

RICHMOND REGIONAL PLANNING DISTRICT COMMISSION
Minutes of Meeting
April 12, 2018

Members and Alternates (A) Present

Angela Cabell Powhatan County
Timothy M. Davey Chesterfield County
Steve A. Elswick Chesterfield County
Evan Fabricant..... Hanover County
Mike C. Gray..... City of Richmond
Kim Gray..... City of Richmond
Rodney Hathaway (A)..... New Kent County
James M. Holland..... Chesterfield County
Dorothy Jaeckle, Chair Chesterfield County
Angela Kelly-Wiecek Hanover County
Susan Lascolette Goochland County
William Mackey Henrico County
Sandra Marshall..... Henrico County
Tyrone E. Nelson, Treasurer Henrico County
Larry Nordvig Powhatan County
Patricia S. O'Bannon Henrico County
W. Canova Peterson Hanover County
Randy Silber (A) Henrico County
George Spagna, Secretary Town of Ashland
Frank Thornton..... Henrico County
Randy Whittaker..... Hanover County
Christopher Winslow..... Chesterfield County

Others Present

Katherine Busser Capital Region Collaborative
Eric Gregory RRPDC Legal Counsel
Jackie Gonzalez..... Office of Congressman Dave Brat
Maureen Hains Office of Delegate Dawn Adams
Walter Johnson CTAC Member
Dan Lysy Citizen
Joanne Wieworka Chesterfield County

Staff Present

Martha Shickle Executive Director
Barb Nelson..... Deputy Executive Director
Julie Fry..... Executive Assistant
Barbara Jacocks..... Director of Planning
Sulabh Aryal..... Senior Planner

Ashley Hall..... Manager, Capital Region Collaborative
Jin LeeSenior Planner
Sarah Rhodes.....Principal Planner
Sarah Stewart.....Senior Planner
Brenda Stone-CannadayHR Coordinator

Call to Order

Chairwoman Jaeckle called the regularly scheduled April 12, 2018 RRPDC meeting to order at approximately 9:10 a.m. in the RRPDC Board Room. She then led members in the pledge of allegiance to the flag.

I. ADMINISTRATION

A. Certification by Commission Executive Director of Meeting Quorum

Ms. Shickle, RRPDC Executive Director, reported that a quorum of members was present.

B. Request for Additions or Changes to the Order of Business

Chairwoman Jaeckle asked if there were any requests to change the agenda or order of business. As there were no requests to make any changes to the agenda, Chairwoman Jaeckle indicated the agenda would stand as presented.

C. Open Public Comment Period

Chairwoman Jaeckle opened the public comment period, noting that if anyone wished to address the members, to please stand and provide his or her name, locality of residence, and if appropriate the name of any organization being represented. Chairwoman Jaeckle asked that any speaker please limit comments to three minutes, and organizations should limit their comments to five minutes.

As there were no requests from the public to address members of the Board, Chairwoman Jaeckle closed the public comment period.

D. Chair's Report

Chairwoman Jaeckle said she is opting to cancel the May 10, 2018, meeting due to a conflict with the Tourism Impact Awards breakfast, which will take place on the same date and time as the RRPDC meetings are scheduled to be held. Notice would be forwarded to all Commissioners regarding the cancellation.

E. Executive Director's Report

Ms. Shickle noted the Staff Report which was provided as part of the agenda packet and raised one item not included in the summary for the benefit of those members who are not routinely involved with the Richmond Regional Transportation Planning Organization (RRTPO). The RRTPO has received its federal certification review, which overall was very favorable for the agency and included several commendations. She noted there are some recommendations from the Federal Highway Administration (FHWA) which staff will undertake to complete and will be included in the upcoming fiscal year work program. Ms. Shickle thanked Ms. Nelson and all of the members of the staff for their efforts to achieve a positive review.

II. CONSENT AGENDA

- A. February 8, 2018 Meeting Minutes (Tab 1)**
- B. January and February 2018 Financial Reports (Tab 2)**
- C. Amended RRPDC Personnel Policy (Tab 4)**
- D. VDOT Rural Transportation Planning Work Program and Grant (Tab 5)**

Chairwoman Jaeckle said if there is no request to remove any of the items from the Consent Agenda for additional discussion, she will ask for a motion to approve the Consent Agenda as presented. Dr. Spagna so moved and the motion was seconded by Ms. Marshall. The motion carried unanimously.

III. UNFINISHED BUSINESS

Chairwoman Jaeckle reported there were no Unfinished Business items this month.

IV. NEW BUSINESS

A. RRPDC's Future Ad Hoc Committee

Chairwoman Jaeckle reminded members that an ad hoc committee was appointed last year to develop a strategic plan for the agency. She advised there will be no request for a vote on the report today. Instead, Ms. Shickle would review the information that is in the agenda packet; members should provide feedback on the information presented and ask any questions they may have on the material.

Ms. O'Bannon asked for clarification as the agenda that was distributed indicates the item was an action item. Chairwoman Jaeckle said since the agenda packet was distributed, feedback was received suggesting that time for review of the material should be provided first in order to ensure all members have an opportunity to provide feedback and to ask questions. Chairwoman Jaeckle said the ad hoc committee's intention was to have the strategic planning framework in place for use with FY19 budget preparations. Instead, it may be more prudent to wait until all members are comfortable with the material before a vote is taken.

Ms. O'Bannon said she agreed with that approach. She suggested that Ms. Shickle should present the material to each of the governing bodies prior to a vote being taken. Ms. Shickle said she would be very willing to do that if members felt it would be helpful.

Chairwoman Jaeckle asked Mr. Davey, who chaired the ad hoc committee, if he would like to provide any background prior to Ms. Shickle's presentation.

Mr. Davey said he believes strategic planning is a very powerful tool, and he knows each of the jurisdictions has its own strategic plan, priorities, and goals which are used to develop budgets. The same is true in the private sector. Mr. Davey said his firm is always excited to share with its employees the information on what they are achieving strategically. He said he feels that accomplishing strategic goals fuels budgets. He said in his firm, staff is aligned with the strategic plan. Mr. Davey said the RRPDC has not had the benefit of the same energy without a strategic plan in place.

Mr. Davey said when he came on board as a member, he wasn't provided with any information regarding a strategic plan or other guidance tools, and he knows Ms. Shickle has not had the benefit of these as she's worked to move the agency forward. He thanked all of the ad hoc committee members for their work and participation. Mr. Davey said he also wanted to thank Ms. Katherine Busser for her time and assistance throughout the process; she provided a tremendous amount of support over the last several months. Mr. Davey said he wanted to acknowledge all of the work that Ms. Shickle has put into the process and the time she's invested in talking with each of the agency's customers and stakeholders. He said he also agrees that members need to synthesize the information and take it back to their jurisdictions for discussion. Mr. Davey said he hopes members will give the plan their endorsement and support going forward.

Chairwoman Jaeckle encouraged members to ask questions as Ms. Shickle moves through the presentation.

Ms. Shickle said she also wanted to thank all of the ad hoc committee members for their due diligence and hard work in helping to develop the plan. She said she appreciated members' support and candor during the process. She said the presentation is divided into sections that build upon one another.

The purpose of the committee was set as follows:

- determine how the agency can make a difference in the region;
- conduct external interviews to receive feedback on what the agency should be doing; and
- recognize the need for work to take place internally to focus on how to improve communications of the agency's accomplishments.

Ms. Shickle noted the reality is that the RRPDC does not have a future focused plan for how it operates. As the agency approaches its 50th anniversary, the timing seemed right to set a path forward for the agency.

Ms. Shickle reviewed the following outline used in the development of the strategy:

- Phase I: Engage – determine the agency’s position
- Phase II: Inspire – develop the strategy
- Phase III: Execute – build the plan
- Phase IV: Evaluate – manage performance

The ad hoc committee focused on Phases I and II. She said the deliberate pace of the work has been intentional. It will probably take another two years to work through Phases III and IV. Staff will need to plan, phase implementation, build new processes, and coordinate with the localities.

Ms. Shickle said she will walk through the elements of research and information that were collected as well as the insights gained during the process. The presentation is meant to be a check-in with members to confirm whether this is the right path for the agency. Ms. Shickle said she wants to focus on transitioning to the building blocks of an actual strategic framework. She hopes the framework is the beginning of a tool the RRPDC can use to test whether good ideas are the right ideas.

Ms. Shickle pointed out that the region’s CAOs and Managers have been fully involved in the process and have provided input twice. Conversations were held with a variety of different agencies, groups, stakeholders, partners, and staff. A review was also made of other PDCs’ workplans and Comprehensive Economic Development Strategies (CEDS) as well as national peer associations. The committee wanted to learn from peers in the state and across the country to ensure there was no duplication of efforts.

Research was completed to allow committee members to understand the history of the RRPDC, its relationships, and its position in the region. This background work helped focus the questions that were asked in the interviews. Ms. Shickle said she wanted members to know that the level of commitment is very high from the CAOs and Managers. They are the ones who think about what’s next in their localities and about what’s needed on a daily basis. From the start of the process, the committee wanted to ensure that the RRPDC’s priorities are reflective of the localities’ priorities.

Chairwoman Jaekle pointed out that, ultimately, the region’s citizens are the customers, and RRPDC supports the people who are serving the citizens.

Ms. Shickle reviewed key questions that were asked of each group and the common answers that were provided. From these answers, it appears that there is a strong desire for the RRPDC to be a successful organization. She reviewed a listing of key takeaways from the analysis phase of the committee’s work.

Chairwoman Jaeckle asked members to look at the questions and answers again. She asked if anyone had any comments on these.

Dr. Spagna said as he reviewed the slides, he noticed that the focus is very regional. He said he represents a small jurisdiction that has relied on the RRPDC in the past to provide services for which the locality does not have resources to perform itself. Dr. Spagna said he hopes the regional work will not downplay the need for local services to the localities. He said if Hanover County is successful, then Ashland is successful. However, this does not mean that problems in Ashland can't impact Richmond or the other localities.

Mr. Davey said that as Ms. Shickle moves ahead in the presentation, he thinks members will see that while RRPDC has a regional focus, the products and services provided can have a more local impact. The RRPDC can be used as a consultant.

Ms. O'Bannon said she sees a difference in what types of services the smaller jurisdictions need versus those needed by the larger jurisdictions. RRPDC does a lot of specific jobs for the smaller jurisdictions that the larger ones can do for themselves. Ms. O'Bannon said this is a good use of RRPDC resources.

Mr. Holland said the current mission statement is very succinct, and he felt the agency needs to stay true to that statement with regard to assisting all jurisdictions as the needs warrant.

Ms. Shickle noted this has been a point of discussion during the entire process.

Continuing with the review of key takeaways, Ms. Shickle pointed out these are only a sample of the feedback received, but these seem to be the best representation of what was learned during all of the interviews and fact finding. While the RRPDC cannot do everything, there's also the need to ask if the RRPDC is maximizing its potential. All of the decisions made within the agency need to recognize that the localities play a central role. The agency can be a central resource for the localities.

Mr. Elswick asked about the meaning of the word *neutral* in item 3: The PDC can be a Trusted/Neutral Resource for regional issues. Ms. Shickle said the State Code says PDCs are to be a data center that provides data to localities to assist in making better decisions at the local level.

Chairwoman Jaeckle added that the RRPDC has no position on the regional data it collects.

Mr. Elswick said he read the item as referencing the RRPDC as a body and not as referencing the RRPDC staff. He said there are times when the RRPDC Board cannot be neutral on specific items. If the Board believes strongly that something is wrong, then it needs to stand up and point out why the issue is wrong for the region. He said if the statement is to refer to RRPDC staff, then the statement should be clarified.

Ms. Kelly-Wiecek said she believes both are important points. She said housing data, for example, provided by RRPDC will have a different connotation than data provided by the Richmond Association of Realtors. RRPDC provides data with no specific spin. She said she agrees that there are times RRPDC needs to be an advocate for the region.

Mr. Holland said goals for one jurisdiction with regard to the type of data needed may be different than those of another jurisdiction.

Ms. O'Bannon said this is an example of why she hopes members will return to their localities to discuss the plan. She said she believes the plan will become better as more people look at it.

Ms. Shickle continued by saying there are many opportunities to do business better, but this will require the agency to become focused and to prioritize work. If the RRPDC knows what the agency is supposed to do, then it will be easier to build, cultivate, and nurture its talent pool.

Ms. Shickle said consideration was given to development of a vision and mission for the region that can be followed by staff. She noted each is clear and concise and puts the horizon into focus. The mission shows the agency is serious about doing work that is useful.

Chairwoman Jaeckle said *Better Together* can be an illustration of how RRPDC can act as a public relations entity to communicate how everyone in the region does work together and how everyone wants what's best for the region.

Ms. O'Bannon said over the years, RRPDC has tried this exercise before and has had varying degrees of success. One of the things discussed previously was the desire to have speakers at the Board meetings who could provide useful information that could be taken back to the localities. She said she believes this plan will provide a focus over the next few years.

Mr. Fabricant said he sees the document as a way to not only face challenges together, but to see opportunities to work together that will provide benefits to everyone.

Ms. Shickle said she sees the existing mission statement as very broad, and the ad hoc committee wanted something that could present the idea of partnering for outcomes that matter to everyone. Values for the agency should be consistent with the work done by RRPDC. Focus areas should create goals for the agency and provide tools for measurement. The RRPDC wants to be an agent of positivity in the community and to be able to engage in the right ways with the Board.

This could be done through five strategic focus areas that capture what the agency is trying to accomplish in developing the strategic framework:

- create value for the region

- prioritize based on customer needs
- promote regional success
- build a regional resource center
- strengthen the organization

Mr. Davey said if the agency is going to take on this focus, it will need the resources to do the work well by hiring the right people to perform the work. The strategic focus areas can help guide staffing. Staff should be professional and have specific expertise to accomplish the tasks.

Mr. Holland said he would agree that RRPDC does need skilled staff to perform the work tasks.

Ms. Kelly-Wiecek said it is frustrating to sit on various regional boards and hear that the region does not work well together. This is not accurate, and RRPDC can be positioned to help move the region forward and tell a positive story.

Ms. O'Bannon said some of the expertise can be obtained through work done online and those types of resources should be leveraged. A network of resources can be built through technology.

Ms. Shickle said it is agreed that RRPDC should not be the funnel for all things, but the RRPDC should have the capacity to point others to the experts through the use of technology.

Ms. O'Bannon said an example of leveraging regional resources is the use of regional HR directors to assist with hiring certain regional positions. Using the available resources from other localities is a valuable tool.

Mr. Holland agreed that local expertise should be leveraged.

Ms. O'Bannon asked if the use of local expertise could be leveraged in the development of a new RRPDC website. She said IT departments are hard to staff because technology experts are in high demand at salaries a lot of jurisdictions or the agency can't afford. Utilizing these types of resources can be an advantage for the agency.

Ms. Kelly-Wiecek said she'd like to clarify that if the agency does not have the expert on staff for the issue being brought forward, the agency would know who in the region would be able to assist.

Ms. Shickle said the agency has leaned on the resources of localities for that type of assistance in the past.

Ms. Shickle continued with the presentation by saying that the proposed mission statement references *outcomes that matter*. Outcomes need to be in a framework that is familiar to the localities and the community at large. This can be accomplished by incorporating the

local priorities with the regional priorities that have been set by the Capital Region Collaborative. This will allow the agency to ensure that the work being advanced is what's important to its customers.

It will also be important to more clearly communicate the type of work done by RRPDC. It will be just as important for the agency's customers – the localities – to be able to clearly communicate to the agency the work they want the agency to complete. The proposed framework does not move the agency away from the work currently being done, but it enables staff to be more specific about work done in each of the programmatic areas.

Ms. Shickle provided examples of current projects mapped to the proposed framework. She said this method will help staff think about the actual products being delivered in the broad topical areas. It will also help the public understand what work the RRPDC does and does not do.

Mr. Davey said this will be a good way for the agency to “bookend” its work – what it does and what it does not do.

Ms. Shickle said while the RRPDC is not a service provider, it can help plan the services, the management, and potential product outcomes.

Ms. Shickle reviewed a governance chart with members. She said members of the ad hoc committee and the CAOs and Managers were very aligned about establishing clarity in defining customers and their roles. Board members provide the oversight and strategy, while the CAOs and Managers set the work priorities and provide feedback on value and regional insights. The agency's partners allow the agency to take advantage of the opportunities, collaborations, and best practices the partners can offer.

Ms. O'Bannon noted that those who pay dues to RRPDC – the local governing bodies – are the ones who can direct the work of the agency. She asked if businesses that approach the agency for assistance pay for the services. Ms. Shickle said she thought they should offer some type of compensation. Ms. Shickle said the agency is always open to new revenue sources.

Chairwoman Jaackle said the ad hoc committee did discuss the fact that businesses pay local taxes, which in turn provide the revenue to the localities that is used, in turn, to pay their member dues to the RRPDC.

Ms. Shickle said compensation could be in the form of recognition of the RRPDC's assistance. Ms. O'Bannon said she agreed.

Dr. Spagna suggested there should be an additional connection in the governance between the local governing bodies and the local executives. He said the chart appears to show that the RRPDC Board communicates with the local executives. He said there does need to be a connection back to the local supervisors and council members.

Ms. Kelly-Wiecek said this exercise helped her and other members realize there should be a better way to communicate the work done by the RRPDC Board back to the localities. She said some of the localities have all members of their governing bodies on the RRPDC Board. For those jurisdictions not in the same situation, there needs to be a type of mechanism to get the message back to peers.

Chairwoman Jaeckle noted that the local CAOs and Managers have a better idea how RRPDC can support their localities.

Ms. Shickle said there should be a process to put the plan into practice. Ideas come from everywhere. She said there is no wrong way to identify opportunities. There should be a way to prioritize projects and to determine which ones are urgent or which ones may be suited for another agency to handle. There needs to be a clear deliverable and understanding of what value is being added for the customer.

The framework will help staff be sure that the work program and budget are set to fulfill the expectations of customers in a way that will meet their needs and priorities. Staff will be able to clearly identify customers and match projects to priority areas to ensure the outcomes are products that fit into what the agency can do to add value.

Ms. Shickle reported that 97 potential projects were identified during all of the interviews. She provided examples of some of the projects that were put through the framework. The project was identified by focus area, source, project, score, product, and those who benefit. The agency wants to ensure that regional goals are clearly stated and that staff is transparent about the work being undertaken.

Mr. Fabricant asked if there was a common theme among the 97 suggestions. Ms. Shickle said the bigger question was to determine where RRPDC could help, whether it was in transportation, environmental issues, emergency management, etc. She said it's important to use the data already available and to be a better communicator for the region. She said transportation was the one topic that was heard multiple times.

Ms. O'Bannon said in the past, speakers were brought in to discuss projects and provide information that can be taken back to the localities. She said it would be interesting to hear from peer regions on projects they've undertaken that may be relevant to the Richmond region.

Chairwoman Jaeckle said priorities can be identified and speakers aligned with those priorities.

Ms. Shickle said this is a process that may take a couple of years to work through. Staff wants to ensure that the agency's customers remain engaged throughout the process. It will be important for the CAOs and Managers to remain involved. She said many of the steps will be sequenced so they make sense. She asked members how they would like to proceed.

Mr. Davey thanked Ms. Shickle for providing a summary of the work completed by the ad hoc committee. He also commended her on the increased level of trust she has developed with the region's CAOs and Managers. Mr. Davey asked members to engage with others in their localities in order to allow a vote to be taken on the plan during the June meeting. He said Ms. Shickle will begin to develop a work plan for the upcoming fiscal year based on this model while the strategic plan is being finalized.

Ms. Gray pointed out that in the City of Richmond, the CAO does not necessarily represent the direction or wishes of the City Council. City Council reports to the Mayor. She said there is a different dynamic, and she would encourage the ad hoc committee to include Council in the conversation.

Chairwoman Jaeckle asked for direction on how Ms. Shickle should engage with the City of Richmond. Ms. Gray said the CAO definitely needs to be included, but Council members also need to be included in the conversation. Chairwoman Jaeckle asked Ms. Gray to work with Ms. Shickle to determine the best way to engage with Council.

Mr. Davey noted that Ms. Newbille has been working on the ad hoc committee but could not be in attendance today. He said that was one reason a delay on the vote was suggested. This will provide time to determine what other conversations and/or presentations need to take place prior to a vote being taken on the plan in June.

Ms. Kelly-Wiecek asked members to provide feedback or to contact Ms. Shickle if there are questions or concerns on the information that was presented today.

Mr. Peterson asked if projects would be prioritized based on capacity or if the agency should be staffed to meet the priorities.

Mr. Davey said that relates back to what Ms. Shickle said about implementation taking place over several years. He said he believes priorities should come first and then staff can be brought in if needed to meet the vision.

Mr. Thornton said he wanted to thank the group – the Board – for this discussion. He said it will be important to continue to listen to each other and to articulate and communicate more effectively. He said it will be important to listen to the smaller jurisdictions as well as the larger jurisdictions. He said this is the right direction to move toward a regional thrust without forgetting where everyone comes from. He said the Board should be congratulated on the work being done. If everyone feels the same way, the Board and region will continue to improve.

Chairwoman Jaeckle said she'd like to extend her thanks to Ms. Shickle for being open to seize the opportunity. Members joined Chairwoman Jaeckle in thanking Ms. Shickle with a round of applause.

Mr. Holland said he appreciated Mr. Thornton's comments. He said demand needs resources, and he looks forward to working toward regional transportation funding.

V. OTHER BUSINESS

No other business was identified to be brought before the Board.

VI. ADJOURNMENT

Chairwoman Jaeckle thanked members for their additional time this morning. As there was no other business to bring before the Board, on motion duly made and seconded, Chairwoman Jaeckle adjourned the meeting at approximately 10:30 a.m.

Martha Shickle
Executive Director

Dorothy Jaeckle
Chair