



AGENDA Executive Committee

July 8, 2021 -- 8:15 a.m.

James River Board Room- PlanRVA

Members of the public may observe the meeting via YouTube: www.youtube.com/PlanRVA

1. Welcome and Introductions (Spoonhower)

- a. **Roll Call of Attendees and Certification of a Quorum** (Heeter)

2. Old Business

- a. **Action Item: Meeting Minutes**page 2

Requested Action: Motion to accept the meeting minutes.

- b. **FY2021 Review** (Spoonhower)

3. New Business

- a. **Immersion 2.0 Executive Committee Conversation** (Winslow).....page 4
- b. **FY2022 Key Imperatives**(Winslow)page 8
- c. **FY2022 Meeting Schedule and Priorities**(Winslow)page 15
- d. **FY2022 Committee Appointments** (Winslow)

Adjourn

Targeted Adjournment is 8:55 am.



**Executive Committee
Zoom Virtual Meeting
Meeting Minutes
June 10, 2021
8:15 a.m.**

Members Present

<u>LOCALITY</u>	<u>NAME</u>	X (attended)
Charles City County	William Coad	
Chesterfield County	Christopher M. Winslow, Vice-Chair	X
City of Richmond	Dr. Cynthia Newbille	X
Goochland County	Neil Spoonhower, Chair	X
Hanover County	Canova Peterson, Treasurer	X
Henrico County	Tyrone Nelson	X
New Kent County	Patricia Paige	X
Powhatan County	Michael Byerly	X
Town of Ashland	Mr. Daniel McGraw	X

Others Present

Eric Gregory.....Hefty, Wiley & Gore, PC

Staff Present

Martha Heeter..... Executive Director
 Diane Fusco.....Office Manager
 Sidd Kumar.....Project Coordinator

The PlanRVA Executive Committee meeting was held using electronic communication means as set forth by the April 22, 2020 actions of the General Assembly in response to the continued spread of novel coronavirus, or COVID-19. The technology used for this meeting was a web-hosted service created by Zoom. The meeting was available via live stream through YouTube to assure open access for members of the public. All recordings are available on the [Plan RVA YouTube Channel](https://www.youtube.com/PlanRVA) at www.youtube.com/PlanRVA.

Call to Order

Chairman Spoonhower called the PlanRVA Executive Committee meeting to order at approximately 8:15 a.m. Members of the Executive Committee were referred to the Statement for Virtual Meetings for information.

Attendance Roll Call & Certification of a Quorum

Ms. Heeter took attendance by roll call and confirmed a quorum of the body was present.

Meeting Minutes

Meeting minutes were approved by vote of acclamation which carried unanimously.

Closed Session: Executive Director Performance Evaluation

Chairman Spoonhower announced the need to enter a closed session to discuss a personnel matter and asked for a motion to that effect.

Following conclusion of the closed session, Ms. Heeter took a roll call asking each member present to certify that, to the best of their knowledge, only public matters lawfully exempted from open meeting requirements and that only such public business matters as were identified in the motion by which the closed session was convened, were heard, discussed or considered.

All members present certified this statement.

Name	Aye	Nay	Abstain	Absent
M. Byerly	x			
D. McGraw	x			
C. Newbille	x			
P. Paige	x			
C. Peterson	x			
N. Spoonhower	x			
C. Winslow	X			

Adjourn

Chairman Spoonhower adjourned the meeting at approximately 9:05 a.m.



Client Additional Services Confirmation #01

Owner/Client Name and Address: Martha Heeter
PlanRVA
Richmond Regional Planning District Commission
9211 Forest Hill Avenue, Suite 200
Richmond, VA 23235

Project Name/Description: PRVA - PlanRVA

Date of Original Agreement: August 12, 2020

Date of this Confirmation: April 8, 2021 REVISED June 28, 2021

Baskervill & Son Project #: 2.200258.0

In accordance with the terms of the Agreement referenced above, Baskervill hereby provides confirmation of request for additional services by the Owner/ Client. All of the Agreement terms and conditions shall remain in full force and effect except as modified herein.

Description of Services

PlanRVA, currently, is located at 9211 Forest Hill Ave #200, Richmond, VA and is considering changes to their work space. PlanRVA is interested in improving their workplace experience either through renovations to their current office or relocation. A few of their goals are to improve space utilization, implement Branding into their environment, develop communicative methods, and plan using Flexible modeling.

PlanRVA is familiar with assembling groups to affect change – to better the localities with whom they work. As their lease is up for renewal in October 2022, there is this opportunity to implement effective change to address their future needs, internal and external functions, as well as recent social and physical issues that will result in new ways of working in the physical environment. The objective is to create an environment that addresses PlanRVA’s goals, values, Brand, functionality, budget, process and engage the people involved.

PlanRVA has had many internal conversations with the Executive Board surrounding best practices in new work scenarios; work from home, Hybrid and all-in the office. As with many companies who are also evaluating these structures the solutions are often found in flexibility in how/where people can work the best and what is best for the company moving forward. Currently, PlanRVA is discussing a few operational strategies that will impact the physical workplace; experience, location and environment. Option 1: Create a Community destination/Hub where the Districts come TO PlanRVA to discuss Regional issues and collaborate on solutions. Option 2: PlanRVA’s office will cater to mostly internal functions and District connections/Regional events will occur elsewhere.

To best achieve consensus and participation, PlanRVA would like to expand Sightline discussions. One to include the Executive Board to explore and evaluate best practices and operations moving forward and then Second, convene staff to be part of finalizing a workplace direction; culture and change management.

Sightline Process (Proposed activities in **bold**)

- **Immersion 2.0: Executive Board Conversation**
- Uncover: The Voices of Many
- Explore: See what’s out there
- Discover: Observation and Data Collection
- **Activation: Staff involved Culture and Change Management discussion**
- Validation: Post Occupancy Analysis

To date:

1. Baskervill has facilitated an Immersion session (1.0) with leaders, ascertained program requirements and submitted the Sightline document dated 10/5/20.
2. PlanRVA invited staff to participate in (2) Workplace Experience exercises. Results dated 1/12/21.
3. Baskervill provided (2) space fit plans illustrating layouts and demo/new construction extents of their existing office space.

Recent discussions with the Executive Board have led to a request for a proposal to include:

1. Baskervill facilitated Immersion 2.0 with the Executive Board
2. Baskervill led Staff input on Culture and Change Management process with PlanRVA

Baskervill is excited to continue discussions about PlanRVA's new office experience and we are happy to submit the following Scope, Fee, and anticipated Schedule for the requested activities.

SCOPE OF SERVICES

Immersion 2.0

A conversation about the potential of place.

Group discussion focused on:

- Brief review of 2020 activities and findings.
 - Schedule for 2021/2022
 - Introduce Goals of the day and Success Criteria.
 - Facilitated conversation to achieve consensus from the start and forms the foundation for decisions moving forward into the project.
 - Preview of Activation (Staff input, Culture and Change Management) process/topics.
 - Determine interest in expanded Activation and/or Explore exercises.
1. Baskervill will send an Immersion Intro outline to participants prior to meeting to acquaint you with topics.
 2. Participants (assume ~12 people) should be Executive Board (and perhaps a few PlanRVA leaders that participated in session 1.0).
 3. The session will be approximately 2-3 hours, casual, fun, and participatory. It is best if this workshop is done off-site. Baskervill to provide several location options
 4. We facilitate the discussion, but it is really a conversation among and about you. Conversation will address both Big Picture and some specific Programming Data.
 5. Baskervill will compile information gathered from the workshop and submit document to PlanRVA for distribution, review/approval.

Activation

Staff involvement in review of targeted decisions from Immersion 2.0 and introduce Culture and Change Management. As noted above, change is difficult. Often it is rooted in just the fear of the unknown. Left to our own devices, we assemble reasons and scenarios to be concerned about; the altering of 'The Norm'. Normal is comfortable, familiar, tried/true and perhaps even perceived as working just fine (if it's not broke...). The goal of these discussions is to include staff in conversations about Culture and Change Management. It is to provide a platform of inclusion and information to move worry/idle talk to celebration in anticipation of What's Next! Change management is a process of **communication and engagement** that begins *upon approval of the Experience direction*.

Meeting #1: Meeting with All Staff of PlanRVA:

1. The Why: Explain the reasons for renovation/relocation (IE: Serve the community, collaborative culture, space utilization, respond to hybrid working, flexibility, learn/mentor, provide tools and an environment for a successful future...). Introduce Operational Strategy Option from Exec. Board discussion.
2. Presentation: Review input to date; Staff, Leaders and Board
 - a. Basis of Design direction
 - b. Concepts of Workplace Experience
 - c. Explain how this benefits them; Personally and professionally (IE: flexibility, mobility, privacy and team-centric).
 - d. Ask for participation (Engage): Challenges to overcome and absolutes to maintain. There will be 2 exercises

- in which staff participate.
- e. Open discussion with suggested solutions
- f. Introduce how and when PlanRVA will keep staff involved and informed throughout the planning process. – Set Expectations.
- g. Allow (1) 2-hour meeting
- h. Baskervill will compile information gathered from the workshop and submit document to PlanRVA.

Meeting #2: Presentation and review with Executive Board

1. Teams Call to review all content for Immersion and Staff Session.
 - a. Discuss and arrive at approval (as noted) for the final revision to the Program Study
 - b. Documentation of Revised Program Study and submit for record: Content from meetings; Operational Strategy selected option and Matrix of required space/sqft for Broker and Team use. Note: Program and direction from Immersion will be implemented in future Space fit Plans as locations are identified.

-End of SCOPE of SERVICES

OPTIONAL SERVICES

The following services are provided to explain additional services that may be requested by PLANRVA. If interested, Baskervill will provide a scope, Schedule and fee for approval prior to commencing with work.

1. **Change Management/Communication** assistance throughout planning, construction and move-in process
 - a. Preparation Session: Assist PlanRVA in establishing positive means/methods of communication with staff.
 - i. Identify POC for communication
 - ii. Discuss schedule: Consistent
 - iii. Establish content outline
 - iv. Consider communication delivery methods – and can they/should they vary?
 - v. Prepare for transparency and honesty. Temper information with what is valuable to share and how much is too much. Author message of professional trust in what is public and private information.
 - vi. Allow (1) 2-hour meeting
 - b. Updates
 - i. Participation in -progress meetings
 - ii. Content to be determined based upon confidentiality requirements. Share what information is appropriate. At minimum, provide status update.
 - iii. Q&A. Manage expectations. Value staff interest/inquires.
 - iv. Allow (3) 1-hour meetings during site selection search.
 - c. Presentation and celebration once final location is selected (Letter of Intent).
 - i. Present building, amenities, locale, parking, access, generic space plan and review Basis of Design direction.
 - ii. Q&A. Open discussion.
 - iii. Allow (1) 2-hour meeting
2. **Explore.** Some stresses relating to change are centered around unfamiliarity with different workplace environments. A field trip to selected sites can help staff visualize and affirm certain space attributes. (IE: White noise/noise control, spacial understanding (size, distance and context of interior elements), privacy and ‘open’ spaces, lighting, ceiling systems, finishes, etc.). Another benefit is to experience how other companies have defined their workplace experience. Opportunity to ask questions and see/ touch/feel different scenarios.
Note: Explore is NIC. Description provided for consideration.
 - Presentations to staff upon Design Phase completions. Plans, Elevations, renderings, furniture selection, finishes, millwork, etc).
 - Site Visits (as allowed) during construction.
 - Share ‘stories from the field’. There is always some interesting events happening/photos of progress.
 - Plan staff involvement around lunches, themed parties (hot-dog cart/Tee-shirts) to encourage celebrations and emphasis engagement in the process.

Exceptions and Assumptions

The following items are Exceptions and Assumptions regarding this proposal.

1. POC Martha Heeter will provide PlanRVA’s internal team coordination for meetings and final approvals;
2. Proposal excludes professional services relating to prospect building site visits, surveys and space fit plans;
3. Any work associated with a building’s public space is not in our scope.
4. Supplies, reproductions, refreshments and travel needed as part of Scope will be billed as reimbursable expenses.

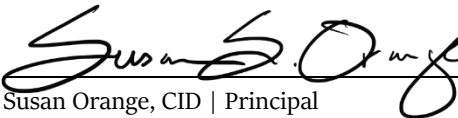
Additional Services

The following services can be provided upon request. Additional service proposals will be submitted for approval prior to commencing with work.

1. Work of Additional and Future Options associated with Activation: Change Management
2. Revisions to work after approval;
3. Revisions to work, meetings and/or revisions more than number allowed in Scope of Services;
4. Changes/Extension to the project’s Scope of Services, Schedule, and/or Budget.
5. Extensions to number/duration of meetings above those noted in Scope.

Compensation for the additional services described herein is to be invoiced as follows:

DURATION	PHASE	SUBTOTAL
3 Weeks	Immersion 2.0 (Includes prep, assembly and submit of documentation).	\$6,200.00
2 Weeks	Activation workshop Meeting #1 and 2 (Includes prep, assembly and submit of documentation)	\$6,600.00
2 Weeks	Final Assembly and Submit Revised Program Study and Matrix to PlanRVA and Broker	\$1,800.00
Total		\$14,600.00

Submitted by:  June 28, 2021
 Susan Orange, CID | Principal

Approved by: _____ Date _____
 Owner/Client

This Client Additional Services Confirmation is subject to revision if not accepted by the Client within 30 days.

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Fiscal Year 2022 Imperatives

Imperatives for 2022

Imperative # 1	Imperative # 2	Imperative # 3	Imperative # 4	Imperative # 5
Preserve our Financial Position	Manage Core Operations	Build Relevance and Demand for Services	Drive New Initiatives	Advance Special Priorities
<ul style="list-style-type: none">• Achieve Successful Audit for FY2021• Establish Finance Team• Build a Dynamic Financial Reporting System	<ul style="list-style-type: none">• Meet requirements for all grant funded programs• Fulfill key Work Program priorities• Build organizational capacity to meet growing needs	<ul style="list-style-type: none">• Develop and Implement a brand strategy including articulation of value proposition• Increase demand for services• Increase engagement with the Board of Commissioners and locality staff	<ul style="list-style-type: none">• Regional Response Fund• CVTA Staffing• Regional Indicators & Strategic Plan• Grow Emergency Management and Environmental Programs	<ul style="list-style-type: none">• Develop a physical presence that aligns with our mission• Build Collaborative Partnerships for efficiency• Innovate Organizational Practices and Procedures

Prioritization of Our Key Imperatives for 2022 Will Allow Greater Transparency to Ensure Agency Staff and Commissioner Members are Aligned on Timelines and Priorities

Stewardship, Achieving Financial Goals are critical to our ongoing success

Imperative #1

Preserve our Financial Position

- **Achieve a successful Audit**
 - Preserve \$1,000,000 Fund Balance Target
 - Establish Capital Reserve Policy and Targets for indirect cost allocation
 - Support future space needs and related capital investment
- **Establish Finance Team**
 - Assure appropriate capacity for current/future needs
 - Pursue additional training and support resources
 - Formalize Purchasing and Contract Management System
- **Build a Dynamic Financial Reporting System**
 - Elevate and establish appropriate financial management policies and procedures
 - Review current policies and make recommendations for changes
 - Develop analysis tools to monitor indirect and fringe cost recovery, program performance

Q1 2022

Q2 2022

Q3 2022

Q4 2022

Successful Audit

Establish Finance Team

Build a Dynamic Financial Reporting System

Meeting Commitments and Accountability Measures preserves organizational integrity

Imperative #2

Manage Core
Operations

- **Meet timeliness, expenditure and financial compliance requirements for all grant funded programs**
 - Complete 2021 RRTPO Recertification Process, and Reconcile CEFA with VDOT, & Secure FY22 Indirect Cost Plan Approval
 - Finalize project/grant closeout in Rural Transportation, Environmental and Emergency Management Programs
- **Fulfill key Work Program priorities**
 - Finalize Hazard Mitigation Plan, Long Range Transportation Plan
 - Advance Regional Prioritization Tool for RRTPO, CVTA
 - Launch Affordable Housing Capacity Building Program and Regional Indicators
- **Build organizational capacity to meet growing needs**
 - Recruit for open positions: Community Engagement, Data, Administration and Finance
 - Implement Succession Management Plan
 - Develop Training Program for Title VI Compliance, DEI and Professional/Career Development
 - Pursue organizational relationships pursuant to the Community Engagement Strategy and to strengthen Core Operations

Q1 2021

Q2 2021

Q3 2021

Q4 2021

Program Compliance

Work Program Priorities

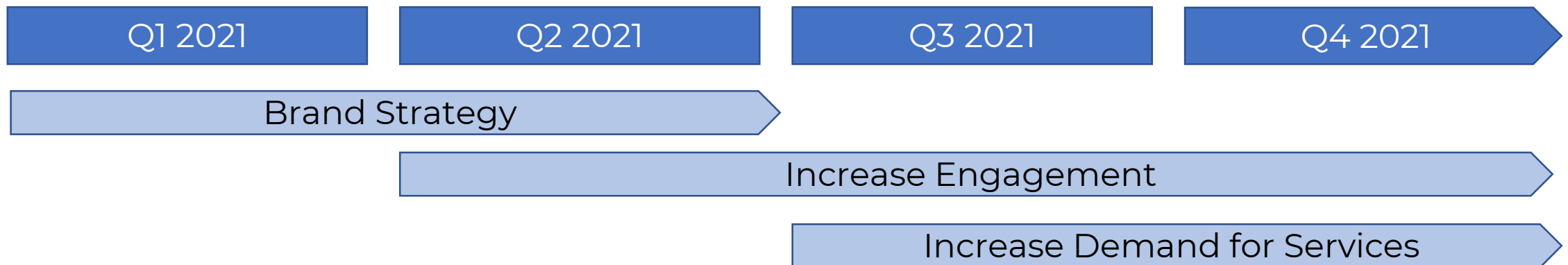
Build Organizational Capacity

Quality Services, Effective Communication builds relevance and demand

Imperative #3

Build Relevance and Demand

- **Develop and Implement a Brand Strategy including articulation of value proposition**
 - Secure funding for second phase of Community Engagement Strategy: Brand Differentiation and Identity
 - Raise the profile of PlanRVA and affiliated entities
- **Increase engagement with the Board of Commissioners & locality staff**
 - Continue Better Together Webinar Series
 - Reestablish New Commissioner Orientation, Launch Planning Roundtable highlighting local/regional innovation
 - Implement digital communications tools for Commissioner and stakeholder engagement
- **Increase demand for services**
 - Foster relationship with Tribal Nations within and connected to our service area
 - Deliver a “Menu of Services” for Locality Contracts for Technical Assistance and Project Management
 - Pursue grant opportunities to address local/regional resiliency priorities

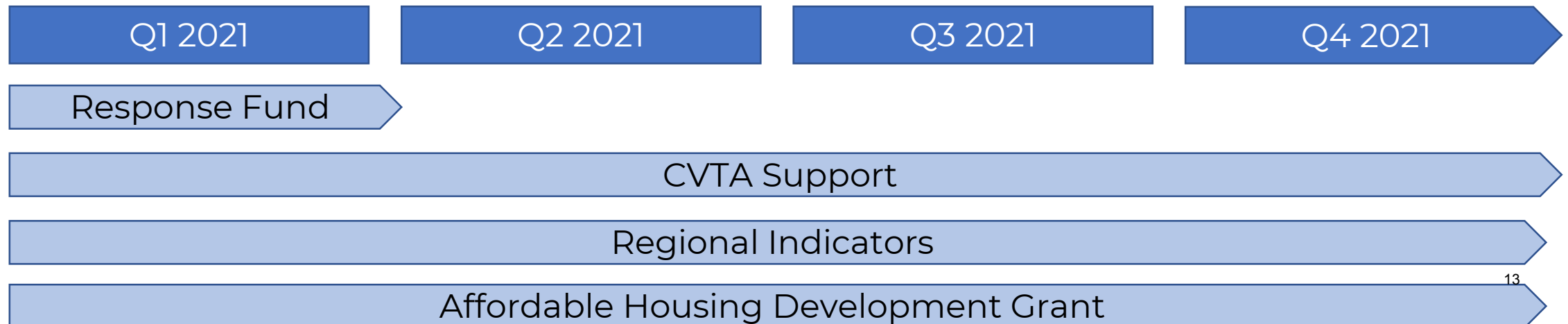


Responsiveness and Creativity are critical to meeting local & regional needs

Imperative #4

Drive New Initiatives

- **Transition Central Virginia Emergency Preparedness and Response Fund**
 - Coordinate with Community Foundation, EMACV, other partners to promote the Fund
- **Provide Admin & Technical Staff Support to the Central Virginia Transportation Authority**
 - Carry out activities of Support Services MOU
 - Finalize Regional Prioritization Process, Project Selection and Investment Plan and Staff/Organizational Strategy
- **Redesign Regional Indicators Project and Launch Refresh of Regional Strategic Plan**
 - Reset Regional Indicators developed through Capital Region Collaborative
 - Emphasize Regional Resiliency and Economic Mobility among existing regional efforts (Education, Housing, Transportation and Disaster Response)
- **Launch Grantmaking program for Affordable Housing Development**
 - Initiate \$3mm grant award pending approval from Virginia Housing



Flexibility and Adaptability assure readiness to address new challenges

Imperative #5

Advance Special Priorities

- **Design a physical presence that aligns with our mission: Future Office Space Planning**
 - Future Space Needs Assessment & Market Survey
 - Complete and Implement Office Leasing Plan
- **Build Collaborative Partnerships with other regional entities**
 - Identify opportunities for shared services and staffing for operational efficiencies
- **Monitor Trends and Innovate Organizational Practices and Procedures**
 - Implement Succession Management Plan
 - Establish a Continuity of Operations Plan for the Organization
 - Update Personnel Policies and Review Employee Benefits Programs
 - Implement Best Practices for Improved Access to Meetings and Public Engagement

Q1 2021

Q2 2021

Q3 2021

Q4 2021

Future Office Space Planning

Build Collaborative Partnerships

Monitor Trends & Innovate

FY2022 Proposed Meeting Schedule

Executive Committee	Full Commission	Notes
July 8, 2021 8-9 am	July 8, 2021 9-10:30 am	Officer Inductions, Schedule and Committees
August 12, 2021 9 am- noon	Cancelled	EC Work Session Approval of Immersion Proposal
September 9, 2021 9 am- noon	September 9, 2021 9-10:30 am	FY21 Annual Report, FY22 Work Program and Budget Update Local Innovation in Planning: Chesterfield
October 14, 2021 9 am- noon	October 14, 2021 9-10:30 am	FY23 Local Assessments & Office Lease Local Innovation in Planning: TBD
Cancelled*	Cancelled	Cancelled for Veteran’s Day Holiday
December 9, 2021 9 am- noon	December 9, 2021 9-10:30 am	FY2021 Audit, FY23 Preliminary Budget Local Innovation in Planning: TBD
Cancelled	Cancelled	Cancelled for local org meetings
February 10, 2021 9 am- noon	February 10, 2021 9-10:30 am	Local Innovation in Planning: TBD
March 10, 2021 9 am- noon	March 10, 2021 9-10:30 am	Office Lease Local Innovation in Planning: TBD
April 14, 2021 9 am- noon	April 14, 2021 9-10:30 am	Local Innovation in Planning: TBD
May 12, 2021 9 am- noon	May 12, 2021 9-10:30 am	Local Innovation in Planning: TBD
June 9, 2021 9 am- noon	June 9, 2021 9-10:30 am	FY23 Work Program and Budget Local Innovation in Planning: TBD

***special meeting will be scheduled if necessary**