transit Vision Plan underwent extensive stakeholder engagement and regional visioning to identify two networks for future transit service for residents of Region 10. Table 1 provides some brief highlights of the two networks. The details of the study can be found in the final report.

Table 1 Summary of Transit Vision Network Improvements

Unconstrained Network	Constrained Network

• Improved frequency for fixed routes in urban areas including BRT from US 29 through UVA, downtown, to Pantops
• Expanded fixed routes serving every jurisdiction in region
  – Eight new fixed route bus services (hourly service including weekends)
• Supplementary on-demand zones in lower-density areas to connect to regional network
• Expanded hours and days of service (seven days a week)
  – 7am to 8pm on most urban and regional networks (some running to midnight)
  – More all-day service during morning and evening peak periods and during the middle of the day
	• All fixed routes operate seven days a week
	  – Increased frequency (15, 20, and 30 min) on weekdays and more 20- and 30-min routes on Saturdays.
	  – All fixed routes run on Sundays
	• All CONNECT routes to run seven days a week with two additional daily trips
	  – Two new CONNECT routes
	  – Additional weekend service
	• Expanded Circulator services in Nelson, Greene, Louisa, and Fluvanna counties to run all day, seven days a week (intra-county)
	  – Expanded Albemarle County rural demand response service

The benefits of each of the two networks and of regional transit service are discussed in the vision plan report, however, a few benefits of funding improved service are listed below[1] for various groups:

- Transit users – benefits include those derived from convenience and comfort, financial savings from lower cost of transit use compared to personal vehicles, increased safety, and improved fitness and health
- Drivers/motorists- benefits include reduced traffic and parking congestion, improved traffic safety, and emissions reductions
- Taxpayers – benefits accrued from costs savings related to road and parking facility construction and maintenance, improved safety, and increased public health (and consequent reductions on public healthcare costs)
- Businesses – benefits from reductions in congestion, parking cost savings, improved mobility for employees, and support to regional economic development
- Residents – benefits from parking cost savings, improved mobility for non-divers (and chauffeuring burdens), increased safety, reduced pollution, improved public fitness

Objectives and Approach

Subsequently, the objectives of Phase III of the Regional Transit Governance Study are to:

1. Identify potential transit funding mechanisms
2. Estimate the associated funding yields from the feasible sources identified
3. Develop revenue models with five-year projections based on estimated Transit Vision Study Costs

To accomplish this task, the team first assembled a broad range of funding sources to start the discussion on feasible options for the Charlottesville Region. After discussing feasible options with the project team, a shortlist of revenue sources was developed and analyzed. Figure 1 shows the approach for Phase III.

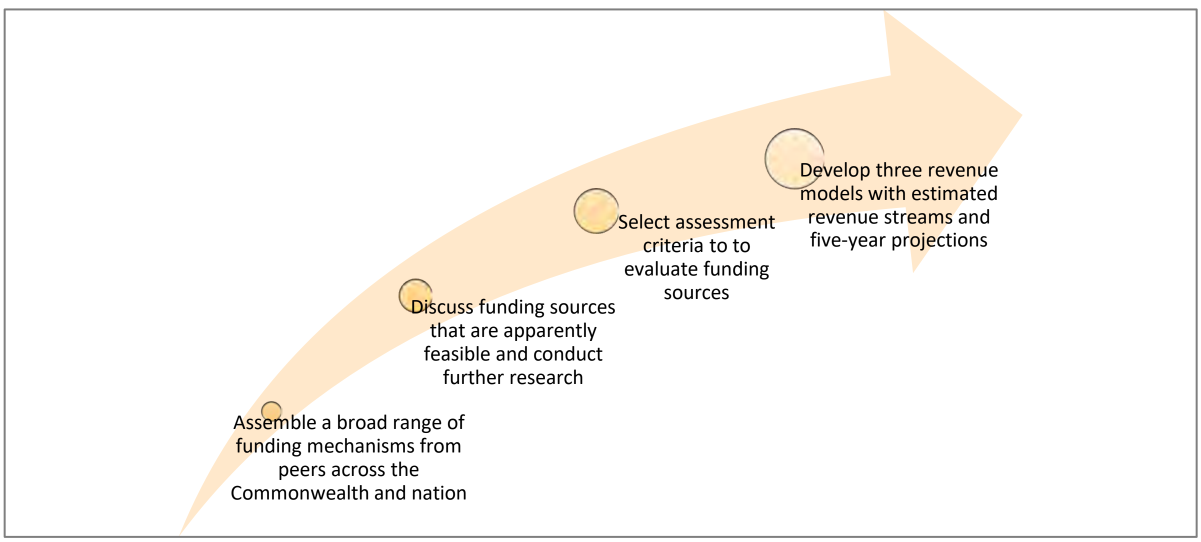


Figure 1 Phase III Approach

The shortlisted revenue sources were then analyzed using the following evaluation criteria:

- ***Feasibility and Ease of implementation***: This refers to the amount of effort required for initial implementation to ongoing collection of the revenues.
- ***Potential public acceptability***: Public consultations through stakeholder engagement were carried out to determine potential public acceptability. Engaging local elected officials was used a means to gauge public preferences.

[1] Litman, T. (2014). "Evaluating Public Transportation Local Funding Options." Victoria Transport Policy Institute.

- ***Potential revenue yield*:** This refers to the amount of money that an option could be expected to reasonably generate based on a set of assumptions.
- ***Predictability and stability*:** The level of predictability and stability of the source would determine the extent of short- and long-term planning that can be carried out.
- ***Equity considerations*:** This entails considering the impact of the funding source on different groups of people in various ways.
- ***Strategic development objectives*:** The impact of an option on the locality or region's strategic planning and developmental objectives. For example, increased access to jobs, creating a healthy environment for residents, improving accessible public transportation options.

Potential Funding Sources

Overview of Main Funding Sources

Generally, public transportation is funded through a combination of federal, state, local and internally generated sources (e.g., fares, advertising, etc.). Federal funds consist of grant programs for urban and rural areas that agencies can receive directly or through a pass-through recipient. These funds are typically formula based and offers funds for capital and operations assistance. State funds in the Commonwealth consists of operating and capital assistance provided by the Virginia Department of Rail and Public Transportation (DRPT). The operating assistance follows a performance-based methodology for agency allocations. State funding for capital investments is based on a transparent prioritization process which scores applications under the categories: state of good repair, minor enhancement, and major enhancements.

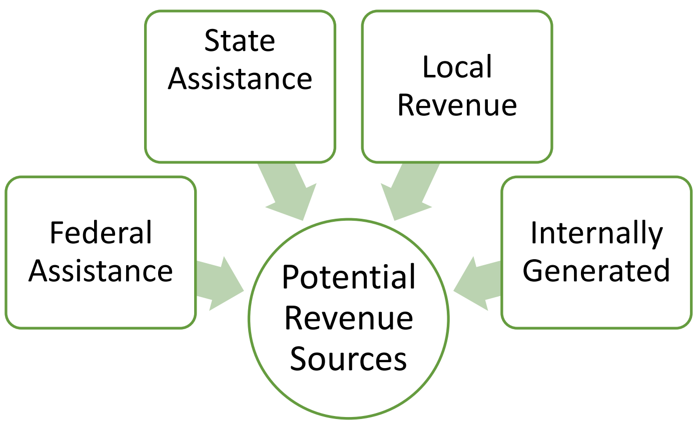
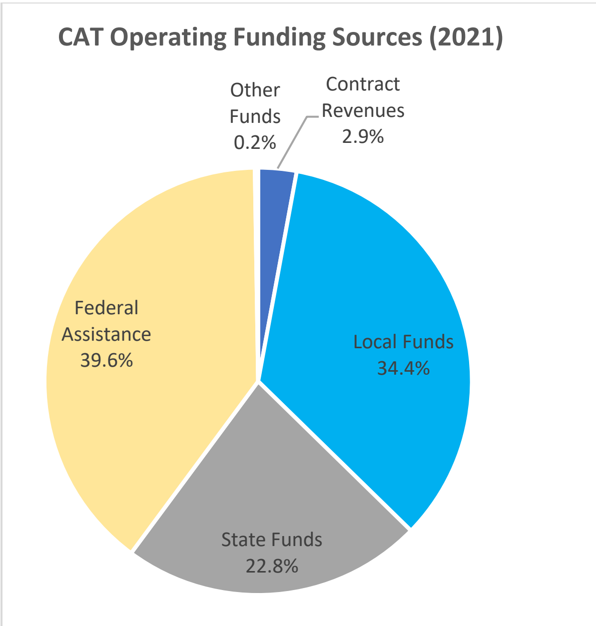


Figure 2 General Sources of Transit Revenue

Local revenue refers to funding from sources such as municipalities or local jurisdictions. In the case of the Charlottesville region, local revenue is made up of funds from the city and counties served by the public transit agencies. Internally generated funds are directly generated by the transit agencies and include contract revenues, advertising, or any fares collected. Detailed descriptions of existing funding sources and amounts for Charlottesville Area Transit (CAT), Jaunt and University Transit Service (UTS) are provided in Memo 1: Existing Conditions.

Figure 3 shows the sources of operating funds in 2021 for CAT (~$9.2M) and Jaunt (~$9.4M).



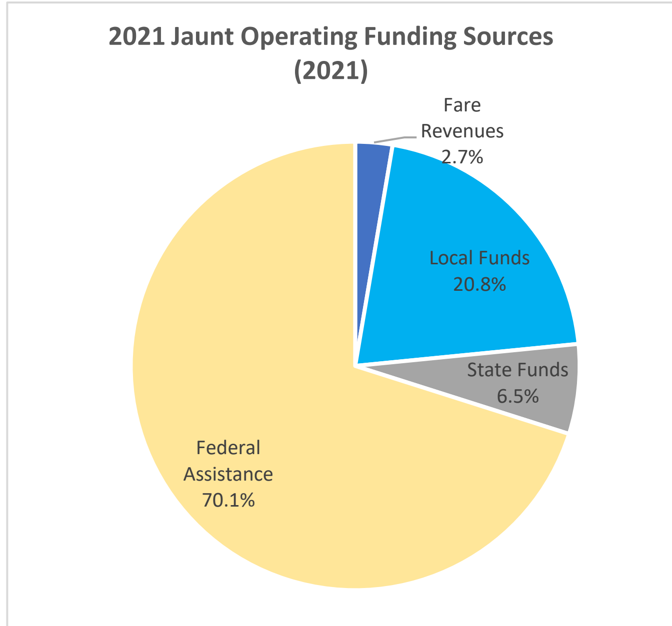


Figure 3 2021 Sources of Operating Funds

Range of Transit Funding Sources in the U.S.

Table 2 shows a broad range of funding sources typically used to fund public transportation across the nation. These sources produce varying levels of yields. A detailed description of these sources is provided in the Appendix.

Table 2 US Regional and Local Transit Funding Options

Traditional Tax- and Fee-Based Transit Sources	**Common Business, Activity, and Related Funding Sources**	**Revenue Streams from Projects (Transportation and Others)**	**New "User" or "Market-Based" Funding Sources**
- General revenues - Sales taxes - Property taxes - Contract or purchase-of-service revenues (school/universities, private organizations, etc.) - Lease revenues - Vehicle fees (title, registration, tags, inspection) - Advertising revenues - Concessions revenues	- Employer/payroll taxes - Vehicle rental and lease fees - Parking fees - Realty transfer tax - Corporate franchise taxes - Occupancy/lodging taxes - Hotel/motel taxes - Business license fees - Utility fees/taxes - Lottery and/or casino revenues - Corporate franchise taxes - Income taxes - Cigarette Tax - Realty transfer taxes/mortgage recording fees - Donations - Other business taxes	- Transit-oriented development (TOD)/joint development - Value capture/beneficiary charges - Public Private Partnerships (PPP) - Special assessment districts - Community improvement districts/community facilities districts - Impact fees - Tax-increment financing districts - Transportation Development Districts - Right-of-way leasing	- Tolling (fixed, variable, dynamic; bridge/roadway) - Congestion pricing - Emissions fees - Vehicle Miles Travelled (VMT) fees

Source: Transit Cooperative Research Program TCRP 2009

Comparing the universe of funding sources (Table 2) to transit revenue sources from the peer study cases[2] evaluated in Phase II of this study found the following common funding sources:

1) Sales tax
2) Local property tax
3) Local income tax
4) Mortgage recording tax
5) Value capture from transit facilities
6) Various service contracts to apartment complexes and universities

Details of transit funding from the peer study may be found in the Appendix.

This list of potential funding sources was then reviewed under the Virginia state context as a first step toward evaluating feasibility.

[2] The peer study cases included Blacksburg, VA; Bloomington, IN; State College, PA; Ithaca, NY; Ann Arbor, MI; and Iowa City, IA.

Brief Overview of Transportation Funding in the Commonwealth

In 2020, the transportation funding in the Commonwealth was revised by the General Assembly through the enactment of the Omnibus Transportation Bill, Chapter 1230 (House Bill 1414). The new legislation channeled all transportation revenues to the Commonwealth Transportation Fund (CTF) before distribution to various funds and programs. Revenue sources for the CTF include:

- Motor vehicles fuel taxes and road fuels for diesel fuel
- Vehicle registration fees
- Highway use fee
- 0.5% statewide sales and use tax
- 0.3% statewide sale and use tax for transportation
- 4.15% motor vehicles sales and use tax
- Motor vehicle rental tax
- 0.03 of the $0.25 of the $100 of assessed value of the statewide recordation tax
- Tax on liquid alternative fuel
- International registration plan feeds
- 33% of the revenue from insurance premium taxes

In addition to these sources, the CTF receives dedicated federal funding from the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). Revenues are also received from funds dedicated for regional transportation improvements in Northern Virginia, Hampton Roads, and Central Virginia. These revenues become pass through revenues for the WMATA Capital Fund, Central Virginial Transportation Fund, Northern Virginia Transportation Authority Fund, Hampton Roads Transportation fund and Hampton Roads Regional Transit Fund.

For the three regional transportation authorities: Central Virginia Transportation Authority (CVTA), Hampton Roads Transportation Accountability Commission (HRTAC), and Northern Virginia Transportation Authority (NVTA), the main sources of revenue include the following:

- Sales tax
- Grantors tax
- Fuel tax
- Transient Occupancy Tax/lodging tax
- Recordation tax
- Toll revenues
- Interstate Operations Enhancement Program
- Truck registration fees

These sources served as the shortlist for further discussion and evaluation. Table 3 summarizes these funding sources.

Table 3 Summary of Main Funding Sources for three Virginia Regional Transportation Authorities

Funding Source	Entity	Description
Sales Tax	CVTA	0.7% regional sales tax.
	HRTAC	0.7% sales tax, funding the HRTF. Can only fund road projects. $146.2 million (2020)
	NVTA	0.7% special district sales tax. $197.04 million (FY2022). Can fund transit.
Grantor's Tax	HRTAC	Additional six cents per $100. Can be used for transit projects.
	NVTA	Part of the "Regional Congestion Mitigation Tax", which as a whole raised ~$17.85 M in FY2022.
		$0.10 (formerly $0.15) congestion relief fee (renamed the regional transportation improvement fee) within the nine jurisdictions.
		Can be spent only on road construction, capital improvements that reduce congestions, other projects approved in the regional transport plan or for transit.
Fuel Tax	CVTA	7.6 cents/gallon on gasoline/gasohol
		7.7 cents/gallon on diesel
		Indexed to inflation.
		35% - CVTA use on transportation-related purposes for Planning District 15
		15% to GRTC or successor for transit and mobility services within Planning District 15
		50% returned, proportionally to each locality to improve local mobility through construction, maintenance, or expansion of roads, sidewalks, trails, mobility services, or transit located in the locality.
	HRTAC	7.6 cents/gallon on gasoline/gasohol
		7.7 cents/gallon on diesel, subject to annual adjustment.
		Can only fund road projects.
	NVTA	3.5% for gasoline 6% for diesel fuel
Transient Occupancy Tax	HRTAC	1% local hotel tax. Can be used for transit projects.
		Only collected in six localities with HRT service
	NVTA	3% tax on transient occupancy (hotels).
		Can be spent only on road construction, capital improvements that reduce congestion, other projects approved in the regional transport plan or for transit.
Truck Registration Fees	NVTA	Portion of increased truck registration fee as part of I-81 Corridor Improvement Fund distributed to NVTA
Interstate Operations Enhancement Program	NVTA	To improve the safety, reliability, and travel flow along interstate highway corridors in the commonwealth through the development and funding of operational and capital improvements.
		Preceded by I81 Corridor Improvement Plan (completed)
		43.7% - I81 corridor Improvement
		8.4% to NVTA
		Remaining allocated by CTB
Toll Revenues	HRTAC	Authorized to use tolls for new construction or existing highways, bridges, tunnels.
		Has state guidance on tolling ($345M) anticipated toll revenue for HRBT financing (FY20-FY26)
Recordation Tax	HRTAC	Taxes paid during the sale of property which can be used for transit projects. Estimated at $20 million for 2020.
Northern Virginia Transportation District Fund Transfer	NVTA	The district is a subset of NVTA members, which raises transit funds through taxes.
		70% regional needs and 30% local disbursement for transportation needs.
		Can be used for transit
		FY22 proposed budget had $20M. ~$6M (30%) for local jurisdictions and $14M (70%) for regional transit

Shortlist of Potential Funding Sources for Region 10

Among all the sources explored, sales tax, lodging tax, fuel tax, recordation tax, property tax, and real estate tax were selected for further investigation. Below is more information about these funding sources and the pros and cons of them for this region.

Sales Tax

A sales tax refers to a tax on the sale of goods or services purchased[3]. It is the most common source for local and regional transit services as it is moderately predictable and stable, although it fluctuates more than property taxes. Sales taxes are considered as a regressive tax because it taxes consumers at the same rate regardless of socioeconomic levels. However, this can be made less regressive by exempting items that lower-income individuals spend a sizable portion of their incomes on[4].

Public acceptance of the sales tax in the Commonwealth and in the U.S. is moderate as this is among the most common funding source for transportation and transit programs. It is more popular than income or business taxes. Due to its simplicity, citizens often feel confident in the fairness and allocation of the taxes. The sales tax would require an Act of the General Assembly to implement. Considering the success of this revenue source with other regional authorities in the Commonwealth, it can be considered moderately feasible. Furthermore, whether implemented regionally or only within the City of Charlottesville and all or parts of Albemarle County, a sales tax would produce a substantial amount of revenue that could be used to invest in transit.

Transient Occupancy/Lodging Tax

This is a tax levied on lodging establishments that receive compensation. It includes hotels and short-term rentals (e.g., Airbnb). The potential yield of this source is relatively lower compared to a sales tax or real estate tax; but can be moderately predictable in areas with an established level of tourism or out-of-town visitors. A lesson from the 2020 pandemic, although atypical, can be an indication of potential invariability with source. Additionally, in localities with few hotels or lodging establishments, the potential yield could be low. However, residents do not have to directly bear the cost of the additional tax but can receive the benefit of generating additional funds for transit.

Recordation Tax

As of 2022, the state recordation tax was levied at a rate of $0.25 per $100 of value recorded. Of the total revenue collected each year, $20 million is currently allotted to the Hampton Roads Regional Transit Fund (HRRTF) as a result of the 2020 law change. Prior to the 2020 General Assembly Act, quarterly distributions were made to localities in $10 million installments based on each locality's proportional share of the total state recordation tax revenue. These distributions were made from $40 million of the total revenue.

In 2022, a bill was presented which proposed to restore the quarterly distributions to localities but with a total distribution limit of $20 million instead of $40 million. Localities were required to use the funds for either transportation (including construction, administration, operation, improvement, maintenance, and financing of transportation facilities) or public education purposes. The bill also proposed to consequently end the annual $20 million distribution to HRRTF beginning Fiscal Year 2023. Similar legislations are Senate Bills 363 and 512 (identical). This legislation failed. Considering the uniqueness of this source for funding transit, pursuing this source may be challenging, making feasibility lower than the other likely sources.

Regional or Supplemental Fuels Tax

Fuel taxes are a common source of revenue for transportation and transit funding. While costs of fuels could potentially increase over time, the move towards more fuel efficient and electric vehicles presents a challenge for the stability of this source.

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[3] Not including a tax for non-prepared foods for this context

[4] The revenue analysis for sales tax in this memo excludes Virginia taxes for non-prepared foods.

In the Commonwealth, the 2020 Omnibus Bill changed the treatment of fuel taxes. Previously approved additional regional fuel taxes were made statewide with regional authorities such as NVTC, PRTC, HRTAC, and CVTA receiving funds levied in the respective regions, while all other funds not specifically allocated to a jurisdiction was channeled to the District Grant Program. The excerpt below from "Virginia Code § 58.1-2295. Levy; payment of tax" shows an example of legislative language drafted for the CVTA in Planning District 15.

"5. (For contingent expiration, see Acts 2020, cc. 1235) In addition to all other taxes now imposed by law, there is hereby imposed a tax upon every distributor who engages in the business of selling fuels at wholesale to retail dealers for retail sale in any county or city located in Planning District 15, as established pursuant to Chapter 42 (§ 15.2-4200) of Title 15.2, in which a tax is not otherwise imposed pursuant to this section."

Since the additional/supplemental fuels tax is already being levied in the Charlottesville region for the District Grant Program, an act of the General Assembly would be needed to redirect this funding to a new regional authority. Considering the consequent impact on the statewide pool for the grant program, strong support would be needed to pursue this revenue source.

<u>Personal Property Tax</u>
Personal property taxes are administered by the localities and vary based on jurisdiction. The tax typically includes all motor vehicles, trailers, mobile homes, boats, and aircrafts. These items are valued by means of pricing guide. The Potential yield from this source is moderately higher than a lodging tax of the same percentage. During the pandemic, some jurisdictions lowered the personal property tax rate as a result of the increased valuation of vehicles. Consequently, the timing of a potential increase to fund transit would be crucial and would require good engagement of residents to support the initiative.

<u>Real Estate Tax</u>
Real estate taxes are relatively stable and have the potential to yield a large amount of revenue. This could also be considered relatively progressive with income as property ownership tends to increase with income. Additionally, public transit improvements have the potential to either increase nearby property values or provide other benefits to residents and businesses in the form of reductions in congestion, emissions, and parking costs, among others.

An additional option under the real estate tax is land value capture or a transit benefit district tax. It is a special property tax imposed in areas with high-quality public transit, intended to recover a portion of the increased land values provided by transit and support the transit service improvements. Depending on the areas implemented, the potential yield could be moderate to large. This could also support developmental objectives by encouraging more concentrated development around transit hubs. This may however require special analysis and legislation to determine the appropriate tax structure.

Table 4 shows a summary of funding sources considered along with the respective advantages and potential challenges. The table also includes "general fund expenditures" as this is the current funding mechanism.

Table 4 Summary of Funding Sources

Type	**Description**	**Advantage**	**Potential Challenge**
General Fund Expenditures	Contributions from the general funds of localities to fund service	• Localities can decide on amount of service to purchase annually based on local priorities	• Varies from budget cycle to budget cycle depending on local priorities making it less predictable and reliable • Amount and type of service can change by budget cycle making it less reliable for customers • Limited general fund revenues may put a strain on local resources • Variability in transit funding makes long term transit planning difficult

Type	Description	Advantage	Potential Challenge
Sales Tax*	A tax on the sale of goods or services purchased. (Not including tax for non-prepared foods)	• Most common source for local and regional transit services • Moderate public acceptance • Potential to produce high yields relative to other funding sources. • Relatively stable and predictable • Minimal cost for implementation as sales taxes are already collected	• Potential to impact lower income individuals than other socioeconomic levels.
Transient Occupancy /Lodging Tax	A tax on lodging establishments	• Does not directly impact residents • Moderate public acceptance as a transit funding source in Virginia due to implementation in other regions	• Revenue yield may be minimal in some areas • Potential implementation challenge with rural areas with no established lodging tax
Personal Property Tax	In Virginia, a tax on the value of all motor vehicles, trailers, mobile homes, boats, and aircrafts	• Relatively stable source • Ease of implementation as property taxes are already collected in most jurisdictions	• Potential public resistance to increase if rate is significant
Regional/Supplemental Fuels Tax	A tax on distributors who sell fuels at wholesale to retail dealers for retail sale	• Relatively accepted user fee to related to the social cost of driving • Potential to reduces instability of source by including different types of fuel	• If increasing fuel taxes increase demand for transit, it simultaneously reduces the source of revenue • More fuel-efficient cars could decrease this revenue source • Value could erode over time if not indexed to inflation
Real Estate Tax	A tax on the assessed on the value of land and buildings	• Widely used to finance transit and typically considered a default funding source • Relatively stable source • Ease of implementation as property taxes are already collected in most jurisdictions	• Minimal potential to shift development between jurisdictions

Analysis Results

This section presents an analysis of four potential public transit funding options for discussion and further evaluation. They are (i) sales tax, (ii) lodging tax, (iii) personal property tax, and (iv) real estate tax. Estimates were derived from local government financial reports with either projected or adopted budget estimates between fiscal years 2022 and 2024. Estimates are in constant dollars with annual growth standardized at 1% for sales tax estimates and 2% for all other taxes following City of Charlottesville projections.

The analysis assumes that the habits of residents in the region remain unchanged with the estimated increases in taxes (inelastic demand). It is worth noting that demand can be inelastic only to a point. If additional increases were significantly higher, residents could be incentivized to live or do business elsewhere, therefore such increases should be within reason and follow regional trends.

Table 5 shows the estimated added revenue from an additional 0.7% increase[5] in sales tax. The current sales tax rate across the region is 5.3%. This does not affect the 2.5% tax on non-prepared foods.

Table 5 Estimated revenues from additional 0.7% sales tax in millions of dollars

Added Revenue from 0.7%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$16.3	$16.4	$16.6	$16.8	$16.9	$83.0
Charlottesville	$10.2	$10.3	$10.4	$10.5	$10.6	$51.9
Fluvanna	$1.9	$1.9	$1.9	$1.9	$1.9	$9.5
Greene	$2.2	$2.3	$2.3	$2.3	$2.3	$11.4
Louisa	$5.0	$5.0	$5.1	$5.1	$5.2	$25.3
Nelson	$1.1	$1.1	$1.2	$1.2	$1.2	$5.8
Total	$36.6	$37.0	$37.4	$37.7	$38.1	$186.8

Table 6 shows the estimated added revenue from an additional 0.5% increase in the lodging tax. In the City of Charlottesville and Albemarle County, the lodging tax rate is currently at 8%. Nelson and Greene Counties are both at 5%, Louisa County at 2%, and Fluvanna 0%. Since Fluvanna County currently has no transient occupancy tax, there are no current revenues to determine future projections. Louisa County was therefore used as a proxy in the analysis. It should also be noted that Albemarle County recently increased their lodging and personal property taxes so consideration should be given to the timing for implementation.

Table 6 Estimated revenues from additional 0.5% lodging tax in millions of dollars

Added Revenue from 0.5%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$0.2	$0.2	$0.2	$0.2	$0.2	$1.0
Charlottesville	$0.5	$0.5	$0.5	$0.5	$0.5	$2.5
Fluvanna	$0.1	$0.1	$0.1	$0.1	$0.1	$0.5
Greene	$0.1	$0.1	$0.1	$0.1	$0.1	$0.3
Louisa*	$0.1	$0.1	$0.1	$0.1	$0.1	$0.5
Nelson	$0.1	$0.1	$0.1	$0.1	$0.1	$0.6
Total	$1.0	$1.1	$1.1	$1.1	$1.1	$5.4

Table 7 shows the estimated added revenue from an additional 0.5% increase in personal property tax. Louisa County's analysis follows a 2.43% residential personal property tax, but there is a 1.90% personal property tax applicable to businesses. The City of Charlottesville has a 4.2% tax rate. Albemarle, Greene, Fluvanna, and Nelson counties have a 3.4%, 5.0%, 3.7%, and 2.8% rate respectively. It should also be noted that Fluvanna County's personal property tax was lowered in 2022.

Table 7 Estimated revenues from additional 0.5% personal property tax in millions of dollars

Added Revenue from 0.5%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$5.5	$5.6	$5.7	$5.8	$5.9	$28.5
Charlottesville	$1.5	$1.5	$1.6	$1.6	$1.6	$7.9
Fluvanna	$1.2	$1.3	$1.3	$1.3	$1.3	$6.4
Greene	$0.7	$0.7	$0.8	$0.8	$0.8	$3.8
Louisa	$2.4	$2.4	$2.5	$2.5	$2.6	$12.5
Nelson	$1.2	$1.2	$1.2	$1.2	$1.3	$6.0
Total	$12.5	$12.7	$13.0	$13.3	$13.5	$65.0

Table 8 shows the estimated added revenue from an additional 0.1% increase in real estate taxes. Current real estate tax for the City of Charlottesville is 0.96%, 0.85% for Albemarle County, 0.73% for Greene County, 0.72% for Louisa County, 0.87% for Fluvanna County and 0.65% for Nelson County.

[5] 0.7% is consistent with sales tax rates used to support HRTAC, CVTA, and NVTA.

Table 8 Estimated revenues from additional 0.1% real estate tax in millions of dollars

Added Revenue from 0.1%	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Albemarle	$24.1	$24.6	$25.1	$25.6	$26.1	$125.3
Charlottesville	$10.6	$10.8	$11.0	$11.2	$11.4	$55.0
Fluvanna	$3.1	$3.2	$3.2	$3.3	$3.3	$16.1
Greene	$2.7	$2.7	$2.8	$2.8	$2.9	$13.9
Louisa	$6.5	$6.6	$6.8	$6.9	$7.0	$33.8
Nelson	$3.2	$3.3	$3.4	$3.4	$3.5	$16.8
Total	$50.1	$51.1	$52.2	$53.2	$54.3	$260.9

These estimates serve as discussion starters on appropriate rates for each funding type.

Next Steps

The next phase of the study will explore governance alternatives for regional transit. It will focus on defining a funding authority to have oversight, transparency, and efficient use of any generated funding. Through additional regional stakeholder engagement, the team will also identify mechanisms that allow for equitable distribution of resources.

Appendix

Summary Table Showing Stakeholder Engagement to Date

Study Phase	Coordination
Phase I	Garland Williams, CAT Ted Rieck, Jaunt Diantha McKeel, Reginal Transit Partnership Rebecca White, UVA Matt Lawless, Scottsville Ray Amoruso, Hampton Roads Transit Brian Smith, Deputy CEO Hampton Roads Transit
Phase II	Brian Booth, Director, Blacksburg Transit John Connell, General Manager, Bloomington Transit Louwana Oliva, Executive Director, Centre Area Transportation Authority (CATA) Scot Vanderpool, General Manager, Tompkins Consolidated Area Transit (TCAT) Matt Carpenter, CEO, TheRide Darian Nagle-Gamm, Transportation Director, Iowa City Transit Danny Plougher, Virginia Transit Authority Lisa Guthrie, Virginia Transit Authority
Phase III	Albemarle County Diantha McKeel, Board member Jacob Sumner, Interim CFO Trevor Henry, Assistant County Executive Greene County Catherine Schafrik, County Administrator Dale Herring, Board Chair Jim Frydl, Planning Director Nelson County Ernie Reed, Central District Supervisor Dillan Bishop, Planning and Zoning Director Fluvanna County Patricia Eager, Board Vice Chair Kelly Belanger Harris, Assistant County Administrator Louisa County Christopher Coon, Deputy County Administrator Kevin Page, Executive Director HRTAC Laura Farmer, CFO VDOT Ted Rieck, CEO, Jaunt Garland Williams, Director, CAT Sean Nelson, District Engineer, VDOT Stacy Londrey, Assistant District Administrator, VDOT City of Charlottesville City Council

List of Common Transit Funding Sources in the US

Funding Type	Description
General sales taxes	• Most common source of funding for local and regional transit services. • Generally, provides the greatest revenue yield and stability and are broadly accepted as a source of revenue for public transportation
General fund expenditures	• Revenues from a number of sources including state sales taxes, property taxes and income taxes. • Varies from budget cycle to budget cycle, depending on local priorities and are thus less predictable and reliable than revenues from other, more specific sources.
Vehicle registration fees	• Annual vehicle registration fees or other related fees. • Vehicle registration fees are the second most common source of transportation program related revenues at the state level, as more than half of states raise more than a quarter of their dedicated transportation revenues with these mechanisms. • Sound Transit, Seattle, WA • BART, San Francisco, CA
Employer/payroll taxes	• Levied on the amount of gross payroll for an employer, may be levied within transit districts for the generation of revenue but are usually administered by a state revenue agency on behalf of the transit district. • City of Portland • Transit Authority of River City, Louisville, KY
Concessions	• Leasing of transportation facilities to private entities for a large, upfront payment
Lottery and/or casino revenues	• States (and municipalities within states) with a statewide lottery or legalized gambling may designate revenues generated through these activities for the provision of public transportation services. • The State of New Jersey taxes 8 percent of casino gross revenues, roughly $30M per month in 2007, and places these funds into the Casino Revenue Fund. A portion of this fund is dedicated to supporting a Senior Citizens and Disabled Residents Transportation Assistance Program. • The state of Pennsylvania dedicates a percentage of lottery revenues to a free transit program for persons over 65 years old traveling in off-peak hours.
Vehicle leasing and rental fees	• Municipal and regional authorities may opt to use revenues from locally imposed taxes on the rental of vehicles to fund transit services. • Allegheny County in Pennsylvania has enacted a $2 rental car fee to help support transit services provided by Port Authority Transit Services in the Pittsburgh metropolitan region. • Vehicle rental companies are typically responsible for reporting and remitting these taxes to the regional authority. Similar taxes may also be levied on the leasing of vehicles, which generally take the form of a sales tax on the monthly lease payment.
Tollway revenues	• Revenues from toll facilities are often dedicated to providing for enhanced transit services within the tolled corridor.
Cigarette Tax	• Taxes levied on the sale of cigarettes are a common state revenue generating mechanisms and may also be employed by municipalities.
Parking fees and Fines	• Local transit agencies may receive significant levels of funding for operations from the parking fees and parking fines levied by the city or other regional government or they may receive parking related revenues generated at facilities owned by the transit authority.
Property taxes	• Assessed on the value of land and buildings and are the principal source of revenue for local governments. • The Ride, Ann Arbor, MI • Portions of local property tax revenues may be authorized for use by special districts and authorities such as transit authorities.
Contracts or Purchase of service	• Transit systems often receive revenues by providing additional transit related services to various entities outside of normal regularly scheduled services. • Municipal governments, private businesses, health and social service agencies and educational intuitions often contract with transit agencies to provide specialized service
Lease revenues	• Transit service providers often generate revenue by leasing various portions of their operations, such as parking facilities and terminal stations, for use by private enterprises.
Advertising	• Advertisements placed on vehicles, facilities, and transit related materials such as schedules and maps. • These revenues; however, are generally modest, accounting for anywhere between 0.1 and 3 percent of total operating income.

Funding Type	Description
Realty transfer taxes/mortgage recording fees	• Generally levied on the sale of residential, commercial, and industrial property. These fees may be levied at the state and local level and revenues are used for a variety of purposes, including transit services.
Corporate franchise taxes	• Franchise taxes are generally levied on the profits and other taxable assets of a corporation. Considered a tax on business operations and is often based on the par value of the corporation's outstanding shares and surplus.
	• Franchise taxes are often targeted at specific types of industries and economic activity.
Hotel/motel taxes	• Common revenue generating mechanism employed by municipal and county governments. They are often only applied on certain days of the week, month or year and revenues are often used in the development and operation of tourism related facilities.
Utility fees	• Common source of income for municipalities and county governments. They may be applied to a wide range of service such as water, electricity, waste collection and disposal, and sewage services.
	• Revenues are typically deposited into general revenue and from there may be used to fund transit activities.
Public Private Partnerships (PPP)	• The US DOT has prepared model legislation. • Metro Transit Hiawatha Line, Minneapolis, MN
	• The model provides states with examples of the basic elements to consider in authorizing PPP legislation. • AirTrain JFK, NY
	• Portland Metropolitan Area Express (MAX) Airport Extension, OR
	• BART Oakland Airport Connector, CA
	• California High Speed Rail Authority
Tax-increment Financing District (TIF)	• Focused on capturing the added increment of a future stream of increased taxes that result from an increase in property values due to public investments.
	• The excess tax increment is used to repay the public improvement bonds used to fund the improvements that led to the increase in value and tax returns.
	• The revenues derived from these districts may be used for a number of purposes, including transit development.
Transportation Development Districts	• A form of community improvement or community facilities district that is intended to provide a means of raising funds specifically for transportation improvements.
	• Generally aimed at financing the cost of a specific project and may be applied to developing or improving transit services.
	• Typically raise funds through the issuance of bonds, which are generally supported by tax increment procedures or dedicated sales taxes.
	• Tax increment procedures are established by various state and local entities as a process for determining the value of land prior to development so that the incremental increase in value due to development can be appropriately credited to the desired programs.
	• Bonds are issued based on the expected incremental increase and the revenues directed to the project.

Transit Funding Sources for Peer Study Agencies

Peer	Funding Source	Description	Jurisdiction/Entity
Blacksburg, VA	Virginia Tech Contract	Funding provided by Virginia Tech to Blacksburg Transit for bus routes that serve campus and the town. $7.0 million annually (2021).	Virginia Tech
Bloomington, IN	Local Property Tax	A portion of Bloomington’s property tax provides $1.5 million annually to Bloomington Transit. (2022).	City of Bloomington
Bloomington, IN	Local Income Tax	Newly introduced in 2022. 1.345% tax providing an estimated $4 million annually to Bloomington Transit (beginning 2023). Funds transit.	City of Bloomington
Bloomington, IN	IU Contract	Annual payments made by the university to cover student, faculty and staff rides on Bloomington Transit. $1.2 million (2022). Funds transit.	Indiana University

Peer	Funding Source	Description	Jurisdiction/Entity
State College, PA	Apartment Contracts	Contracts with student apartment buildings to provide their residents with free rides on CATA. Payments currently made on a per-ride basis. $1.8 million annually (2021). Funds transit.	Student apartment buildings within CATA's jurisdiction
State College, PA	Penn State Contract	Contracts to CATA for three routes run on Penn State's campus. $2.7 million annually (2021). Funds transit.	Penn State University
Ithaca, NY	Cornell Fare Payments	Annual payments made by the university to cover student, faculty and staff rides on TCAT. $3.3 million (2022).	Cornell University
Ithaca, NY	Mortgage Recording Tax	Mortgage recording tax that provides $0.9 annually for TCAT (2022).	Tompkins County
Ann Arbor, MI	Ann Arbor Property Tax	Property tax of 2.5 mills within Ann Arbor dedicated to TheRide in perpetuity.	City of Ann Arbor
Ann Arbor, MI	Authority Area Property Tax	Property tax of 2.38 mills within TheRide's service area, which must be renewed in perpetuity. $19.2 million annually along with the Ann Arbor tax (2022).	City of Ann Arbor, City of Ypsilanti, Ypsilanti Township
Iowa City, IA	Multi-modal transportation center income	Revenues from building rents (café, daycare, and restaurant) and parking fees make up approximately 6.8% of Iowa City Transit annual revenue (2021).	Iowa City Transit Center.

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Thomas Jefferson
Planning District Commission
Regional Vision ▪ Collaborative Leadership ▪ Professional Service

THOMAS JEFFERSON PLANNING DISTRICT COMMISSION (TJPDC)

Minutes, September 7, 2023

Commissioners Present	In Person	Remote	Staff Present	In Person	Remote
City of Charlottesville			Christine Jacobs, Executive Director	x	
Michael Payne	x		David Blount, Deputy Director	x	
Lyle Solla-Yates	x		Ruth Emerick, Chief Operating Officer	x	
Albemarle County			Laura Greene, Director of Finance	x	
Ned Gallaway, Chair	x		Laurie Jean Talun, Regional Housing Grants Manager	x	
Jim Andrews	x		Lori Allshouse, VATI Program Director	x	
Fluvanna County			Gorjan Gjorgjievski, VATI Administrative Assistant	x	
Tony O'Brien, Vice Chair	x		Davy Sell, AmeriCorps Housing VISTA	x	
Keith Smith, Treasurer					
Greene County					
Dale Herring	x				
Andrea Wilkinson	x				
Louisa County					
Rachel Jones			**Guests/Public Present**		
Tommy Barlow			Sean Tubbs		x
Nelson County					
Jesse Rutherford					
Ernie Reed	x				

1. <u>Call to Order</u>:

a. Call to Order, Roll Call:

The Thomas Jefferson Planning District Commission (TJPDC) Commission Chair, Ned Gallaway, presided and called the meeting to order at 7:00 pm. Ruth Emerick took attendance by roll call and certified that a quorum was present.

b. Vote to Allow Electronic Participation: Not needed.

c. Welcome to TJPD Commission: Charlottesville Planning Commissioner Lyle Solla-Yates has been appointed to the TJPD Commission.

d. Welcome to TJPDC: Davy Sell, AmeriCorps VISTA member, is serving with the TJPDC this year to support implementation efforts for the Central Virginia Regional Housing Partnership's Strategic Plan.

2. MATTERS FROM THE PUBLIC:

a. Comments by the Public: None.

b. Comments provided via email, online, web site, etc.: None.

c. Presentation: Program Year 2022 HOME-CDBG Consolidated Annual Performance Evaluation Report (CAPER) Draft

Laurie Jean Talun, Regional Housing Grants Manager, gave an overview of HOME-funded activities and the population served during Program Year 2022. The public comment period for the draft CAPER was August 15-30, 2023.

d. Public Hearing: Draft Program Year 2022 HOME-CDBG CAPER

Chair Gallaway opened the public hearing at 7:07 pm. There were no comments from the public. The public hearing was closed.

3. PRESENTATION, PUBLIC HEARING, DISCUSSION:

a. Staff Transition

Executive Director Christine Jacobs noted that Ian Baxter, Regional Housing Planner, has moved to a position with another organization.

b. Blue Ridge Cigarette Tax Board (BRCTB) Update

David Blount, Deputy Director, shared an update of BRCTB activities, including a year-over-year comparison of packs sold and revenue allocation by participating jurisdiction for fiscal year 2023. The distributor registration/permitting process is anticipated to be tightened starting in January 2024.

c. Virginia Telecommunication Initiative (VATI) Update

Gorjan Gjorgjievski, VATI Administrative Assistant, provided an overview of VATI project and financial management to date, including multiple site visits to observe fiber construction throughout the project region.

4. CONSENT AGENDA: Action Items

a. Minutes of June 1, 2023 Meeting

b. Minutes of June 22, 2023 Special Meeting

Motion/Action: On a motion by Dale Herring, seconded by Jim Andrews, the Commission unanimously approved the June 1, 2023 and June 22, 2023 meeting minutes as presented, with one abstention by Lyle Solla-Yates.

c. Executive Director Annual Contract

Motion/Action: On a motion by Dale Herring, seconded by Jim Andrews, the Commission unanimously approved the Executive Director Annual Contract for September 2023-2024 as presented.

5. NEW BUSINESS:

a. May, June, and July Financial Reports

Christine Jacobs shared that the TJPDC ended fiscal year 2023 with a significant net gain. There was an expected net loss in June due to staff taking leave, end-of-year bonuses, and the financial clean-up of previous financial records. July was a strong month with a net gain as well.

Motion/Action: On a motion by Tony O'Brien, seconded by Dale Herring, the Commission unanimously accepted the monthly financial reports as presented.

b. Bike Route 76

A previously stalled request to VDOT to re-route US Bike Route 76 based on a 2015 TJPDC study is moving forward with additional proposed safety enhancements.

c. Southeast Crescent Regional Commission

The Southeast Crescent Regional Commission (SCRC) was established as a federal-state partnership to build sustainable communities and promote economic growth in parts of Alabama, Georgia, Mississippi, North Carolina, South Carolina, Virginia, and all of Florida. If the TJPDC elects to participate, it will receive approximately $23,000 in federal fiscal year 2023 to build our capacity to support the SCRC's initiatives. The primary goal will be to assist in identifying, assessing, and facilitating projects and programs to promote economic development as well as to provide technical assistance, application support and review, and other services to entities applying for SCRC grant funding.

d. Virginia Telecommunication Initiative (VATI) 2024 Unsolicited Proposal

The TJPDC has received an unsolicited proposal from an Internet Service Provider to expand broadband into areas not covered by the current 2022 VATI project. The Commission was asked to consider if they wanted to accept the unsolicited proposal for publication and consideration for applying for Fiscal Year 2024 VATI funds.

e. Draft FY24-28 Agency Strategic Plan/Presentation

Christine Jacobs noted that the draft Strategic Plan incorporates feedback received at the Commission's Strategic Plan Work Session in June and an off-site Staff Retreat in July. Findings will be shared with stakeholders in September. Any final comments are requested to be shared prior to the October meeting, when the Commission will be asked to consider the Strategic Plan for adoption.

f. Draft FY25 Projected Operating Budget

The Draft Fiscal Year 2025 Projected Budget is balanced with the assumption of only known or highly anticipated revenue sources and expenses. The Commission will consider the budget for adoption at the October meeting. The budget will likely have significant changes as additional grants and programs are identified. A revised budget will come before the Commission in April/May for final adoption.

6. RESOLUTIONS:

a. Resolution Adopting the 2022 HOME-CDBG CAPER

Motion/Action: On a motion by Lyle Solla-Yates, seconded by Tony O'Brien, the Commission unanimously approved the resolution to adopt the 2022 HOME-CDBG Consolidated Annual Performance Evaluation Report (CAPER).

b. Resolution of Support to Re-Route US Bike Route 76 from US-15 to Historic Palmyra

Motion/Action: On a motion by Tony O'Brien, seconded by Michael Payne, the Commission unanimously approved the resolution of support to re-route US Bike Route 76 from US-15 to historic Palmyra.

c. Resolution for Authorization to Apply for and Administer the Southeast Crescent Regional Commission Local Development District Capacity Building Grant

Motion/Action: On a motion by Ernie Reed, seconded by Tony O'Brien, the Commission unanimously approved the resolution to authorize staff to apply for and administer the Southeast Crescent Regional Commission's Local Development District Capacity Building Grant.

d. Resolution Accepting an Unsolicited Proposal for Extending Broadband Access in Several Counties

Motion/Action: On a motion by Dale Herring, seconded by Michael Payne, the Commission unanimously approved the resolution accepting an unsolicited proposal for extending broadband access in several counties.

7. EXECUTIVE DIRECTOR'S REPORT:

Monthly Report:

Project milestones for VATI were shared, including the completion of 387 miles of field data collection, 1,610 miles of fiber design, 798 miles of make ready work, one communication hut set, 306 miles of aerial fiber placement, 224 miles of underground fiber placement, 216 miles of splicing, and 3,450 passings. Staff conducted site visits to Fluvanna, Greene, and Nelson during the summer months. Quarterly Stakeholder meetings were held in June and August to receive updates from the project's utility partners.

HOME funds were used to purchase property in the Fork Union area of Fluvanna County. At least four HOME and HOME-ARP funded units will be built to provide rental housing to elderly individuals who are at risk of homelessness. In the coming years, Fluvanna/Louisa Housing Foundation will construct up to 25 rental units, of which a portion will be HOME and HOME-RP funded, with a focus on providing rental housing to elderly individuals and those who are at risk of homelessness. Additionally, Skyline CAP purchased two units with HOME funding in order to provide additional affordable rental housing in Greene County.

The Safe Streets and Roads for All (SS4A) project is kicking off in September. A multi-jurisdictional selection committee chose the consultant in August and contracting is under way.

The MPO largely completed the first phase of public engagement on the Long Range Transportation Plan in August. There are two more community advisory committee meetings that will receive presentations in September. A joint meeting between the Charlottesville-Albemarle MPO and the Staunton-Augusta-Waynesboro MPO Policy Boards is scheduled for September 27th in Waynesboro.

In July, the Rural Transportation Technical Advisory Committee received a presentation on best practices for public engagement by consultant EPR. Staff are supporting Nelson County in preparing and submitting two Transportation Alternatives Program grant applications.

A Mobility Management grant from DRPT was awarded to the TJPDC to start a regional mobility management program. Following a procurement process, a Memorandum of Understanding with the Jefferson Area Board for Aging (JABA) was signed to provide call center services. TJPDC and JABA staff are currently working to set up the program, with an anticipated launch of support services in January 2024.

The Regional Transit Governance Study is currently in Phase III, which will analyze potential revenue sources to fund additional transit service as identified in the Regional Transit Vision Plan. Phase IV of the study will engage each jurisdiction to develop potential governance structures (and associated revenue scenarios). Staff are working with local jurisdictions to begin outlining next steps to support greater regional transit coordination. The study is expected to be completed in December 2024.

The Stewardship Mapping and Assessment Project Survey is one month from closing. The survey has been taken by nearly 50 environmental stewardship groups in the region so far. Staff will begin the data cleaning and visualization phase in September and expect to have publicly accessible products for exploring the data by December.

The RRBC's Eighth Annual Conference will be held September 28, 2023 at the Albemarle County Office Building. After the conference, the RRBC is partnering with RCA and TJSWCD to host a free community workshop on volunteer community science opportunities. RCA will provide an overview of the following volunteer opportunities: biological, bacteria, and salt monitoring, and TJSWCD will describe FrogWatch, a new program beginning in 2024 in partnership with RCA.

8. OTHER BUSINESS:

a. **Roundtable Discussion by Jurisdiction:** Each Commissioner was invited to share updates from their jurisdiction.

b. **Items for Next Meeting – October 5, 2023**
   i. FY25 Projected Budget for Consideration/Approval
   ii. FY24-28 Agency Strategic Plan for Consideration/Approval
   iii. Annual DHCD Funding Agreement
   iv. Watershed Improvement Program (WIP) Update
   v. Public Private Education Act Public Hearing – VATI 2024 Unsolicited Proposal

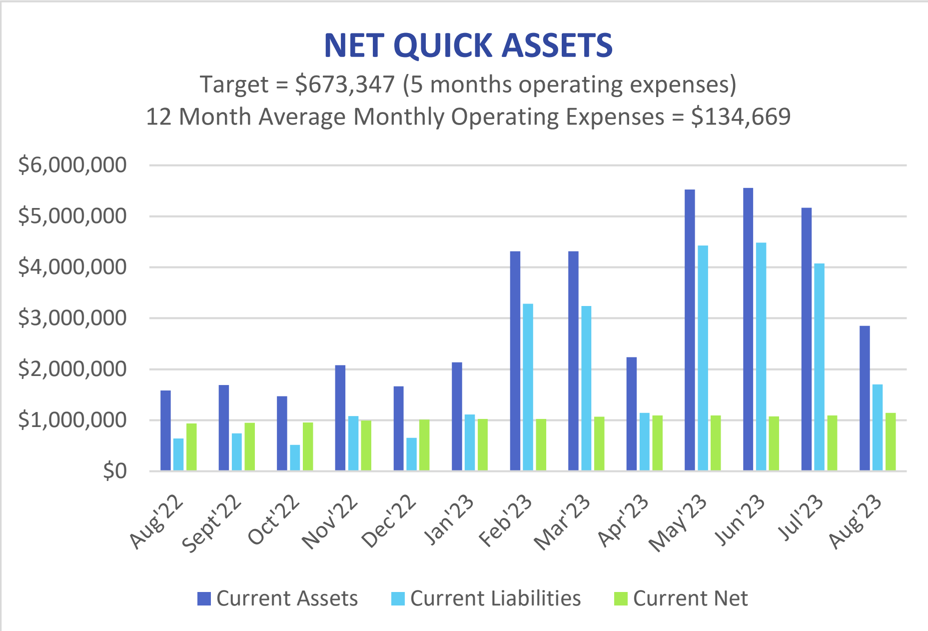
ADJOURNMENT:

Motion/Action: On a motion by Tony O'Brien, seconded by Jim Andrews, the Commission unanimously voted to adjourn the September 7, 2023, Commission meeting at 8:53 pm.

Commission materials and meeting recording may be found at www.tjpdc.org

Planning District Commission

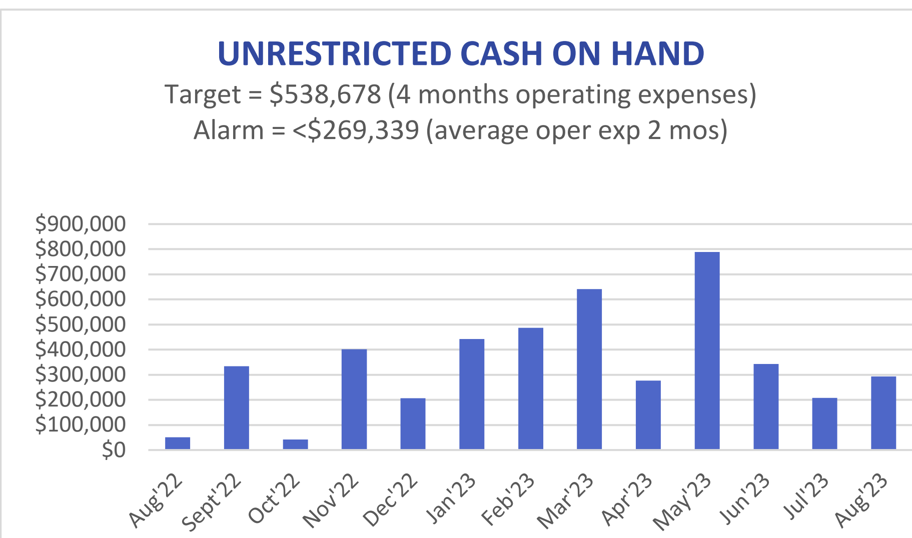
FY 24 FINANCIAL DASHBOARD
Through August 2023



MONTHLY NET QUICK ASSETS

Aug'22 = $940,983
Sept'22 = $948,946
Oct'22 = $959,348
Nov'22 = $995,511
Dec'22 = $1,012,725
Jan'23 = $1,025,890
Feb'23 = $1,028,551
Mar'23 = $1,067,654
Apr'23 = $1,092,951
May'23 = $1,097,425
Jun'23 = $1,073,885
July'23 = $1,092,237
Aug'23 = $1,146,254

NET QUICK ASSETS are the highly liquid assets held by the agency, including cash, marketable securities and accounts receivable. Net quick assets (NQA) are calculated as current assets (cash + marketable securities + prepaid assets + accounts receivable) minus current liabilities of payables and deferred revenue. The target is 5 months of operating expenses (TJPDC costs minus pass-through and project contractual expenses), based on a rolling twelve-month average. The Commission has earmarked excess NQA above the target as Capital Reserves. As of the end of August 2023, the TJPDC had 8.51 months of operating expenses. The rolling twelve-month average operating expenses decreased to $134,669. The 3-month average operating expenses are $151,379. Actual operating expenses for August were $149,979. Capital reserves = $1,146,254 - $673,647 = $472,906.



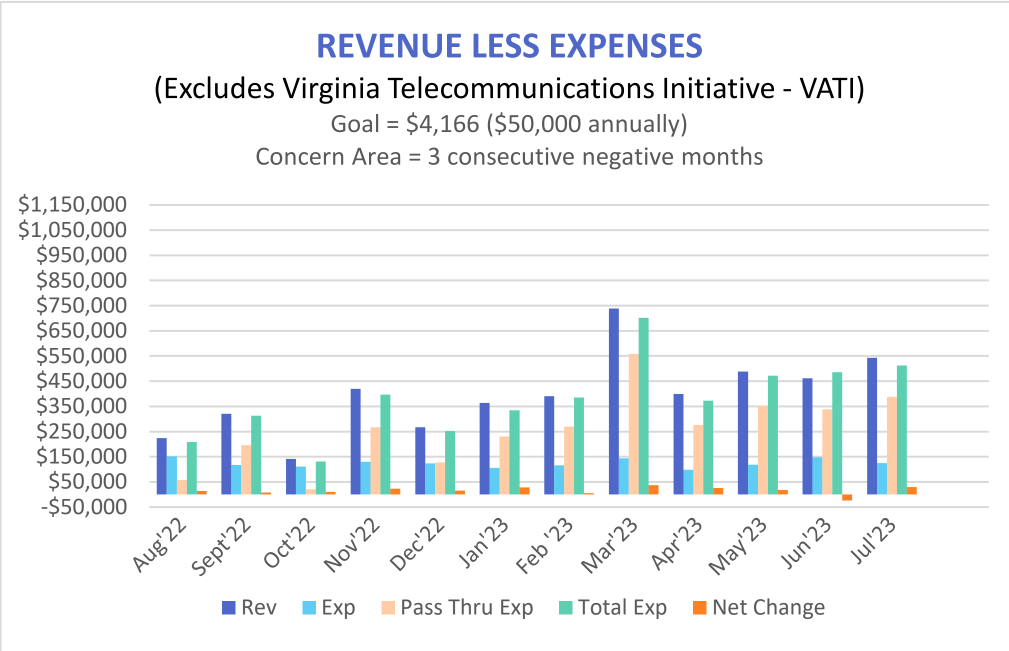
UNRESTRICTED CASH ON HAND consists of funds held in checking and money market accounts immediately available to TJPDC for expenses. Cash does not include pass-through deposits in transit. Total cash minus notes payable minus deferred revenue = Unrestricted Cash on Hand.

MONTHS OF UNRESTRICTED CASH divides unrestricted cash on hand by the agency's average monthly operating expenses to give the number of months of operation without any additional cash received. August's financials indicate that there were 2.17 months of unrestricted cash on hand available.

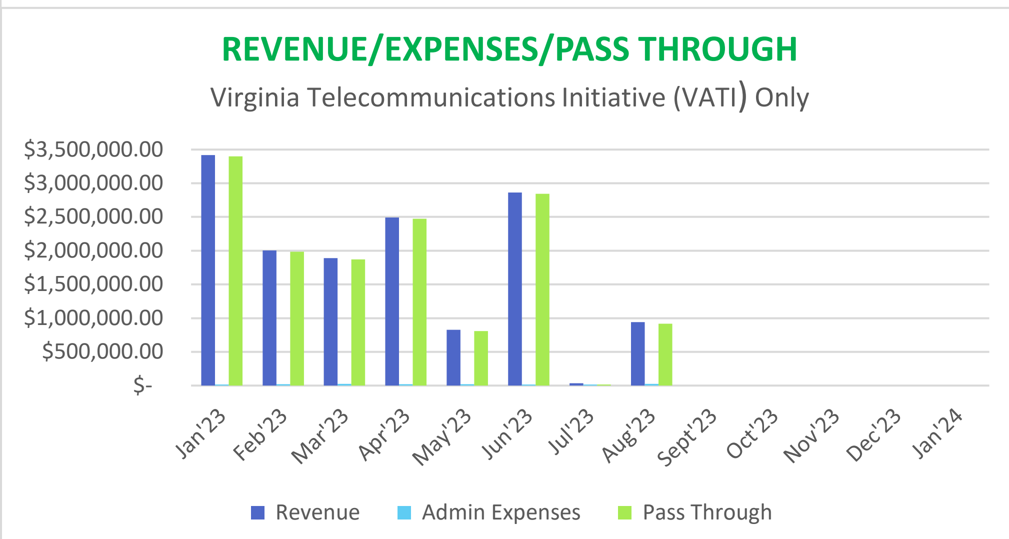
FY 24 FINANCIAL DASHBOARD
Through August 2023

Planning District Commission

NET REVENUE:



MONTHLY NET REVENUE
Aug'22 = $14,516
Sept'22 = $7,741
Oct'22 = $10,072
Nov'22 = 22,587
Dec'22 = 15,424
Jan'23 = $28,072
Feb'23 = $5,679
Mar'23 = $35,561
Apr'23 = $24,332
May'23 = $17,601
Jun'23 = ($24,309)
Jul'23 = $30,661
Aug'23 = $51,168



MONTHLY ADMIN
Jan'23 = $16,157
Feb'23 = $19,917
Mar'23 = $23,106
Apr'23 = $18,772
May'23 = $21,592
Jun'23 = $16,734
Jul'23 = $15,531
Aug'23 = $23,924

NET REVENUE is the surplus or shortfall resulting from monthly revenues minus expenses. In order to prevent skewing of the data, pass through revenue and expenses from the Virginia Telecommunications Program (VATI) have been removed from the Revenue Less Expenses graph/data above and will be reported separately in a VATI revenues and expenses graph (above). **Due to continued reconciliations and associated adjustments, the Fiscal Year 2023 ended with a net gain of $116,018, a reduction of $13,593 from the previously reported net gain of $129,611.**

Thomas Jefferson Planning District Commission

FY 24 FINANCIAL DASHBOARD
Through August 2023

The agency's net gain in August was $51,168. (Expenses are revised over time as they may be reclassified from operating expenses to assets). The August Accrued Revenue Report shows the total average available funds of $179,306 for the remaining 10 months in FY24, which is ample revenue to cover projected expenses. Actual operating expenses for August were $149,979.

NOTES

1. Target is a reasonable expectation that the TJPDC may reach this level to achieve our long-range financial goals. A plan will be developed showing how these target goals are expected to be achieved through daily financial management practices.
2. Concern is a level where staff will immediately identify causes of the change in financial position, whether this is a special one-time circumstance caused by a financial action or whether a trend is emerging caused by one of more operational or financial circumstances and prepare a plan of action to correct or reverse the trend.
3. Back up documentation and details of this Financial Dashboard can be found in the monthly financial statements of Balance Sheet, Consolidated Profit and Loss Report, and the Accrued Revenue Report supplied to the TJPDC Commissioners.
4. The average monthly operating expense is a rolling twelve-month average of operating expenses (TJPDC costs minus pass-through and project contractual expenses).
5. The TJPDC earmarked some of TJPDC's reserves for a building or capital fund in FY18, tied to Net Quick Assets.

Thomas Jefferson Planning District Commission
Consolidated Profit and Loss
August 2023

12:35 PM
09/28/23
Accrual Basis

	Aug 23	Budget	Jul - Aug 23	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
41100 · Federal Funding Source	926,332	4,213,626	1,116,630	8,427,253	51,376,723
4120 · State Funding Source	74,384	94,403	120,925	188,806	1,132,838
4130 · Local Source	784,261	252,977	1,105,014	505,954	5,110,734
42000 · Local Match Per Capita	14,254	14,255	28,509	28,509	171,055
4280 · Interest Income	3,723	2,083	7,630	4,167	25,000
Total Income	1,802,954	4,577,344	2,378,707	9,154,689	57,816,350
Gross Profit	1,802,954	4,577,344	2,378,707	9,154,689	57,816,350
Expense					
61000 · Personnel	107,261	112,305	214,601	224,719	1,348,963
6900 · Reimb. Overhead Allocation	0	(60)	0	(60)	0
6240 · Advertising	373	2,532	461	5,065	30,388
62394 · Audit -Legal Expenses	0	4,333	0	8,667	52,000
6258 · Bank Charges	80	0	80	0	0
6281 · Dues	687	1,104	3,779	2,208	13,246
63210 · Equipment/Data Use	358	2,393	2,666	4,787	28,720
62850 · Insurance	578	583	1,624	1,167	7,000
6345 · Janitorial Service	317	500	732	1,000	6,000
6450 · Meeting Expenses	28	837	471	1,673	10,039
6310 · Postage	48	195	491	391	2,344
62890 · Printing/Copier	138	550	286	1,100	6,600
62401 · Professional Dev-Conference	2,722	2,651	7,259	5,302	31,810
6320 · Rent	8,505	8,866	17,010	17,733	104,296
6280 · Subscription-Publications	0	154	26	308	1,850
6290 · Supplies	663	723	1,134	1,446	8,678
6600 · Telephone	546	749	1,663	1,499	8,992
62410 · TJPDC Contractual	24,587	11,986	33,524	23,973	143,837
63300 · Travel	3,090	3,543	4,350	7,087	42,521
Total Expense	149,979	153,947	290,156	308,062	1,847,284
Net Ordinary Income	1,652,974	4,423,398	2,088,551	8,846,627	55,969,066
Other Income/Expense					
Other Expense					
83000 · HOME Pass-Through	340,213	77,478	450,091	154,955	929,730
8399 · Grants Contractual Services	1,261,593	4,337,647	1,557,339	8,675,295	54,942,086
Total Other Expense	1,601,807	4,415,125	2,007,430	8,830,250	55,871,816
Net Other Income	(1,601,807)	(4,415,125)	(2,007,430)	(8,830,250)	(55,871,816)
Net Income	**51,168**	**8,273**	**81,121**	**16,377**	**97,250**

Thomas Jefferson Planning District Commission
Balance Sheet Prev Year Comparison
As of August 31, 2023

	Aug 31, 23	Aug 31, 22	$ Change
ASSETS			
Current Assets			
Checking/Savings			
1100 · Cash	651,737.99	373,127.44	278,610.55
1189 · Capital Reserve	472,906.00	411,094.00	61,812.00
Total Checking/Savings	1,124,643.99	784,221.44	340,422.55
Accounts Receivable			
1190 · Receivable Grants	1,712,300.39	1,062,023.40	650,276.99
Total Accounts Receivable	1,712,300.39	1,062,023.40	650,276.99
Other Current Assets			
1310 · Prepaid Rent	450.00	208.34	241.66
1330 · Prepaid Insurance	6,784.14	5,985.50	798.64
1360 · Prepaid Other	8,605.26	17,601.75	-8,996.49
Total Other Current Assets	15,839.40	23,795.59	-7,956.19
Total Current Assets	2,852,783.78	1,870,040.43	982,743.35
Fixed Assets			
1411 · Power Edge T340 Server	9,175.61	9,175.61	0.00
1413 · Server Software	5,197.50	5,197.50	0.00
1400 · Office furniture and Equipment	122,334.57	122,334.57	0.00
1499 · Accumulated Depreciation	-111,294.51	-99,989.30	-11,305.21
Total Fixed Assets	25,413.17	36,718.38	-11,305.21
TOTAL ASSETS	**2,878,196.95**	**1,906,758.81**	**971,438.14**
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2100 · Accounts Payable-General	1,329,946.62	603,993.59	725,953.03
Total Accounts Payable	1,329,946.62	603,993.59	725,953.03
Credit Cards			
2155 · Accounts Payable Credit Card	3,947.66	3,352.40	595.26
Total Credit Cards	3,947.66	3,352.40	595.26
Other Current Liabilities			
2150 · Accounts Payable Grants	0.00	0.00	0.00
2160 · Accounts Payable Payroll	9,474.38	0.00	9,474.38
2180 · Garnishment Payable	264.49	0.00	264.49
2465 · VRS Optional Life Payable	0.00	143.36	-143.36
2467 · Employee Deferred Compensa...	0.00	1,445.04	-1,445.04
2468 · 401A VRS Contribution	3,276.75	0.00	3,276.75
2469 · Hybrid VRS Contribution	-47.04	0.00	-47.04
2470 · Hybrid-457	557.59	0.00	557.59
2800 · Deferred Revenue	359,109.82	325,650.19	33,459.63
Total Other Current Liabilities	372,635.99	327,238.59	45,397.40
Total Current Liabilities	1,706,530.27	934,584.58	771,945.69
Long Term Liabilities			
2200 · Leave Payable	46,209.44	31,530.28	14,679.16
Total Long Term Liabilities	46,209.44	31,530.28	14,679.16
Total Liabilities	1,752,739.71	966,114.86	786,624.85

Thomas Jefferson Planning District Commission
Balance Sheet Prev Year Comparison
As of August 31, 2023

	Aug 31, 23	Aug 31, 22	$ Change
Equity			
3000 · General Operating Fund	547,534.76	493,328.46	54,206.30
3100 · Restricted Capital Reserve	472,906.00	411,094.00	61,812.00
3600 · Net Investment in Fixed Assets	23,895.03	29,931.75	-6,036.72
Net Income	81,121.45	6,289.74	74,831.71
Total Equity	1,125,457.24	940,643.95	184,813.29
TOTAL LIABILITIES & EQUITY	**2,878,196.95**	**1,906,758.81**	**971,438.14**

Accrued Revenue by Grant or Contract
For Year Ending June 30, 2024

Program Code	PROGRAM CONTRACTS/GRANTS Without Pass-Thrus	TOTAL PROGRAM CONTRACT/ GRANT AMOUNT	JULY 2023	AUGUST 2023	SEPTEMBER 2023	YEAR TO DATE FY24	PREVIOUS YEARS	ESTIMATED BUDGET AMOUNT FOR FY25+	GRANT TO DATE	GRANT-CONTRACT REMAINING FY24	NOTES
110	**State Support to PDC (DHCD)**	$ 89,971.00	$ 7,497.58	$ 7,497.58		$ 14,995			$ 14,995	$ 74,976	State funding to TJPDC General
110	**TJPDC Corporation**	$ -				$ -			$ -	$ -	501(c)3 Non-profit Arm
110	**Bank Interest**	$ 25,000.00	$ 3,889.77	$ 3,705.63		$ 7,595			$ 7,595	$ 17,405	Investment Pool Savings Income
120	**SCRC**	$ 23,000.00	$ -	$ -		$ -		$ 5,750	$ -	$ 17,250	SCRC Cooperative Agreement (Oct 1-Sept 30)
170/171	**Rural Transportation**	$ 58,000.00	$ 6,393.54	$ 4,253.93		$ 10,647			$ 10,647	$ 47,353	VDOT Rural Transp Planning
273	**Water Street Center & Office Leases**	$ 15,000.00	$ 2,057.50	$ 1,810.00		$ 3,868			$ 3,868	$ 11,133	Rental Fees
277	**Legislative Liaison**	$ 106,909.00	$ 6,157.74	$ 9,480.21		$ 15,638			$ 15,638	$ 91,271	*Legislative Operations - $12,700 in deferred revenue budgeted
278	**VAPDC-ED**	$ 55,323.62	$ 4,906.95	$ 4,700.28		$ 9,607			$ 9,607	$ 45,716	Contract for Admin Services
296	**Member Per Capita**	$ 171,055.00	$ 14,254.55	$ 14,254.43		$ 28,509			$ 28,509	$ 142,546	Local Govt Annual Contributions
303	**Solid Waste**	$ 10,500.00	$ 194.97	$ 974.85		$ 1,170		$ 5,000	$ 1,170	$ 4,330	Contract for annual reporting
334	**Nelson TAP**	$ 10,000.00	$ -	$ 321.46		$ 321	$ 1,444		$ 1,766	$ 8,234	Lovingston/Gladstone Transporation Alternative Grant Assistance
907	**WIP Phase III - Contract #6**	$ 58,000.00	$ 4,149.67	$ 5,261.06		$ 9,411	$ 30,223		$ 39,634	$ 18,366	Watershed Improvement Plan
907	**WIP Phase III - Contract #7**	$ 58,000.00	$ -	$ -		$ -		$ 29,000	$ -	$ 29,000	*Watershed Improvement Plan
908	**RRBC**	$ 10,500.00	$ 2,431.43	$ 3,341.67		$ 5,773			$ 5,773	$ 4,727	Rivanna River Basin Commission
Program Code	PROGRAM COTRACTS/GRANTS With Pass-Thrus	$ -									
172	**Safe Streets and Roads for All (SS4A)**	$ 82,000.00	$ 682.44	$ 335.75		$ 1,018		$ 49,200	$ 1,018	$ 31,782	*Estimated Completion - June 2025
	SS4A Pass-Thru	$ 990,000.00	$ -	$ -		$ -		$ 594,000	$ -	$ 396,000	*Pass through to Kimley Horn, AvidCore, and VDOT
180	**Mobility Management**	$ 50,921.00	$ -	$ -		$ -		$ 12,730	$ -	$ 38,191	*Mobility Management - Oct 1 - September 30, 2024
	Mobility Management Pass-Thru	$ 68,449.00	$ -	$ -		$ -		$ 17,112	$ -	$ 51,337	*Grant Match from local funds
181	**RTP-TDM - Admin**	$ 72,060.00	$ 8,799.89	$ 9,131.39		$ 17,931			$ 17,931	$ 54,129	*Regional Transit Partnership - *budget includes $20 deferred revenue
	RTP Pass-Thru	$ -	$ -	$ -		$ -			$ -	$ -	*Grant Match if needed
184	**Transit Governance Admin**	$ 36,717.00	$ 1,999.86	$ 2,271.76		$ 4,272	$ 11,038		$ 15,310	$ 21,407	Regional Transit Governance Study - Admin
	Regional Transit Gov Pass-Thru	$ 145,606.00	$ -	$ 4,716.64		$ 4,717	$ 127,361		$ 132,078	$ 13,528	Regional Transit Governance Study - Consultant
190/195/198	**MPO-PL**	$ 278,199.50	$ 19,745.69	$ 21,306.29		$ 41,052			$ 41,052	$ 237,148	MPO PL Transportation Planning
	MPO - PL - Consultant Pass-Thru	$ 70,833.15	$ 8,469.58	$ 2,273.57		$ 10,743			$ 10,743	$ 60,090	LRTP Support Consultant
191/196/199	**MPO-FTA**	$ 116,136.00	$ 14,835.47	$ 18,279.98		$ 33,115			$ 33,115	$ 83,021	MPO FTA Transit Planning
	MPO - FTA Pass Thru	$ -	$ -	$ -		$ -			$ -	$ -	Consultant Pass-thru if needed
193	**Rideshare - Admin**	$ 174,198.00	$ 16,535.85	$ 18,764.63		$ 35,300			$ 35,300	$ 138,898	Rideshare TDM Program Marketing & Management
	Rideshare Pass-Thru	$ -	$ -	$ -		$ -			$ -	$ -	N/A for FY24
194	**Rideshare CAP Strategic Plan**	$ -	$ -	$ -		$ -			$ -	$ -	Rideshare Strategic Plan - One-time grant - TJPDC admin not covered
	Strategic Plan Pass-Thru	$ 67,200.00	$ -	$ -		$ -			$ -	$ 67,200	Full grant is direct pass through to consultant
330	**Hazard Mitigation - Admin**	$ 67,200.00	$ 82.36	$ -		$ 82	$ 66,679		$ 66,761	$ 439	24 month planning project resiliency
	Haz Mit Pass-Thru	$ -	$ -	$ -		$ -			$ -	$ -	Technical Support/Mapping (if needed)
333	**EDA-CEDS - Admin**	$ 20,000.00	$ 1,879.69	$ 1,314.06		$ 3,194	$ 7,723		$ 10,917	$ 9,083	EDA administration
	EDA-CEDS - Pass-Thru	$ 80,000.00	$ -	$ 5,600.00		$ 5,600	$ 32,000		$ 37,600	$ 42,400	EDA Consultant Pass-through
726	**HOME ARP - Admin**	$ 367,841.00	$ 4,470.13	$ 4,755.44		$ 9,226	$ 73,113	$ 262,058	$ 82,339	$ 23,444	*HUD-ARPA Planning funds (not to exceed 5% of grant) - $32,670 budgeted
	HOME ARP Pass-Thru	$ 2,084,430.00	$ -	$ 26,008.88		$ 26,009	$ 34,600	$ 1,772,133	$ 60,609	$ 251,688	*Admin includes Consultant for Gap Analysis - $277697 budgeted
727-20	**HOME-20 TJPDC Admin**	$ -	$ -	$ -		$ -			$ -	$ -	*HUD HOME-20 Housing Grants Admin
	HOME-20 Pass-Thru	$ 118,323.76	$ -	$ 118,323.76		$ 118,324			$ 118,324	$ -	*HUD HOME-20 Housing Grants Construction
727-21	**HOME-21 TJPDC Admin**	$ 67,661.50	$ -	$ -		$ -	$ 67,662		$ 67,662	$ -	*HUD HOME-21 Housing Grants Admin
	HOME-21 Pass-Thru	$ 608,953.50	$ -	$ 7,650.00		$ 7,650	$ 516,948		$ 524,598	$ 84,355	*HUD HOME-21 Housing Grants Construction
727-22	**HOME-22 TJPDC Admin**	$ 74,782.50	$ -	$ -		$ -			$ -	$ 74,783	*HUD HOME-22 Housing Grants Admin
	HOME-22 Pass-Thru	$ 673,042.50	$ 109,877.25	$ 90,070.07		$ 199,947	$ 3,137		$ 203,085	$ 469,958	*HUD HOME-22 Housing Grants Construction
727-23	**HOME-23 TJPDC Admin**	$ 78,528.60	$ 6,429.95	$ 4,271.11		$ 10,701			$ 10,701	$ 67,828	*HUD HOME-23 Housing Grants Admin
	HOME-23 Pass-Thru	$ 706,757.40		$ 98,160.75		$ 98,161	$ 98,161		$ 196,322	$ 510,436	*HUD HOME-23 Housing Grants Construction
728-22	**Housing Preservation Grant-22 - Admin**	$ 32,250.00	$ 1,726.50	$ 2,561.21		$ 4,288		$ 7,631	$ 4,288	$ 20,331	*USDA Housing Repair Admin
	HPG-22 Pass-Thru	$ 182,750.00	$ -	$ 30,702.51		$ 30,703		$ 42,783	$ 30,703	$ 109,264	*USDA Housing Repair Construction
729	**Regional Housing Partnership**	$ 55,000.00	$ 7,918.74	$ 18,253.26		$ 26,172			$ 26,172	$ 28,828	Regional Housing Partnership
	RHP - Consultant Pass-Thru	$ 14,096.00	$ 1,490.59	$ -		$ 1,491			$ 1,491	$ 12,605	Amy Nissenson - RHP Strategic Planning Consultant - One-time
732	**VERP - Admin**	$ 13,750.00	$ 1,334.14	$ 1,905.83		$ 3,240	$ 6,885		$ 10,125	$ 3,625	*VA Eviction Planning Grant - Admin
	VERP Pass-Thru	$ 261,250.00	$ 17,911.94	$ 22,763.92		$ 40,676	$ 100,996		$ 141,672	$ 119,578	*VA Eviction Planning Grant - Consultants
733	**VA Housing Development - Admin**	$ 200,000.00	$ 1,767.20	$ 2,553.56		$ 4,321	$ 59,551		$ 63,872	$ 136,128	*VA Housing PDC - Admin
	VA Housing Pass-Through	$ 1,800,000.00	$ -	$ 20,000.00		$ 20,000	$ 630,476		$ 650,476	$ 1,149,524	*VA Housing PDC - Construction/Partnership
760	**Blue Ridge Cigarette Tax Board**	$ 140,980.00	$ 14,458.08	$ 15,918.04		$ 30,376			$ 30,376	$ 110,604	Includes Administrative Fees
	Cig Tax Pass-Through	$ 2,400,000.00	$ 250,359.58	$ 260,630.79		$ 510,990			$ 510,990	$ 1,889,010	Pass through - direct costs
761	**VATI - Admin**	$ 875,000.00	$ 15,530.61	$ 23,923.69		$ 39,454	$ 255,333	$ 379,129	$ 294,787	$ 201,084	*VATI Admin - 36-42 months
	VATI Pass-Through	$ 112,500,000.00	$ 17,514.11	$ 914,905.82		$ 932,420	$ 13,376,956	$ 51,123,044	$ 14,309,376	$ 47,067,580	*Program/Construction Pass-Through
	TOTAL - All Programs	$ 126,266,175.03	$ 575,753.35	$ 1,802,953.81	$ -	$ 2,378,707	$ 15,500,286	$ 54,299,571	$ 17,878,993	$ 54,087,611	TOTAL - All Programs
	Pass Thru Sub-totals	$ 122,771,691.31	$ 405,623.05	$ 1,601,806.71	$ -	$ 2,007,430	$ 14,920,635	$ 53,549,072	$ 16,928,065	$ 52,294,554	Pass-Thru Subtotal

*indicates unspent funds can 'roll-over' in FY25

$ 134,669.00	12 month average - Operating Expenses
$ 151,379.00	3 month average - Operating Expenses
$ 149,979.00	last month - Operating Expenses

Total Grant Funds Remaining	$ 54,087,611
Pass-through funds	$ 52,294,554
TJPDC Available Funds	$ 1,793,057
Average Funds Available per Month	**$ 179,306**

COMMONWEALTH OF VIRGINIA
FINANCIAL ASSISTANCE
CONTRACT NUMBER 110-24

July 1, 2023 to June 30, 2024

THIS AGREEMENT by and between the COMMONWEALTH OF VIRGINIA, DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (herein called the "Department") and the THOMAS JEFFERSON PLANNING DISTRICT COMMISSION (herein called the "Commission"), WITNESSETH THAT:

WHEREAS, the Commission has been organized by the governing authorities within its boundaries pursuant to the Regional Cooperation Act for the purpose of promoting the orderly and efficient development of the physical, social, and economic elements of Planning District Number 10 by planning, encouraging, and assisting governmental subdivisions to plan for the future; and

WHEREAS, the Commission desires to secure financial support from the Department under the terms of the Regional Cooperation Act; and

WHEREAS, the Department is empowered to provide state financial support to Planning District Commissions to help them achieve the aforementioned objectives;

NOW, THEREFORE, the parties hereto mutually agree as follows:

COMPENSATION

1. Based upon the Appropriation Act of the Commonwealth of Virginia for the 2022-2024 Biennium, as amended, the Department agrees to pay to the Commission for the fiscal year beginning July 1, 2023, and ending June 30, 2024, eighty-nine thousand nine hundred seventy-one dollars ($89,971.00), subject to the provisions of any budget reduction plan approved by the Governor and provided that the Commission shall meet the requirements listed below.

METHOD OF PAYMENT

2. The Department shall distribute funds on a quarterly basis, with the total allocation being divided into four (4) equal payments, after receipt of the required annual report, related materials, and executed contract. In the event that any budget reductions are approved by the Governor, the Department will make appropriate reductions in the quarterly payments to the Commission beginning with the first quarter after such reductions are approved by the Governor and communicated to the Department.

SCOPE OF SERVICES

3. The Commission shall furnish to the Department the following items during the term of this Contract, or as specified below:

   a. An annual report, as required by Va. Code Section 15.2-4215, submitted no later than September 1, 2023. This report shall include, at a minimum, the following information:

      1. A description of the activities conducted by the Commission during the preceding fiscal year, describing how the Commission met the provisions of Va. Code Section 15.2-4208 of the Regional Cooperation Act.

      2. A summary of the sources and amounts of funding provided to the Commission.

      3. A copy of the annual work program proposed for the fiscal year of this Contract.

      4. A description of regional strategic plan development and implementation activities.

      5. A summary description highlighting achievements of special merit with regard to regional cooperation.

      6. A current list of Commission members by jurisdiction and staff by title or function.

   b. A copy of the Commission's annual audit as prepared by a Certified Public Accountant in accordance with the Office of Management and Budget Circular A-133. This item shall be submitted within a thirty day period after its acceptance from the CPA.

   c. A copy of any amendment to the Commission's Charter and/or by-laws. This item shall be submitted upon ratification of any such amendments.

   d. Copies of all Commission publications completed during the term of the contract, which may be provided in electronic format.

COMMONWEALTH OF VIRGINIA
Department of Housing and
Community Development

By: ______________________________
Director
Department of Housing and
Community Development

Date: ____________________________

Thomas Jefferson Planning District
Commission
Planning District Number 10

By: Ned Gallaway (Sep 18, 2023 13:11 EDT)
Chair

Date: Sep 18, 2023

By: ______________________________
Executive Director

Date: 9/18/2023

11024ThomasJeffersonPDCFY24Contract915202331007-cj

Final Audit Report 2023-09-18

Created:	2023-09-18
By:	Christine Jacobs (cjacobs@tjpdc.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAaJytltLbs5SD9r8UzV37XMc-aBHVQHvd

"11024ThomasJeffersonPDCFY24Contract915202331007-cj" History

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- Document emailed to ngallaway@albemarle.org for signature
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- Signer ngallaway@albemarle.org entered name at signing as Ned Gallaway
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- Document e-signed by Ned Gallaway (ngallaway@albemarle.org)
  Signature Date: 2023-09-18 - 5:11:32 PM GMT - Time Source: server- IP address: 50.186.35.145

- Agreement completed.
  2023-09-18 - 5:11:32 PM GMT

Adobe Acrobat Sign

Virginia Association of Planning District Commissions (VAPDC)

October, 2023

virginia association of planning district commissions

1

PDCs and State Funding

Background on PDCs

- Virginia Code provides the PDC framework "to encourage and facilitate local government cooperation and state-local cooperation in addressing on a regional basis problems of greater than local significance"
- 21 Planning District Commissions/Regional Commissions/Regional Councils
- State funding: $89,971 per PDC (slightly higher amounts for the largest three PDCs)

2

PDCs and State Funding

Background on State Funding for PDCs

- State funding for PDCs has fluctuated over the years but remains below pre-Great Recession highs
- $90,000 per PDC in 2006, then fell to about $66,000
- For 10 years, the base amount was $75,971
- An additional $14,000 per PDC was approved for FY22 (now $89,971 for most)
- Total state base funding for the 21 PDCs totals just under $2.1 million for FY24

3

PDCs and State Funding

Request for Additional State Funding

- VAPDC is requesting that additional money for each PDC be included in the governor's introduced state budget for FY2025/FY2026
- Letter sent to Governor Youngkin on 9/29
- Planned meetings with governor's staff and cabinet officials

4

PDCs and State Funding

Request for Additional State Funding

- VAPDC is providing materials to support advocacy by PDCs and local government partners to support the request
- Will inform/provide awareness of request to money committee staff and leadership
- Focused advocacy by PDCs/PD Commissioners, local government officials and statewide associations will be key

5

Thank you!

David Blount, VAPDC Executive Director
434-422-4820
dblount@tjpdc.org

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Planning District Commission

THOMAS JEFFERSON PLANNING DISTRICT COMMISSION

ORGANIZATIONAL STRATEGIC PLAN

FY 2024-2028

Adopted Date: October 5, 2023

TABLE OF CONTENTS

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

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 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.

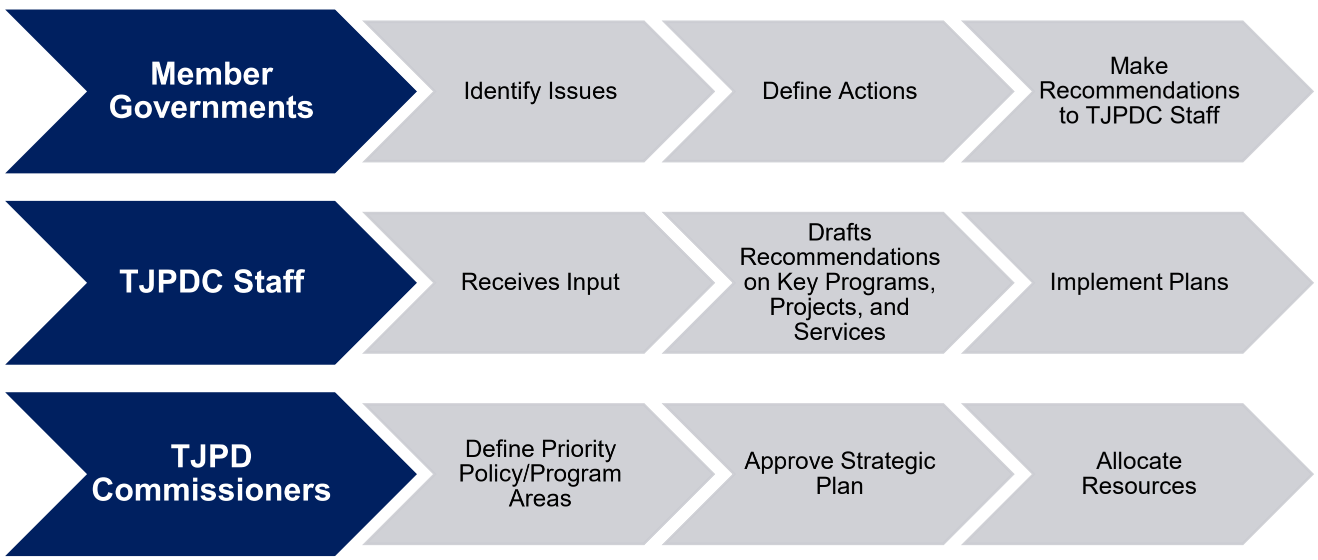
Accountability - We will be credible, dependable, and responsible in all that we do.

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:



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 TJPD 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 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:

Transportation/Transit	Housing	Legislative Services
Environmental Planning	Broadband	Regional/ Local Planning

Further, the importance of the intersection of policy areas was a key element of discussion. The TJPD 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

City of Charlottesville

Michael Payne, Charlottesville City Council

Lyle Solla-Yates, Charlottesville Planning Commission

Fluvanna County

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

Keith Smith, Fluvanna County Citizen Appointee, TJPDC Treasurer

Greene County

Dale Herring, Greene County Board of Supervisors

Andrea Wilkinson, Greene County Citizen Appointee

Louisa County

Rachel Jones, Louisa County Board of Supervisors

Tommy Barlow, Louisa County Board of Supervisors

Nelson County

Ernie Reed, Nelson County Board of Supervisors

Jesse Rutherford, Nelson County Board of Supervisors

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

Thomas Jefferson Planning District Commission

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

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

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*	○	○	○	○

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

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*	○	○	○	○

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*	○	○	○	○

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.)*	○	○	○	○

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*	○	○	○	○	○

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*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

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

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

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

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

TJPDC has professional and dedicated staff*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

TJPDC staff offer valuable expertise*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

TJPDC communicates clearly and effectively with its member governments*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

TJPDC is responsive to requests for services from its members*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

TJPDC is effective at identifying critical regional issues*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

TJPDC provides innovative solutions to regional issues*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Member local governments show "ownership" of the TJPDC*

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

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 techical 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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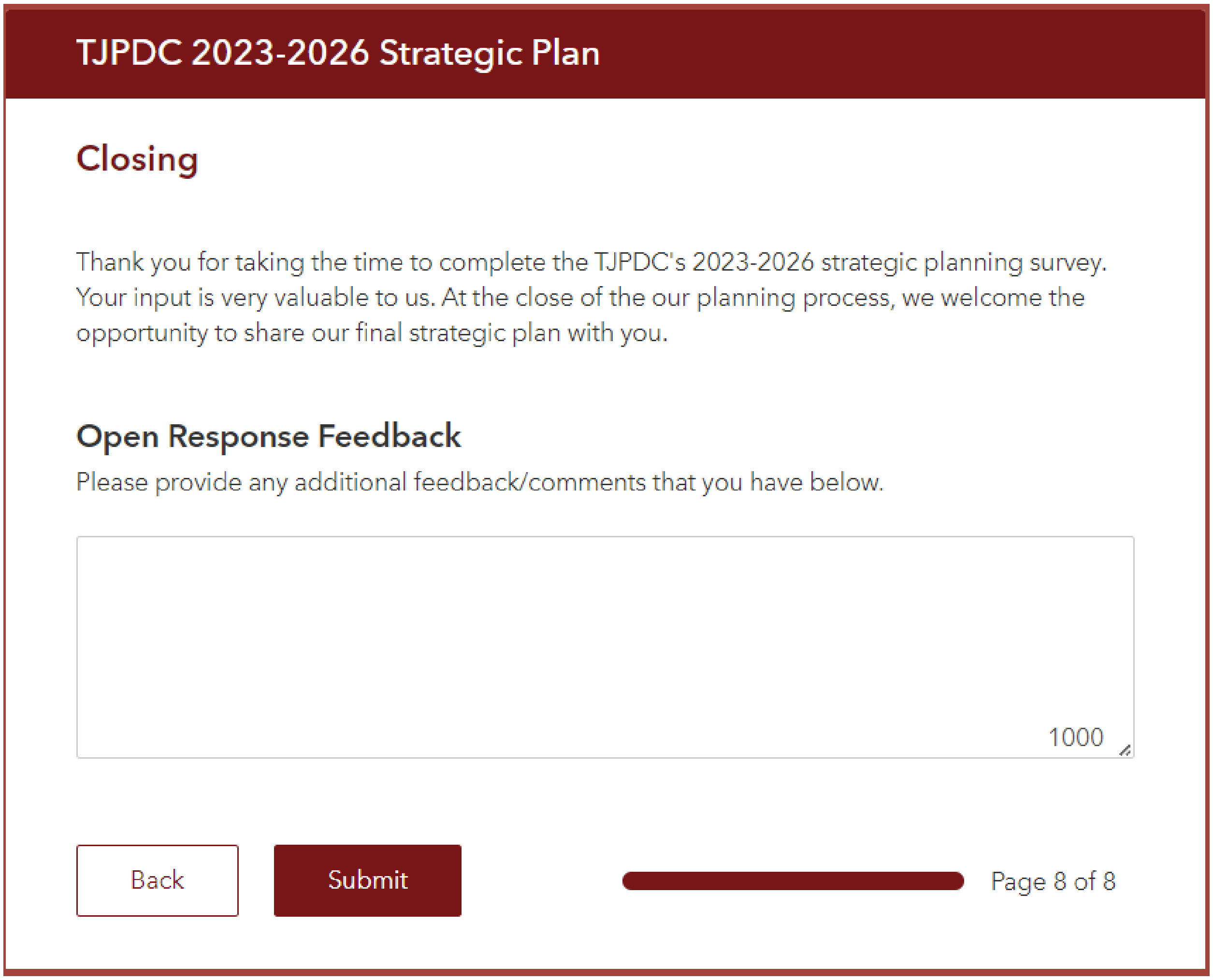

TJPDC 2023-2026 Strategic Plan

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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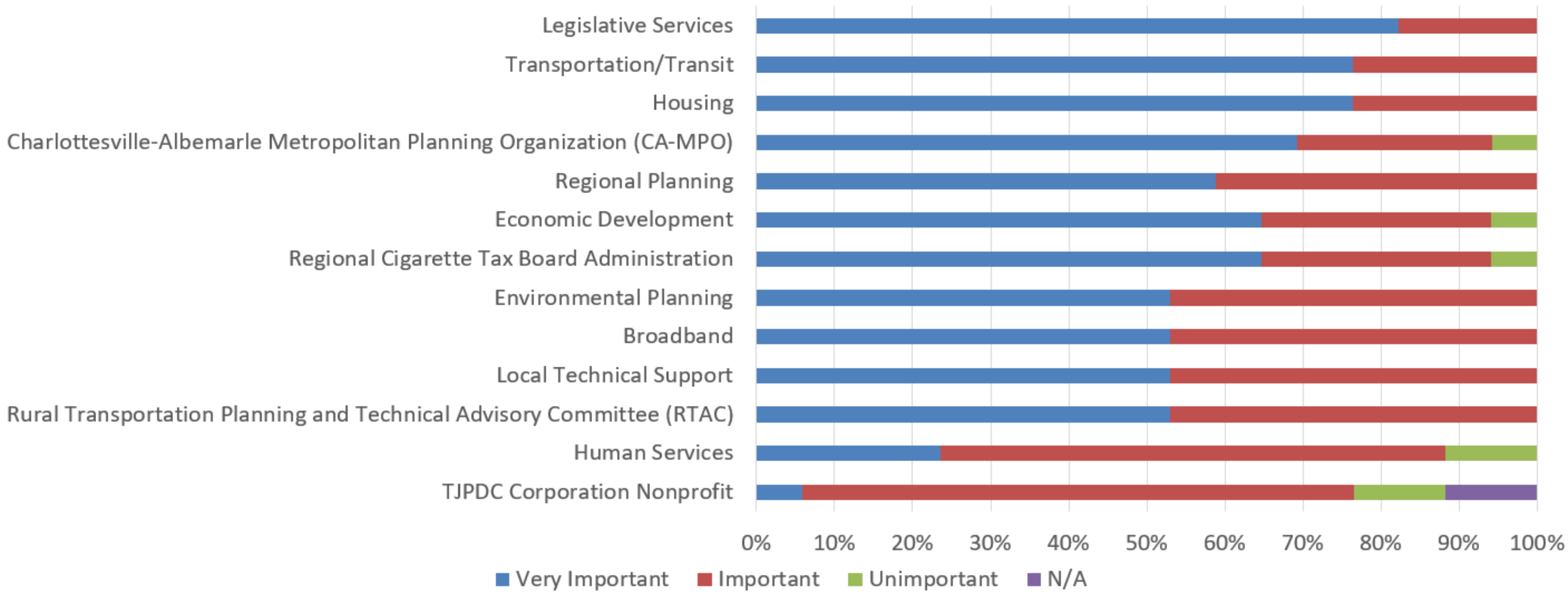
Survey Data

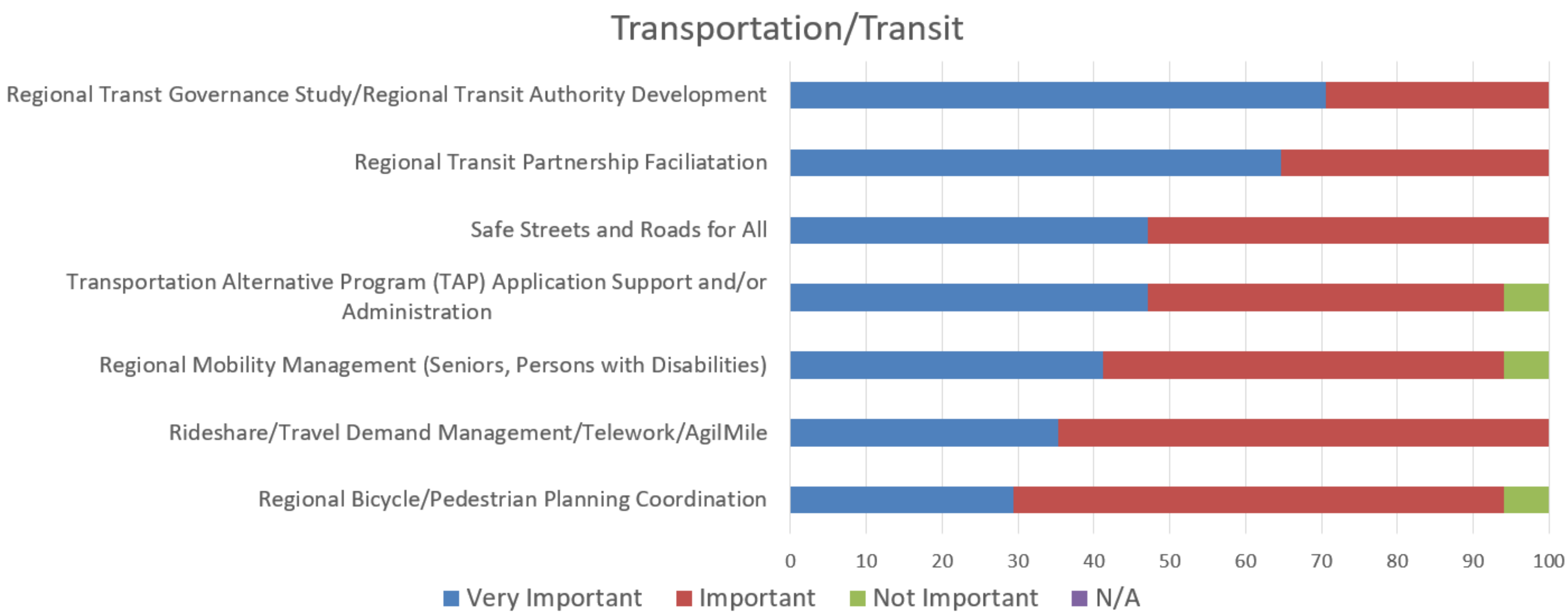
Priority Areas:

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



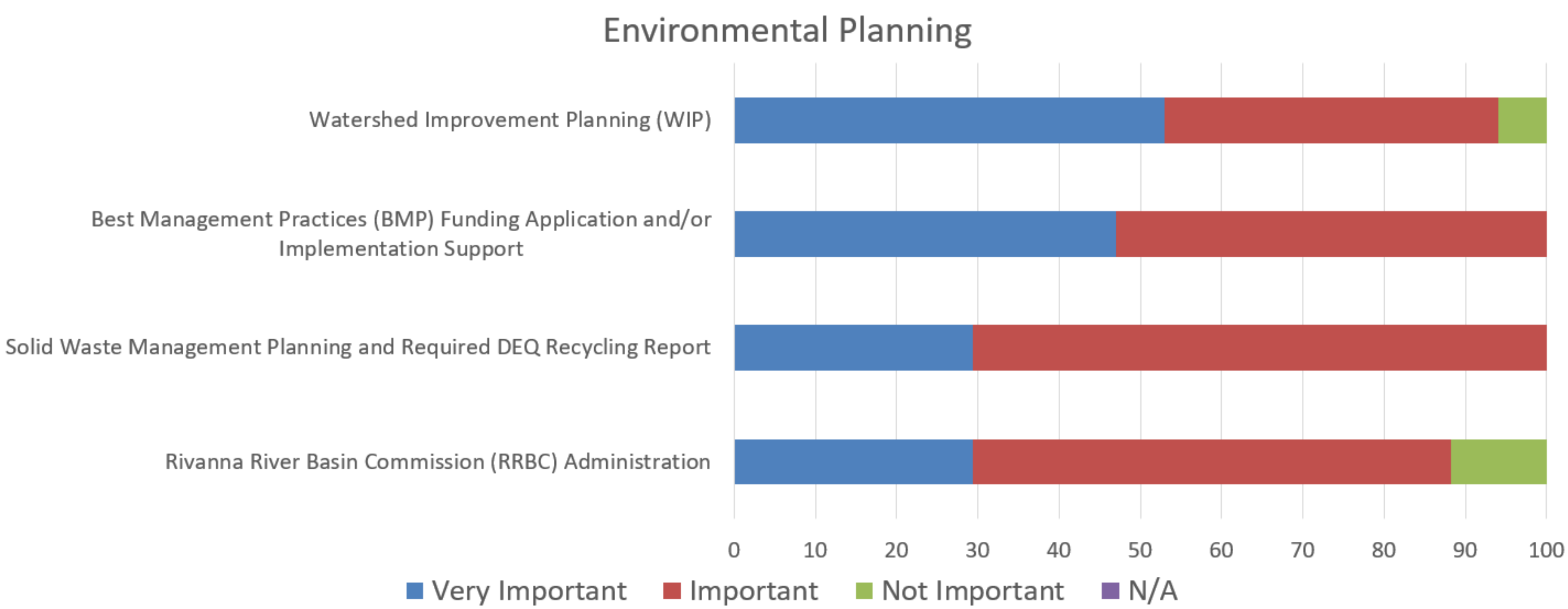
Programs/Projects: Transportation/Transit

How important are the following programs/projects?



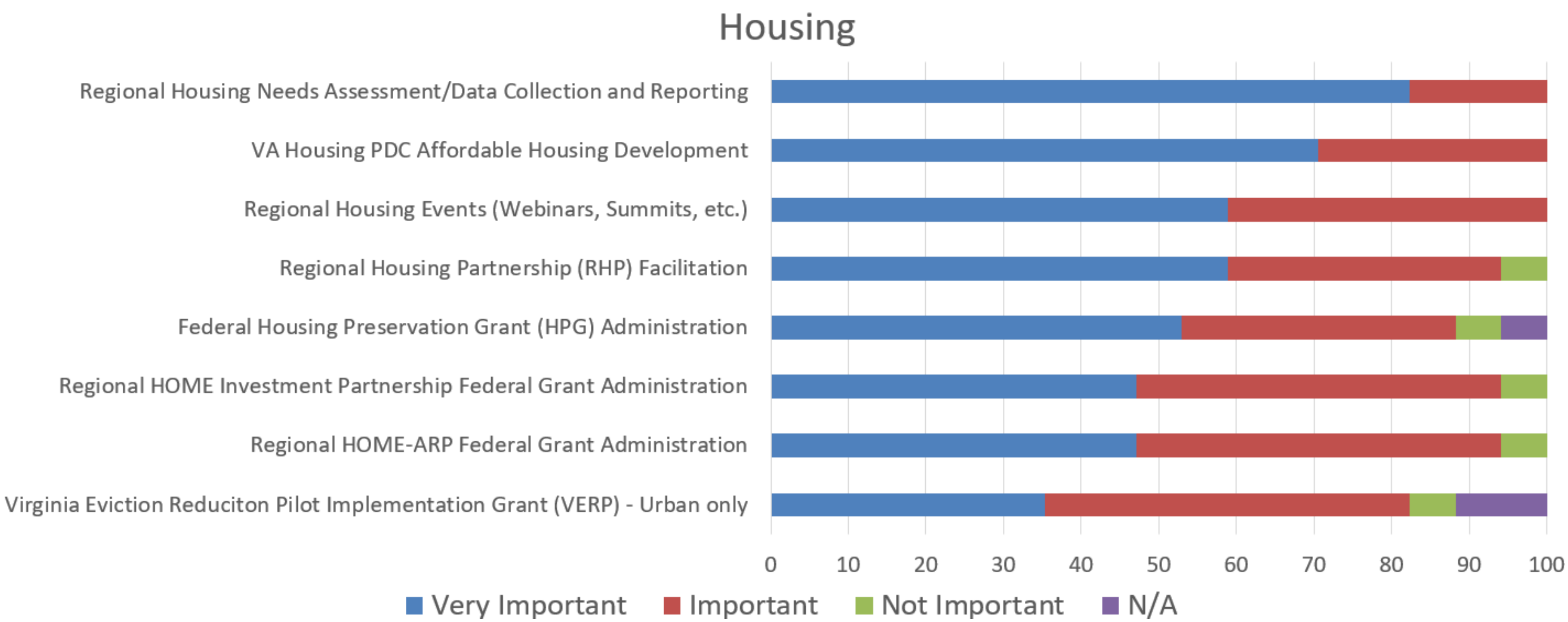
Programs/Projects: Environmental Planning

How important are the following programs/projects?



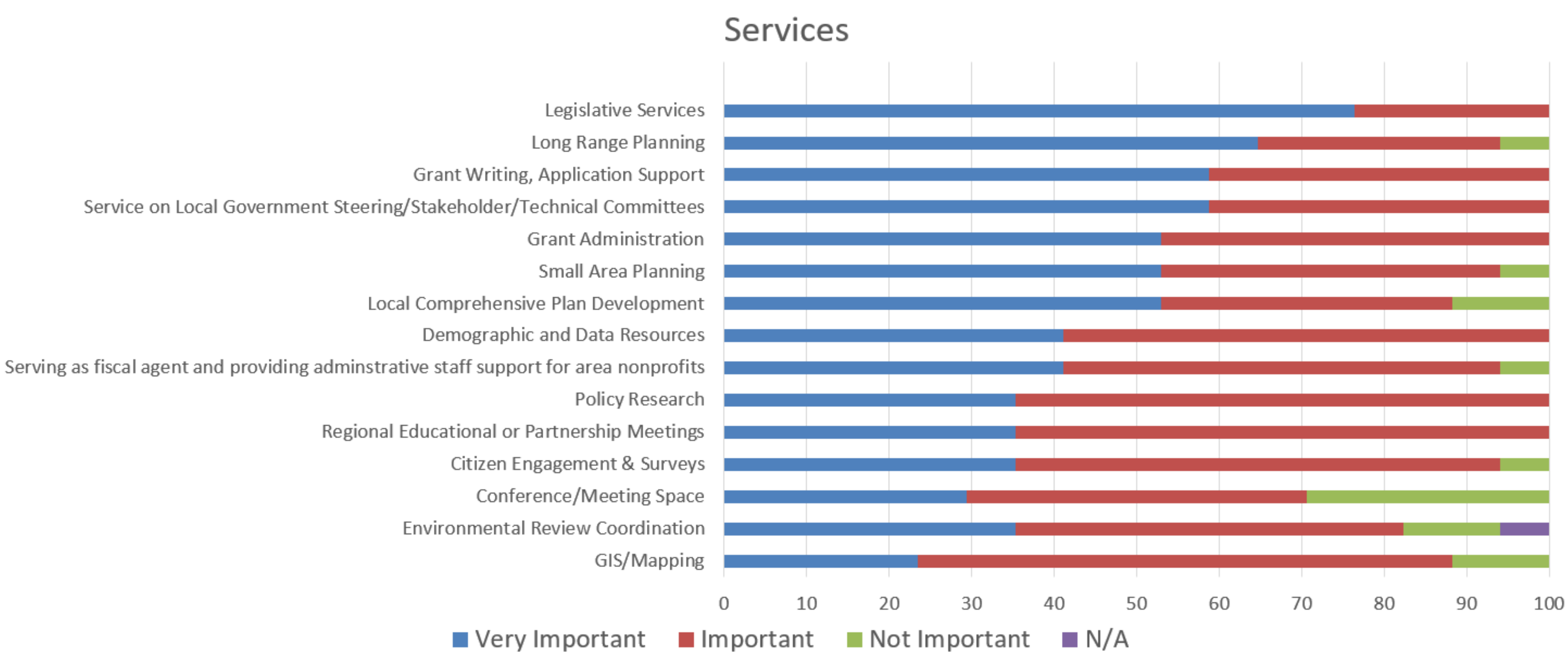
Programs/Projects: Transportation/Transit

How important are the following programs/projects?



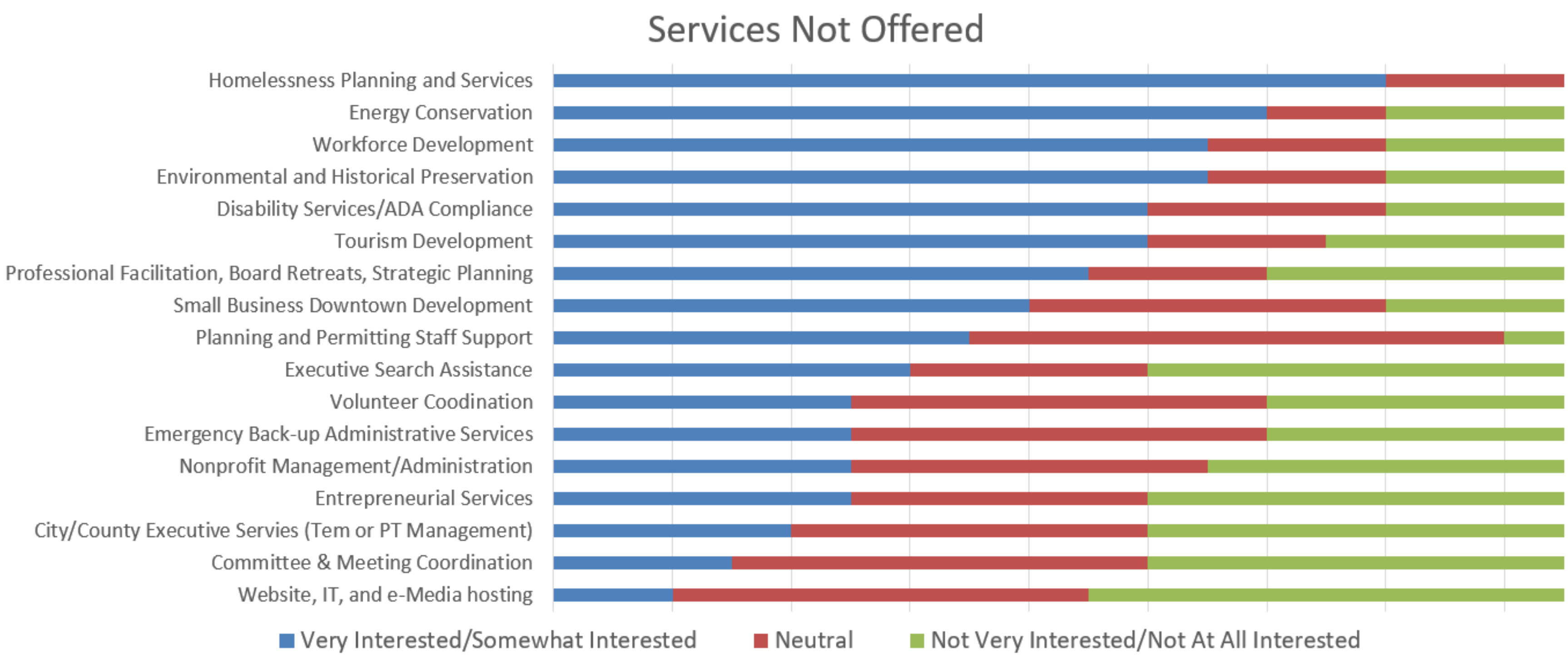
Programs/Projects: Services

How important are the following programs/projects?



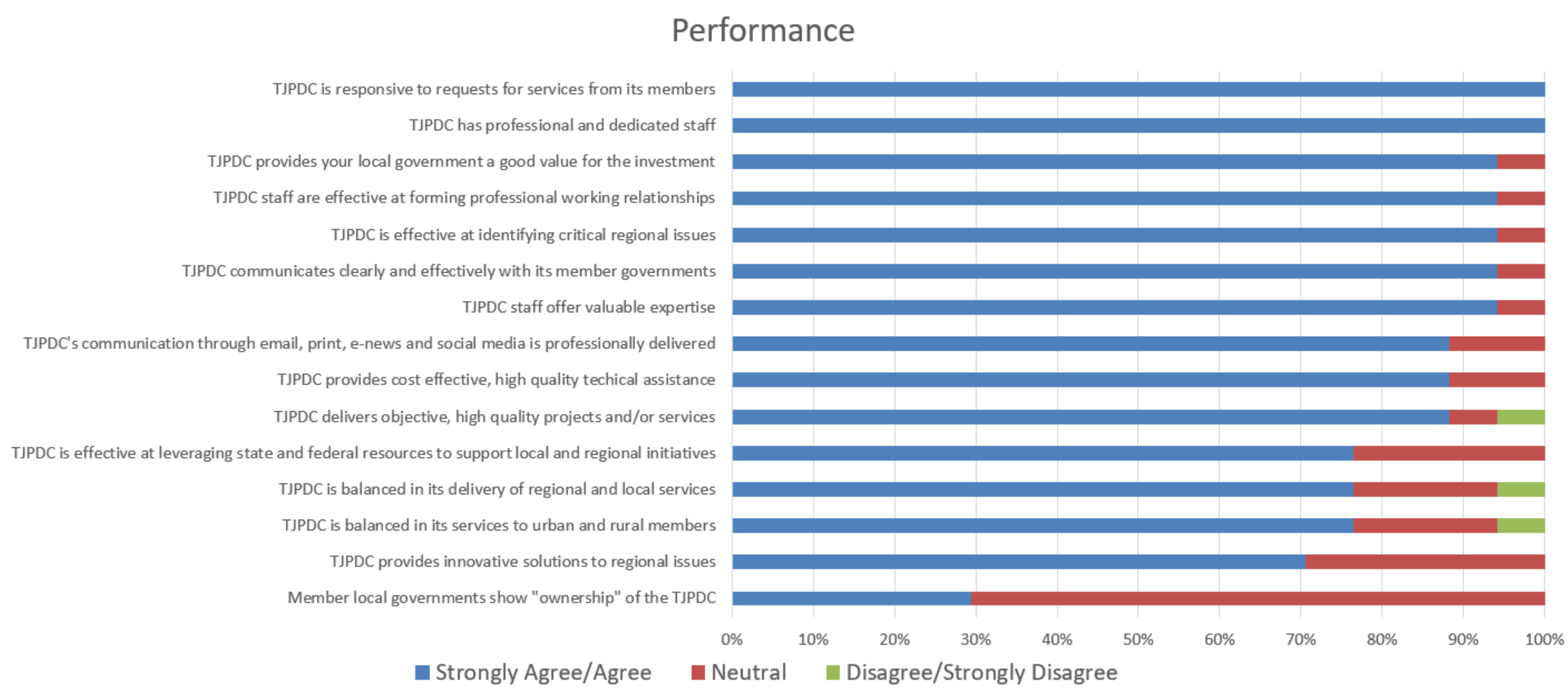
Services Not Offered:

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.



TJPDC - FY25 Projected Budget

8/16/20023

	$0.62 per capita	$0.62 per capita	$0.64 per capita	$0.66 per capita
Revenue	***FY22 Actual***	***FY23 Amended***	***FY24 Approved***	***FY25 Projected***
Federal	$1,319,557	$36,710,296	$50,563,517	$48,483,123
State	$862,691	$1,286,067	$1,132,839	$960,678
Local	$1,908,011	$3,130,463	$3,009,549	$3,255,297
Local per capita	$158,876	$160,848	$171,055	$178,411
Interest Income	$25,200	$30,000	$25,000	$25,000
Rent Income	$2,769	$22,000	$15,000	$17,000
Grant & Reserves Transfer	$0	$0	$9,075	$0
Total Revenue	$4,277,104	$41,339,674	$54,926,035	$52,919,509
Operating Expenses				
Personnel Costs				
Salaries	$931,013	$985,772	$1,112,132	$1,166,543
Fringe and Release	$0	$201,368	$236,833	$265,065
Total Personnel	$931,013	$1,187,139	$1,348,965	$1,431,608
Other Costs				
Postage	$1,942	$2,246	$2,344	$2,494
Subscriptions	$156	$500	$1,850	$575
Supplies	$5,912	$16,700	$8,678	$13,534
Audit-Legal	$22,900	$27,700	$52,000	$49,550
Advertising	$22,580	$22,987	$30,388	$29,324
Meeting Expenses	$1,824	$5,624	$10,039	$9,722
TJPDC Contractual	$80,958	$206,119	$143,837	$116,540
Dues	$8,623	$13,290	$13,246	$10,256
Insurance	$6,563	$7,000	$7,000	$8,000
Printing/Copy	$4,538	$6,193	$6,600	$6,019
Rent	$98,058	$101,142	$104,296	$107,344
Equip/Data Use	$40,728	$52,720	$28,720	$32,110
Capital & Leases	$0	$0	$0	$0
Telephone	$6,388	$8,225	$8,992	$7,492
Travel-Vehicle	$9,646	$27,653	$42,521	$37,789
Janitorial	$2,050	$3,501	$6,001	$4,500
Professional Development	$16,555	$26,655	$32,163	$35,162
Total Other Costs	*$329,420*	*$528,254*	*$498,674*	*$470,410*
TOTAL OPERATING EXPENSES	$1,260,434	$1,715,393	$1,847,639	$1,902,018
Net Ordinary Income - Pass Through $	$3,016,670	$39,624,281	$53,078,396	$51,017,491
Other				
HOME Pass Thru	$736,642	$763,113	$997,404	$869,947
HPG Pass Thru	$113,255	$168,914	$187,102	$178,274
All Grants/Contracts Pass Thrus	$2,110,440	$38,680,230	$51,893,889	$49,969,269
Total Other Expenses	*$2,960,337*	*$39,612,257*	*$53,078,396*	*$51,017,490*
Net Other Income	-$2,960,337	-$39,612,257	-$53,078,396	-$51,017,490
Net Income	**$56,333**	**$12,024**	**$0**	**$0**

FY24 Budget Revenues

Internal Program Code	Revenue	Federal	State	Local	Local per capita	Interest Income	Rent
LOCALITY PER CAPITA AND STATE REVENUE							
110	State Contribution - DHCD		$89,971				
110	WSC & Offices						$17,000
110	Interest Income					$25,000	
301	Charlottesville				$33,843		
302	Albemarle				$76,227		
304	Fluvanna				$18,376		
305	Greene				$13,969		
306	Louisa				$26,219		
307	Nelson				$9,777		
	Unknown Source/Reserve Transfer			$0			
TRANSPORTATION							
	Rural Transportation						
170	Rural Admin	$12,800					
171	Rural Transportation Planning	$45,200					
172	**Safe Streets and Roads for All (SS4A)**	$45,600		$11,400			
180	**Mobility Management**	$40,737	$8,147				
	Transit Planning						
181	Regional Transit Partnership (RTP)			$50,000			
184	Transit Governance Study	$0		$0			
	Charlottesville-Albemarle MPO						
190/195/198	PL Funding	$194,770	$24,346				
191/196/199	FTA Funding	$103,232	$12,904				
	Rideshare						
193	Rideshare/TDM - DPRT		$139,358	$34,840			
194	CAP/Rideshare Strategic Plan	$0	$0				
	Other Transportation						
334	Nelson TAP			$0			
HOUSING AND NONPROFIT							
726	HOME-ARP	$32,670					
727-23	HOME Consortium Admin-23	$19,632					
727-24	HOME Consortium Admin-24	$56,250					
728-22	Housing Preservation Admin - HPG-22	$7,631					
728-23	Housing Preservation Admin - HPG-23	$23,910					
729	Regional Housing Partnership			$50,000			
732	VERP - DHCD		$0				
733	VA Housing - PDC		$70,000				
ENVIRONMENT							
303	Solid Waste			$5,500			
907	WIP DEQ	$58,000					
908	RRBC			$10,500			
OTHER PROGRAMS							
277	Legislative Liaison			$108,128			
278	VAPDC			$55,000			
310	SCRC - Capacity Building	$5,750					
333	CEDS	$0		$0			
760	Reional Cigarette Tax			$148,069			
761	VATI 2022 - DHCD	$225,000		$0			
PASS THRU REVENUE							
170/171	Rural Transportation Planning	$0		$0			
172	Safe Streets and Roads for All (SS4A)	$468,960		$117,240			
180	Mobility Management	$54,759	$10,952				
181	Regional Transit Partnership (RTP)			$0			
184	Transit Governance Study	$0		$0			
190/195/198	MPO - PL	$40,000	$5,000				
191/196/199	MPO - FTA	$0	$0				
193	Rideshare/TDM - DRPT						
194	CAP/Rideshare Strategic Plan						
303	Solid Waste			$5,000			
333	CEDS	$0		$0			
726	HOME-ARP Pass Through	$277,697					
727-23	Consortium HOME Pass Through-23	$86,000					
727-24	Consortium HOME Pass Through-24	$506,250					
728-22	Housing Preservation Pass Through-22	$42,783					
728-23	Housing Preservation Pass Through-23	$135,491					
729	Regional Housing Partnership		$0				
732	VERP - DHCD Pass Through		$0				
733	VA Housing - PDC Pass Through		$600,000				
760	Regional Cigarette Tax Pass Through			$2,659,620			
761	VATI 2022- DHCD	$46,000,000		$0			
Total Revenues by Category		**$48,483,123**	**$960,678**	**$3,255,297**	**$178,411**	**$25,000**	**$17,000**
Sum Total of Revenues							**$52,919,509**

**NOTE unconfirmed source (or reserve transfer)

FY25

			Per Capita			Direct Local Contributions					Per Capita			Required Local Match				Per Commission Policy:		
	7/1/2022		0.66	Local	Local	Local	0.4	Local	Local		0.66	Per Capita	Per Capita	Per Capita	Per Capita	Per Capita		75%	25%	
Program Code			**110/300**	**193**	**303**	**908**	**277**	**181**	**729**	**Various**	**110/300**	**170/171**	**180**	**190/195/198 191/196/199**	**330**	**907**				
Program	**Pop.**	**% Pop.**	**Per Capita**	**Rideshare**	**Solid Waste**	**RRBC**	**Legislative Liaison**	**Regional Transit Partnership**	**Regional Housing Partnership**	**Total Contribution**	**Per Capita**	**Rural**	**Mobility Management**	**CA-MPO**	**Hazard Mit (FY26/FY27)**	**Watershed Improvement Program (WIP)**	**Balance**	**Regional**	**Local**	***Difference from FY24 Total Contribution***
Charlottesville	51,278	18.97%	$ 33,843	$ 7,331	$ 2,540	$ 1,337	$ 20,511	$ 25,000	$ 9,550	$ 100,113	$ 33,843	$ -	$ (906)	$ (12,991)	$ -	$ (2,751)	$ 17,196	$ 12,897	$ 4,299	*$ 1,233*
Albemarle	115,495	42.73%	$ 76,227	$ 15,876	$ 5,560	$ 6,210	$ 46,198	$ 25,000	$ 21,310	$ 196,381	$ 76,227	$ (7,645)	$ (2,040)	$ (29,259)	$ -	$ (6,195)	$ 31,086	$ 23,315	$ 7,772	*$ 3,424*
Fluvanna	27,843	10.30%	$ 18,376	$ 3,999	$ 1,370	$ 1,897	$ 11,137	$ -	$ 5,250	$ 42,030	$ 18,376	$ (1,843)	$ (492)	$ -	$ -	$ (1,494)	$ 14,548	$ 10,911	$ 3,637	*$ 855*
Greene	21,165	7.83%	$ 13,969	$ 2,997	$ 1,030	$ 1,056	$ 8,466	$ -	$ 3,905	$ 31,423	$ 13,969	$ (1,401)	$ (374)	$ -	$ -	$ (1,135)	$ 11,059	$ 8,294	$ 2,765	*$ 564*
Louisa	39,725	14.70%	$ 26,219	$ 5,274	$ -	$ -	$ 15,890	$ -	$ 7,110	$ 54,493	$ 26,219	$ (2,630)	$ (702)	$ -	$ -	$ (2,131)	$ 20,756	$ 15,567	$ 5,189	*$ 2,210*
Nelson	14,813	5.48%	$ 9,777	$ 2,335	$ -	$ -	$ 5,925	$ -	$ 2,875	$ 20,912	$ 9,777	$ (981)	$ (262)	$ -	$ -	$ (795)	$ 7,740	$ 5,805	$ 1,935	*$ 289*
TOTALS	270,319	100.00%	$ 178,411	$ 37,812	$ 10,500	$ 10,500	$ 108,128	$ 50,000	$ 50,000	$ 445,350	$ 178,411	$ (14,500)	$ (4,775)	$ (42,250)		$ (14,500)	$ 102,385	$ 76,789	$ 25,596	*$ 8,574*
	Population Increase											$14,500	$ 4,775	$42,250		$ 14,500				
	0.011396587	1.14%										219,041	270,319	166,773		270,319				
	3,046																			

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Thomas Jefferson Planning District Commission
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RESOLUTION APPROVING THE FISCAL YEAR 2025 THOMAS JEFFERSON PLANNING DISTRICT COMMISSION PROJECTED BUDGET

WHEREAS, the Thomas Jefferson Planning District Commission ("the Commission") is the Planning District Commission serving the City of Charlottesville, Albemarle, Fluvanna, Greene, Louisa and Nelson Counties, known together as Planning District 10; and

WHEREAS, the Commission and its associate organization, the Charlottesville-Albemarle Metropolitan Planning Organization, carry out a program of work on behalf of its members and in cooperation with its federal, state and local partners; and

WHEREAS, the Commission prepares an annual projected budget containing a revenue summary and expenditure plan to fund and carry out its work program; and

WHEREAS, the projected budget establishes local government revenue sources recommended to meet expenditure obligations for a balanced budget for the upcoming fiscal year; and

WHEREAS, upon approved local government funding from member jurisdictions, the Commission will adopt an annual operating budget by May of every fiscal year; and

WHEREAS, the Executive Director recommends to the Commission for the Fiscal Year 2025 a Projected Budget of $52,919,509 in Revenues and $52,919,509 in Expenses; and

WHEREAS, the FY 2025 projected budget recommends local funding with per capita funding at sixty-six cents per person and maintaining a per capita contribution of forty cents per person specific to legislative liaison services, based upon the most recent Weldon Cooper Center population estimates published January 30, 2023; and

WHEREAS, the FY 2025 budget anticipates per capita contributions to first provide grant matching funds to urban and rural transportation grants and then to regional and local services in a ratio of 75% regional and 25% direct local services; and

NOW, THEREFORE, BE IT RESOLVED by the Thomas Jefferson Planning District Commission that it hereby approves the Fiscal Year 2025 Projected Budget and Member Assessments, which is attached hereto and which shall be included in the minutes of the Commission meeting of October 5, 2023.

Adopted by the Thomas Jefferson Planning District Commission at its Monthly Commission Meeting of October 5, 2023, a quorum being present.

______________________________________	______________________________________
Christine Jacobs, Executive Director Thomas Jefferson Planning District Commission	Ned Gallaway, Commission Chair Thomas Jefferson Planning District Commission
__________________________	________________________
Date	Date

Planning District Commission

Regional Vision ▪ Collaborative Leadership ▪ Professional Service

MEMORANDUM

To: TJPD Commissioners
From: Christine Jacobs, Executive Director
Date: October 5, 2023
Re: Executive Director's Report

Purpose: To review the current agenda packet and inform Commissioners of Agency Activities since September 7, 2023.

Administration

- October 5, 2023, Meeting Agenda

1. **Call to Order**
   a. Call to Order, Roll Call – Chair Gallaway, Ruth Emerick
   b. Vote to Allow Electronic Participation, if needed – Ruth Emerick

2. **Matters from the Public**
   a. **Comments by the public** are limited to no more than 2 minutes per person.
   b. **Comments provided via email, online, website**, etc. (Read by Ruth Emerick)
   c. **Public Hearing:** Proposal for providing universal broadband access.
   Staff received an unsolicited proposal from Firefly Fiber Broadband to provide broadband access in our region. On September 7, 2023, the commission accepted the proposal for consideration. Staff then provided a public notice of accepting additional competing proposals. Included in the meeting materials is a copy of the public notice, the unsolicited proposal, a link to a copy of the adopted Private Public Education Act (PPEA Guidelines, and a draft resolution.

   ***Resolution:** Staff recommends a motion to approve Firefly Fiber Broadband's proposal for providing broadband access.

3. **Presentations**

   a. **TJPDC Regional Transit Governance Study Update** – Lucinda Shannon will update the commission on the most recently completed phase of the Transit Governance Study. The steering committee meets Wednesday, November 1, 2023. The consultants, AECOM, and TJPDC has a meeting scheduled with each member jurisdiction's representatives to give updates and receive feedback. The study is expected to be completed by the end of the calendar year. A copy of the staff's presentation as well as a copy of an overview memo and the Phase III technical memo are included in the meeting materials.

4. ***Consent Agenda**
   a. *** Minutes of the September 7, 2023, Commission Meeting**
   b. *** August Financial Reports:** A copy of the following reports are included in the meeting materials.
      i. August Dashboard Report
      ii. August Consolidated Profit & Loss Statements
      iii. August Comparative Balance Sheet
      iv. August Accrued Revenue Reports

   *** <u>Staff recommends a motion to approve the consent agenda.</u>**

5. **New Business**
   a. **Department of Housing and Community Development (DHCD) Annual Funding Contract** – *David Blount* – The TJPDC receives annual funding from the state through the Department of Housing and Community Development. Staff will give a brief update. A copy of the annual contract and FY23 work plan are included in the meeting materials.

   b. **Virginia Association of Planning District Commission (VAPDC) Funding Request** – *David Blount* – A working group of the VAPDC has been working on a 'pitch' to request additional funding for the Commonwealth's planning district commissions from officials in the Youngkin Administration. Included in the meeting materials is a copy of the staff's presentation.

6. **Old Business**
   a. *** FY24-28 Agency Strategic Plan** – *Christine Jacobs* – Staff presented the Draft FY24-28 strategic plan in the September commission meeting. No additional feedback/comments were received on the draft. A final copy of the strategic plan is included in the meeting materials.

   *** <u>Resolution:</u>** <u>Staff recommends a motion to adopt the TJPDC FY24-28 strategic plan.</u>

   b. **FY25 Projected Operating Budget** – *Christine Jacobs* – Each fall, the TJPDC prepares a projected budget for the following fiscal year to be submitted to local governments with the next year's local funding requests. The Draft FY2025 Projected Budget is balanced with the assumption of only known or highly anticipated revenue sources and expenses. It assumes a $0.66 per capita rate as approved by the commission in their September 1, 2022, meeting and assumes an average 7% increase in salaries for staff.

   Since the draft FY25 budget was presented to the commission there have been very minor changes, to include the addition of $23,000 in federal funding from the Southeast Regional Crescent Commission as well as refined projects of HOME and

Housing Preservation Grant Funding by program year. Other minor changes in program expenditures are included.

The projected budget has $52,919,509 in revenues and expenses and does not require a reserve transfer. However, the projected budget will likely have significant changes as additional grants and programs are identified. No comments or questions have been received by staff since the September review of the draft. Staff is asking the commission to approve the Projected FY25 budget in tonight's meeting and then a revised budget will come before the Commission in April/May for final adoption. Included in the meeting materials are the projected operating budget totals, draft revenues by source, draft local per capita and local contribution request, and a copy of a draft resolution.

*** <u>Resolution:</u>** <u>Staff recommends a motion to adopt the resolution approving the fiscal year 2025 Thomas Jefferson Planning District Commission projected budget</u>

7. **Executive Director's Monthly Report**

   a. **Administration**

      i. **September 20, 2023, Day of Caring** – TJPDC staff participated in the Untied Way's Day of Caring by volunteering to paint the blacktop recess area at Central Elementary School in Fluvanna County. Staff enjoyed the day team building and giving back to our reginal community. We are working to schedule a follow-up visit to paint an additional blacktop space on the other side of the school.




      ii. **Southeast Crescent Regional Commission (SCRC) -** Staff were awarded $23,000 in federal funding from the Southeast Crescent Regional Commission. Staff executed a cooperative agreement with the SCRC which included a projected work plan of activities to complete in federal fiscal year 2023.

iii. **FY23 Annual Financial Audit –** Auditors from Robinson, Farmer, Cox will be doing their on-site field work the week of October 2-6, 2023. A draft audit report will be presented to the Executive/Finance committee at 6:00 pm on November 2, 2023, just prior to the November commission meeting. An overview of the audit findings will be presented to the full commission in their 7:00 pm meeting.

b. **Virginia Telecommunications Initiative (VATI) –**

i. <u>Virginia Telecommunications Initiative (VATI) 2022:</u> Staff continues to prepare, schedule, and facilitate internal project team and external meetings. Monthly progress reports and remittance requests for TJPDC administrative costs and DHCD's portion of Firefly's construction-related activities are being submitted to DHCD. TJPDC is also submitting remittance requests for matching funds to several of the counties and providing those reimbursements to Firefly.

Project milestones reported to DHCD in September 2023 are as follows:

- 386 miles of field data collection.
- 2,043 miles of fiber design.
- 874 miles of make ready construction.
- one communication hut set.
- 373 miles of aerial fiber placement.
- 227 miles of underground fiber placement.
- 283 miles of splicing.
- 3,788 passings.

On September 21, 2023, Firefly held a virtual Town Hall for residents in the Standardsville area. Over 100 people were in attendance.

On September 27, 2023, TJPDC staff conducted a site visit to observe make ready work underway along Wolftown-Hood Road in Madison County. Staff observed multiple linemen hard at work replacing utility poles and raising the heights of the power lines to accommodate the future installation of Firefly fiber.

Firefly's website includes timelines, project progress in each County, maps, and communications for specific project areas. This information is updated on a regular basis.

c. **Transportation –**

i. <u>Safe Streets and Roads for All (SS4A):</u> Staff participated in an internal kick-off with consultants from Kimley Horn and AvidCore. In their September meeting, the Rural Technical Advisory Commission had a presentation/discussion on the crash data analysis funded through the VDOT Highway Safety Improvement Program (HSIP).

  ii. Smart Scale: Staff continue to closely follow the discussions at the Commonwealth Transportation Board (CTB) regarding proposed changes to the SMART SCALE program and is available as a resource with any questions regarding the potential impacts if these changes are implemented.

d. **Environment -**
  i. Watershed Improvement Program - Staff will come before the commission in their December meeting for an update on the Watershed Improvement Program and the Stewardship Mapping and Assessment Project.

  ii. Rivanna River Basin Commission - The RRBC's Eighth Annual Conference was held September 28th from 9-12:30 at the Albemarle County Office Building in Lane Auditorium. Speakers discussed their perspectives on PFAS, also known as "forever chemicals", and the studies, regulation, and mitigation actions happening at local, state, and federal levels.

8. Other Business

a. Round table discussions from Commission members about topics of interest from each jurisdiction.

b. **The next Commission meeting is a special session on Thursday, November 2, 2023.** Items for the November meeting may include but are not limited to:
  i. Annual Financial Audit Report and Acceptance
  ii. Quarter One (July-September) Financial Report

9. *Adjourn

Designates Items to be Voted On
