

STRATEGIC PLANNING COMMITTEE



▪ In-Person Meeting ▪

AGENDA

STRATEGIC PLANNING COMMITTEE

**The MET, Patrick & Henry Community College
67 Motorsports Drive, Martinsville, VA 24112**

**Thursday, September 26, 2024
9:00 A.M.**

If participating in the meeting by phone, dial: **1-332-249-0607** and enter access code: **623 690 842#**.

The Commission will not change the method by which it chooses to meet without providing a new meeting notice that is in accordance with the Virginia Freedom of Information Act. If you experience problems calling in, please contact: **Hannah Franke-Fuller** at **(804) 894-9659** or **hfranke-fuller@revitalizeva.org** or **Roz Stein** at **(804) 894-9651**.

Welcome and Call to Order	<i>Mr. Edward Blevins, Chair</i>
Call of the Roll	<i>The Honorable James Campos, Executive Director</i>
Approval of <u>9/5/2023</u> Minutes (published on website)	<i>Mr. Edward Blevins, Chair</i>
Public Comment	
Importance of Strategic Planning at TRRC	<i>The Honorable James Campos, Executive Director</i>
Summary of Current Planning Process	<i>Mr. Stephen Versen, Deputy Director</i>
Introduction of Strategic Planning Team, Review of Priorities & Next Steps	<i>Dr. Scott Tate, Associate Director, Virginia Tech Center for Economic and Community Engagement</i>
Other Business	<i>The Honorable James Campos, Executive Director</i>
Adjournment	

Strategic Planning Committee

September 26, 2024

The Strategic Planning Committee is meeting on September 26, 2024, at 9:00 am to review recent work on the Commission's Strategic Planning Process and meet with the selected consulting team who will lead the Commission through this process.

Timeline for FY25-26 Strategic Plan:

- At 2023 Fall Commission Meeting, the Strategic Planning Committee met and approved a strategic plan for the balance of FY24-25. This plan made relatively minor changes to the previous plan, most notably incorporating elements of the Governor's Compete to Win economic development plan for the Commonwealth; adding energy as a funding priority; and putting a renewed emphasis on agribusiness. At the time, the Commission decided that these relatively minor changes were appropriate but that a more robust strategic planning process should take place for the FY25-26 plan.
- At the 2024 Spring Commission Meeting, the Commission-approved budget included a \$100,000 line item for the Strategic Planning Committee to award for professional services related to the implementation of a robust strategic planning process to create the Commission's FY26-27 Strategic Plan. This is the Commission's first meaningful investment into strategic planning services in over a decade.
- The Strategic Planning Committee held a virtual meeting September 5, 2024, to review and discuss staff recommendations for the major questions this planning process should address and the consulting group to lead the Commission through it, Virginia Tech's Center for Economic and Community Engagement. The Committee unanimously voted to accept the staff proposal.
- The kick-off meeting for this strategic planning process will begin at the Fall 2024 Commission meeting and will continue through the end of FY2025. The goal is to have the new strategic plan adopted by the Commission at the Fall 2025 meeting.
- Below are the core elements of the consultants' plan for this work:

The strategic planning process will include the following five areas of focus:

1. Analysis of Commission's long-term financial future under different spending and investment scenarios (How long does the Commission want to exist? How should we adjust our investments and spending to ensure impact over that time period?)
2. Fresh look at what the Commission's role in workforce education should be, since arrival of VEDP's Talent Accelerator Program, Department of Workforce Development and

Advancement and major new state investment in workforce credentials (How to avoid duplication and meet workforce education needs specific to our region?)

3. Fresh look at Commission's role in industrial site and building development, especially in light of major new state investment through Virginia Business Ready Sites Program (How to maximize state and Federal investments in our industrial sites/buildings while meeting the unique needs of our rural communities?)
4. Review impact of previous funding priorities (economic development, business recruitment, broadband, R&D, tourism, healthcare, and agribusiness), assess where Commission support can create greatest impact going forward, and prioritize funding accordingly (Are there parts of big issues like housing and healthcare where Commission investments can have an outsized impact? Are there specific sectors, like agriculture and forestry, where we should be focusing more?)
5. Analysis of what staffing and organizational structure could enable the most effective use of the Commission's remaining assets (Are there models for which our newly created Foundation allow us to pursue? How can the Commission be more effective in bringing state, Federal and nonprofit funding into the footprint?)

The final plan deliverable will include the following six core elements:

- Regional Situation Assessment
 - including 3-6 mini-case studies of selected Commission projects
 - including 3-6 regional listening sessions
 - including 6-10 key stakeholder interviews
- Fiscal Management Plan
 - Including Long-term Financial Planning Scenarios
- Operational and Staffing Plan
 - Including operational and staffing Priorities
- Commission Foundation Overview
 - Including Foundation Role
 - Commission-Foundation Relationship
- Regional Investment Strategies, Outputs, and Outcomes
 - Including prioritization by impact-potential
- Implementation Guidance
 - with Monitoring Benchmarks

Beyond the Project Team, this work will be guided by the TRRC strategic plan committee (formal sub-committee of the TRRC); and by a TRRC Strategic Plan Working Group (an ad hoc group of regional partners, stakeholders, and TRRC staff).

The Project Team proposes to conduct this work in six phases:

Phase 1 (September-October 2024): Project Kick-Off, TRRC Strategic Plan Committee In-Person Session; Working Group In-Person Meeting; Engagement Plan; Stakeholder interviews; Regional Data Collection; Desk review of Commission’s past 5 years of investments

This phase will include an initial meeting with the Commission’s strategic plan sub-committee and Commission staff. We will finalize and revise the plan of work as needed. We will also identify and meet with a regional working group, comprised of regional leaders, former grantees, and other key stakeholders in the Commission footprint. The working group will provide broader input into the regional context and inform the Regional Situation Assessment of the strategic plan. The working group and sub-committee will provide input into the engagement plan. Our Project Team will also begin literature review and background research to inform case study identification, comparable organization analysis, and the regional situation assessment. In addition we will conduct a desk review of the past five years of Tobacco Commission investments considering RFPs, as well as interim and final project reports or related documents. We will engage an ad hoc reviewer as needed to inform our process approach.

Phase 2 (November 2024-February 2025): Sub-committee and Work Group Meetings (Virtual or In-person); Regional Listening Sessions; Financial and Operational Review

This phase will include the regional listening sessions, second and third meetings of sub-committee and working group; and meetings and review of Commission financial situation, operational and staffing, and data to inform financial modelling. This will also include meetings with the Commission Foundation, and former Commission staff as needed.

Phase 3 (March-April 2025): Regional Situation Assessment Draft; Review of Existing Commission Investment Strategies, Outcomes, Outputs; Comparable Program Analysis Draft

This phase will involve a synthesis of information collected to date, as well as supplemental work to better understand the Commission’s existing investment strategies and their effectiveness. We will also work with Commission staff to co-develop and update a theory of change, mapping how core program activities lead to desired outcomes related to:

- a) Key areas of investment (geographic and topical)
- b) Key areas of impact (geographic and thematic)
- c) Key areas where desired outcomes have not been realized

Phase 4 (April 2025): Work Group Meeting – Extended Working Session; Sub-section Drafts of Situation Assessment; Fiscal Management Plan; Staffing and Operational Plan; Foundation Overview

This month will involve longer work sessions with the working group to review and prioritize investment priorities, and desired regional outcomes. This will also include summaries of findings from draft plan sub-sections.

Phase 5 (May 2025): Sub-committee Meeting; Follow-up Interviews and Data Collection to inform Regional Investment Strategies, Outputs, and Outcomes; Including prioritization by impact-potential; Draft Implementation Guidance, with Monitoring Benchmarks

This period will focus on finalization of sub-sections and the regional investment strategies, as well as the development of implementation recommendations with possible monitoring benchmarks. We will engage one or more ad hoc reviewers to provide an outside perspective on strategies and recommendations.

Phase 6 (June 2025): Sub-Committee Meeting; Finalize Strategic Plan

This period will include final edits and revisions, as well as a final sub-committee meeting and plan adoption.