

1                   **TOBACCO REGION REVITALIZATION COMMISSION**

2                               701 East Franklin Street, Suite 501

3                                       Richmond, Virginia 23219

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8                               **Strategic Planning Committee Meeting**

9                                       Tuesday, January 12, 2016

10   9:30 A.M.

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13                                       The Hilton Downtown

14   Richmond, Virginia

1    **APPEARANCES:**

2    Ms. Rebecca Coleman - Co-Chair  
3    Ms. Melissa Neff Gould - Co-Chair  
4    The Honorable Daniel W. Marshall, III  
5    The Honorably Kathy Byron

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8    COMMISSION STAFF:

9    Mr. Evan Feinman – Executive Director  
10   Mr. Ned Stephenson – Deputy Executive Director  
11   Mr. Timothy S. Pfohl – Grants Program Administration  
12            Director  
13   Ms. Sara G. Williams – Grants Program Administrator,  
14            Southwest Virginia  
15   Ms. Sarah K. Capps – Grants Program Administrator,  
16            Southside Virginia  
17   Ms. Stephanie S. Kim – Director of Finance  
18   Ms. Stacey Richardson – Executive Assistant

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20   COUNSEL FOR THE COMMISSION:

21   Ms. Elizabeth B. Myers, Assistant Attorney General  
22            Richmond, Virginia.

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1 DELEGATE KILGORE: Strategic  
2 Planning Committee.

3 MR. FEINMAN: Ms. Gould?

4 MS. GOULD: Here.

5 MR. FEINMAN: Ms. Coleman?

6 MS. COLEMAN: Here.

7 MR. FEINMAN: Delegate Marshall?

8 DELEGATE MARSHALL: Here.

9 MR. FEINMAN: Delegate Byron? (No  
10 response.) You have a quorum.

11 MS. COLEMAN: We have three members  
12 here. Before we begin, I'd just kick it off with updating the  
13 staff on where we are at our last meeting. Would you do that?

14 MR. FEINMAN: Sure, thank you. What  
15 we have done and in the last meeting we agreed to the  
16 completion of all of our work and have that done ahead of the  
17 May meeting. We also agreed we'd bring on a facilitator. The  
18 staff has currently begun the search for an in-state  
19 government individual and someone with the experience with  
20 the procurement process and different leadership teams  
21 throughout the state if we can. If we can find a person in the  
22 relatively near future, then if we can't do that then we'll begin  
23 as expedited as possible a procurement process to bring that  
24 person on. We explored and RFQ, which was suggested last  
25 time by one of our members. And that unfortunately and one

1 of our staff has become a procurement expert. If we go to an  
2 RFQ, we'd have to do an RFP following that. We simply cannot  
3 do an RFQ and then stop. There's really little benefit to do  
4 that. We're hoping to find somebody within state government.  
5 Additionally, I promised the Committee an email some days  
6 ago and have a strategic plan outline and that will be before  
7 us for our consideration and we have one and we hope to  
8 adopt that today. And that will allow me, once we get our  
9 entire staff together once you all approve it and then we can  
10 begin creating draft language that we need to be in place. The  
11 real goal of today was to do that and get that done and then  
12 make sure we're all on the same page and then brief the  
13 Executive Committee, which is meeting immediately following  
14 this.

15 DELEGATE MARSHALL: Along those  
16 same lines, you sent us an email about two days ago, what are  
17 we doing?

18 MR. FEINMAN: We're still in pursuit of a  
19 specific date but in the month of April we are planning on  
20 trying to find locations for a large Southside meeting and a  
21 large Southwest meeting and we'd work with as many of our  
22 partners as we could get to align everyone's strategic goals of  
23 different sectors that we would focus on in the economy,  
24 different workforce training goals. And also in our goals and  
25 along with our prior strategic plan where we could make

1 mechatronics or precision machining or what have you, those  
2 would be some of our strategic priorities.

3 DELEGATE MARSHALL: Once we choose  
4 to get this in place, once we get the information out so they  
5 know where we're going to have this?

6 MR. FEINMAN: We will certainly do what  
7 we usually do, and that is to announce a public meeting and  
8 post it at a town hall and our website and the doors of the  
9 Tobacco Commission. We also have a distribution list we will  
10 email that to as many people as we can.

11 DELEGATE MARSHALL: If I could make  
12 a suggestion. There might be some people that might want to  
13 come to this town hall, so you might want to put it in the  
14 press, particularly Southside and Southwest.

15 MR. FEINMAN: Madam Chair and  
16 members of the Committee, I sent each of you a draft outline  
17 of the strategic plan and this mirrored the conversations we  
18 had regarding a bifurcated plan with a focus both on our  
19 traditional funding, our traditional strategic and funding  
20 priorities and a more beefed up internal operations section. I  
21 did not receive any emails and I'm happy to read it down to  
22 those of you that don't have it in front of you. I don't know  
23 how valuable that would be to the audience. I guess my first  
24 question would be if we do it section by section, we might be  
25 able to get feedback from the Committee in that fashion.

1                   So, it seems to me that the best place to  
2 start is the internal operations and we can start with the  
3 Committee Structure and that's the primary area in which the  
4 public engages with the Commission and it makes sense to  
5 put it right at the top. That gives us the opportunity to  
6 explore whether resources are available for the community  
7 and whether to change the current committee structure if  
8 that's what we want. We want to work with the committees to  
9 share with them what information is available and exploring  
10 all the resources. So what we would do is we'd have a  
11 numbered list below with the committee structure and each  
12 committee's goals. I think that's the opportunity for us to  
13 consider collaboration and working together. And if that's  
14 accepted conversation, then we need to evaluate if we're going  
15 to make any changes there. Maybe Agribusiness making any  
16 changes as well; that seems to be a good opportunity. So if  
17 there's no questions there, we'll go on.

18                   I think it would be good to formalize our  
19 meeting schedule. We often get questions as to when the next  
20 meeting will take place. We have a general practice. I thought  
21 it might be good to have schedules and do this to have like a  
22 two year plan and we can say here's where we're going to be  
23 meeting and when. Then when we do that that, of course,  
24 removes flexibility because if something comes up we'd have  
25 to change that. Although we'd still retain the flexibility to

1 make changes as needed.

2                   The third section of this where there's  
3 primary motivation of beefing up the internal operations and  
4 that's budgeting and financial management. We're an  
5 organization that was given a corpus and we manage that  
6 corpus to adopt budgeting. In using that corpus, we've done  
7 very little about how we're going to manage our money. We  
8 need to get into a multi-year plan but also planning on how to  
9 get there. And then for the staff it gives us something to work  
10 with and of course, financial management long-term.

11                   Below that, the organizational chart,  
12 moving forward just so we know what we're doing.

13                   Then below that, loan fund operational  
14 description. Right now, I think there might be some confusion  
15 and a part of that is I think we have not yet formalized our  
16 relationship with VRA and we haven't made a single loan as of  
17 yet but many people are confused as to the nature and  
18 operation of our future loan fund. Once we do this and I'm  
19 very optimistic that we can adopt this at maybe our May  
20 Commission meeting and then later we can incorporate that  
21 and a description of how that will be operated. That wraps up  
22 our internal portion.

23                   MS. GOULD: Could we clarify and  
24 discuss this in lieu of the strategic plan and how we handle  
25 our business and more towards the public in guiding our

1 priorities as we go forward and that type of thing.

2 MR. FEINMAN: Then looking at the  
3 second large section, our external grant funding. We currently  
4 have in our strategic plan a list of general funding policies.  
5 Those are critically important to the staff and the staff's ability  
6 to state to applicants this is a low priority and this is a high  
7 priority and these are our policies and these are not. It was  
8 our thought process that of updating this that might be a  
9 worthwhile endeavor. We can take an opportunity to do that  
10 and then we can also take guidance from the Commission.  
11 There was some dispute as to whether or not the  
12 Commissioners wanted us to say look if you don't perform to  
13 the policies adopted by the Commission then you don't go  
14 before the Commission and you need to actually do what the  
15 Commission says they want you to do rather than not  
16 performing applications still before you.

17 As to those two approaches, I do think  
18 there's always a safety valve in the public comment period and  
19 should we take a more restrictive view. But it has been the  
20 operation of the Commission currently to allow grants to still  
21 come before the Commission to the Committees or the entire  
22 Commission.

23 Now, as far as funding policies, we have  
24 been working for some time and Carolyn's departure has  
25 delayed this somewhat but we are bringing on board her

1 replacement next week. We're going to have the creation of  
2 some logic models. This is not a concept in which I'm  
3 tremendously familiar with but effectively what these models  
4 do, they create in graphical form a very concrete description of  
5 what each different committee's goals are and then what the  
6 short-term, medium-term and long-term goals and desires are  
7 with metrics attached to each of them. This has been a  
8 priority of mine since I joined the Commission and the  
9 opportunity provided to us by and this will work to marry our  
10 post grants or post loans performance analysis with our pre-  
11 grant recommendations. It would be one continuous set of  
12 metrics across the board. So then we could say all right, you  
13 are promising to create X certificates for Y as a capital  
14 investment numbers would be this and jobs, such and such a  
15 salary. And that will carry through all the way. The metrics  
16 will be logically connected to the outcomes that the Committee  
17 desires.

18 DELEGATE MARSHALL: I have a  
19 question. So when a group or someone makes an application,  
20 that will be part of the overall picture to see how they check all  
21 the boxes and the staff can use that information to make a  
22 judgment?

23 MR. FEINMAN: Yes. Staff currently has  
24 this internally but if the Commission adopts these into its  
25 strategic plan, which is what we can do to see what the

1 outcome should be, the staff would report. It's worth noting  
2 that you can overemphasize rigid quantifiable metrics and you  
3 can get a lot of that. But this is not fully mechanized but gives  
4 additional information.

5 DELEGATE MARSHALL: R&D can use a  
6 model similar to that and we had the science part of it and the  
7 job creation side and used that number to make a  
8 recommendation.

9 DELEGATE BYRON: That's just used in  
10 planning, you can use a plan but the input is critical.

11 MR. FEINMAN: That's something I'm  
12 looking forward to for the Commission and I hope to have it for  
13 the May meeting.

14 Now, funding that would be our loan  
15 funding policy and those have yet to be created and that  
16 should be prorated in the plan when the Commission adopts  
17 them. Working with VRA, we can construct very clear loan  
18 funding policy similar to our grant funding policies to allow  
19 folks to have a clear sense of what we're looking for and why  
20 we would offer this or offer a loan rather than a grant and how  
21 they can expect to be treated with regard to that.

22 B is much more what folks have been  
23 accustomed to in our strategic planning and key economic  
24 sectors within each region. The real change here is that it is  
25 our ambition to get a number of our partner groups to agree to

1 adopt the same goals into their strategic plan. It's our view  
2 that will offer a tremendous opportunity to help leverage  
3 federal and other funding groups and those dollars into our  
4 projects and this can leverage along with our efforts. We'll see  
5 what we get from that. We'll see how much update we get on  
6 that. Even if we don't wind up getting across the board  
7 adoption of the same strategic goals, the process would be  
8 good because we'll be getting a lot of program information with  
9 different partner groups throughout the Tobacco footprint. We  
10 have great guidance on that. The Commission asked the  
11 Center for Rural Virginia to do a number of focus groups and  
12 surveys within the Tobacco footprint and that will be reported  
13 to the Committee as well.

14                   The report itself is very long and a very  
15 thick document and the executive summary indicates what  
16 folks are interested in and we can use that as a starting point  
17 in our discussion of what we should perhaps consider as a  
18 common goal and what we want to focus on.

19                   Similarly, the workforce development  
20 plans, we should keep targeted about that both in terms of  
21 what our plans are and how we can work with our Centers of  
22 Excellence and then in addition, what other staffing priorities  
23 we might consider that we want to proceed with funding  
24 throughout the region.

25                   Now, that's the bulk of it, just the

1 standard names, copy of authorizing statute, most recent  
2 bylaws, Center for Rural Virginia report, Boston Consulting  
3 Group report and the MOA with VRA regarding the loan fund.

4 MS. COLEMAN: What is the Boston  
5 Consulting Group?

6 MR. FEINMAN: Some years back, the  
7 Commission determined they'd need an outside group to look  
8 at what our priorities ought to be. That's before my time. I  
9 can't speak directly to it as to what the motivations were. The  
10 Boston Consulting Group came in and created a report that  
11 offered a number of suggestions on how the Commission  
12 might better help serve the Tobacco Region.

13 DELEGATE MARSHALL: It's on our  
14 website and it's a very detailed document and supposed to be  
15 sort of a roadmap and I think we're really about two years  
16 behind on that.

17 MR. FEINMAN: That's the outline you  
18 have before us. I have a little pride of authorship here. There  
19 are some items that maybe you feel have been left out or items  
20 we should include and I'd be happy to hear that. I hope that  
21 we if we adopt this at our next Committee meeting I can have  
22 some language for you particularly the internal portion. I  
23 don't know that a group editing session is the best use of our  
24 time but at this stage if we're going to do it, we can.

25 MS. GOULD: I think it's very much in

1 line with what we discussed at our group meeting. I was  
2 wondering from the process viewpoint as to the standard and  
3 when we would be able to share some of the details maybe in  
4 a public meeting.

5 MR. FEINMAN: Yes.

6 MS. GOULD: It might be in the public  
7 format and –

8 MR. FEINMAN: - Yes, I believe we can do  
9 that and we can include information like that as we email out  
10 announcements and we can do that in an interim fashion, too,  
11 as we get feedback and that way we can reach the most  
12 people.

13 MS. COLEMAN: Do we need to have a  
14 motion?

15 MR. FEINMAN: I would appreciate one,  
16 yes.

17 MS. GOULD: So moved.

18 MS. COLEMAN: I so move that we adopt  
19 the plan.

20 DELEGATE MARSHALL: Second.

21 MR. FEINMAN: Taken as adopted by the  
22 Committee, I will begin to beef up this draft and discuss it  
23 with our partners and in the near future have that completed  
24 and updates to the Committee regarding our facilitator search.  
25 If we don't have one nailed down within the next few weeks,

1 then we'll go to the RP process. So one way or the other.

2 MS. COLEMAN: Any comments from the  
3 public? If not, then I move we adjourn.

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PROCEEDINGS CONCLUDED.

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CERTIFICATE OF THE COURT REPORTER

I, Medford W. Howard, Registered Professional Reporter and Notary Public for the State of Virginia at large, do hereby certify that I was the Court Reporter who took down and transcribed the proceedings of the **Tobacco Region Revitalization Commission Strategic Planning Committee meeting when held on Tuesday, January 12, 2016 at 9:30 a.m. at The Hilton Downtown, Richmond, Virginia.**

I further certify this is a true and accurate transcript, to the best of my ability to hear and understand the proceedings.

Given under my hand this \_\_\_\_ day of January, 2016.

\_\_\_\_\_

Medford W. Howard  
Registered Professional Reporter  
Notary Public for the State of Virginia at Large

My Commission Expires: October 31, 2018.  
Notary Registration Number: 224566