





JEFFERSON COUNTY DEVELOPMENT AUTHORITY

## STRATEGIC PLAN 2021-2025

WITH FACILITATION BY



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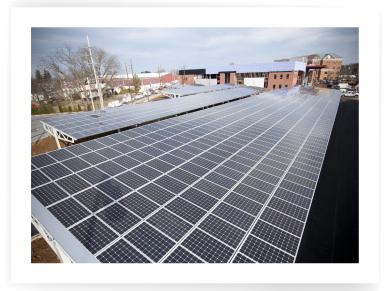
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## INTRODUCTION

Throughout 2020, the Jefferson County Development Authority (JCDA) board members and staff – with assistance from Capacity Partners – have worked to create a four-year Organizational Strategic Plan. This plan will serve as an important tool to prioritize and align work efforts, increase and better allocate resources, and measure progress and success of the organization.

We live in a constantly changing environment, and none of us can foresee all that will happen in the next four years. This Strategic Plan provides a road map for the organization, but it cannot anticipate every scenario that might arise. Therefore, the JCDA Board of Directors commits to regularly reexamining the Strategic Plan and adjusting its goals and key strategies accordingly.

JCDA will achieve a successful implementation of its four-year Organizational Strategic Plan by developing annual action plans to document specific tactics, timing, roles and responsibilities, and necessary resources.

Both the four-year Strategic Plan and annual action plans will work in alignment with and directly support the vision and map for the long-term future of Jefferson County as reflected in the *Envision Jefferson 2035 Comprehensive Plan*.

Committees of JCDA's Board of Directors will meet regularly to support and oversee Strategic Plan and annual action plan activities in accordance with West Virginia's Open Meetings Act, providing ongoing opportunities for public engagement in organizational progress.



## "The 2021-2025 time period will provide Jefferson County with the framework to develop generational wealth and sustainable employment."

## LETTER FROM THE EXECUTIVE DIRECTOR

On behalf of the Jefferson County Development Authority (JCDA), I am pleased to introduce the Strategic Plan for the JCDA. The plan represents the dedication and team building of the board and the input of engaged citizens of our community, municipal and county leaders, and regional and state partners.

As we approach the dawn of a new year, the JCDA will use our Strategic Plan, along with the *Envision Jefferson 2035 Comprehensive Plan*, to guide us in creating a sustainable economic development program for the county. Jefferson County offers the right ingredients for success: a strategic location in the Mid-Atlantic region and the Washington, D.C., metropolitan statistical area (MSA); a talented workforce; affordable, developable sites; small-town charm with big-city amenities; and a high quality of life, including living history and access to abundant cultural and recreational outlets.

The 2021-2025 time period will provide Jefferson County with the framework to develop generational wealth and sustainable employment.

The JCDA staff is eager to enter a new phase and work with local, regional, and state leaders to move the community to new heights.

As always, if you have any questions or need additional information, please contact our office and we will assist you.

In closing, I am reminded of a quote from President Harry Truman:

"Men make history and not the other way around. In periods where there is no leadership, society stands still.

Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better."

The JCDA Board of Directors has seized this opportunity to ensure that we develop Jefferson County to be a better, brighter community for the future.

Dennis Jarvis, II Executive Director Jefferson County Development Authority

## **PROCESS**

The JCDA Board formed a Strategic Planning Committee composed of these members:

- > Michelle Sudduth, chair
- > Julia Yuhasz, co-chair, through April 2020
- Sean Feigo
- > James Gatz
- ➤ Bob Gillette
- Christy Huddle
- > Greg Mason, through January 2020

JCDA engaged the consulting firm Capacity Partners to facilitate the work of the committee.

The committee opened the strategic planning exercise with a commitment to inclusion, mission, and transparency. Following a period of marked change in Jefferson County – during which our county stakeholders required openness and a wide representation of stakeholder views of our future – our committee determined that our best possible outcome would be the result of clear processes, communication, and focus.

Despite the stark interruption of the coronavirus pandemic, we were able to complete the strategic planning process with full adherence to these principles – from initial planning through the retreat process, the work of our goal groups, confirmation of mission, and the finished plan.



"The committee opened the strategic planning exercise with a commitment to inclusion, mission, and transparency."



## A chronology of our process follows:

## January 9, 2020

- Established Strategic Planning Committee communication protocols
- Requested key documents: board minutes and bylaws; demographics; financials; state statutes; and county zoning ordinances

## January 29, 2020

- Strategic Planning Committee review of work plan and time line
- Transparency conversation and confirmation of meetings open to the public
- Review of data from Next
   Move Group
- Beginning of discussion on mission, economy, and the Big Questions facing the JCDA

## March 9, 2020

- Compared official operational guidelines to actual work
- Identified individuals for interviews
- > Discussed interview questions

## March-May 2020

- Interviews with board members
- Interviews with external stakeholders
- Interviews with staff
- Comparative research of other economic development authorities

## June 2020

 Community-wide survey, responded to by 997 participants

## **July 2020**

- Retreat planning
- Reports to the Strategic
   Planning Committee and
   board on research that
   Capacity Partners conducted:
   board interviews, peer
   organizational interviews,
   stakeholder interviews,
   community survey

## August 5, 2020

- Board Retreat
- Discussion of Big Questions that board members identified
- Review of the comparative research
- Identification of strategic plan goals

## **August 17-October 15, 2020**

 Meetings of board work groups to develop strategies for each goal

## **September 25, 2020**

 Strategic Planning Committee discussion of mission, vision, and values

## October 20, 2020

 Board approval of the final version of the Strategic Plan

## STRATEGIC PLAN

## **Organizational Mission Statement**

The mission of the Jefferson County Development Authority (JCDA) is to sustain and grow our county's strong economy and outstanding quality of life by providing leadership and resources for business creation, expansion, and retention.

## **JCDA'S WORK**

JCDA is a public agency of the Jefferson County Commission that is responsible for advancing economic development in accordance with the Envision Jefferson 2035 Comprehensive Plan.

JCDA works closely with county and municipal leaders, local and regional economic development groups, and area business organizations to advance economic growth and job opportunities that generate sustainable revenues to fund the infrastructure and services necessary for

thriving communities.

JCDA is an active member of the Jefferson County Chamber of Commerce, Western Potomac Economic Partnership, and Eastern Panhandle Regional Planning and Development Council (Region 9). It also collaborates with the West Virginia Department of Commerce to expand and business recruitment resources.



## "Advance the economic stability of the county, provide maximum opportunities for employment, and generate revenues to fund the infrastructure and services necessary for thriving communities"

## **PURPOSE**

According to JCDA's bylaws, the organization's purposes are to:

- > Promote, develop, and advance the business prosperity and economic welfare of Jefferson County, its citizens, and its industrial complex.
- > Encourage and assist through loans, investments, or other business transactions in the locating of new business and industry within the county.
- Support the viability and expansion of existing businesses and industries in the county.
- > Advance the economic stability of the county, provide maximum opportunities for employment, and generate revenues to fund the infrastructure and services necessary for thriving communities.
- > Cooperate and act in conjunction with other organizations (federal, state, and local) in the promotion and advancement of industrial, commercial, agricultural, and recreational developments with the county; and to furnish money and credit, land and industrial sites, technical assistance, and such other aid as may be deemed requisite to approved and deserving applicants for the promotion, development, and conduct of all kinds of business activity within the county. (W. Va. Code § 7-12-2).

### **VALUES**

In working to achieve its mission, purpose, and goals, JCDA acts in accordance with the following core values:

- > **Excellence:** We will achieve the highest standard of performance through innovative growth planning; implementation, measuring, and monitoring of results; continuous knowledge-building; and professional communication.
- **Teamwork:** We will collaborate with community and economic development stakeholders to improve the business climate and community quality of life.
- > **Integrity:** We will be accurate, consistent, honest, and respectful in all actions and communications. We will keep community partners and stakeholders appropriately informed about our work, programs, policies, and initiatives.
- > **Inclusion:** We will work to promote greater social equity, opportunity, and fairness as an economic imperative for the county.

> **Sustainability:** We are committed to the well-being of both our region's economic and ecological systems, and we believe that these goals can be compatible; and where they seem to be incompatible, we are committed to participating in open and inclusive dialogues to advance knowledge-building and partnerships.

## **GOALS FOR 2021-2025:**

- 1. Recruit new businesses to Jefferson County.
- 2. Support the sustainability, growth, and expansion of existing businesses and industries in Jefferson County.
- 3. Market and promote Jefferson County as a great place to do business.
- 4. Increase and diversify funding sources to support operations, programs, and future business-building initiatives.
- 5. Advocate for infrastructure resources, policies, and legislation directly impacting economic expansion and business growth in Jefferson County.
- 6. Establish strong strategic partnerships with municipalities, economic development organizations, community stakeholders, and regional and state partners to facilitate optimal economic development planning and growth.
- 7. Strengthen organizational effectiveness through stronger governance.



"Advocate for infrastructure resources, policies, and legislation directly impacting economic expansion and business growth in Jefferson County."

# "Identify high-opportunity industry sectors and assess feasibility to attract them to Jefferson County."

## STRATEGY DEVELOPMENT

## Goal 1: Recruit new businesses to Jefferson County.

## Strategies:

- > Identify high-opportunity industry sectors and assess feasibility to attract them to Jefferson County.
- > Create a sales and marketing plan to support inquiry response and active outreach to targeted businesses and industries, including promotional material development, website development, messaging, partnership building, and strategic event attendance.
- Engage actively in partnerships and provide leadership as necessary to priority economic development issues needed for future growth, including workforce development, transportation, energy, and broadband.
- > Continue active sales of Burr Business Park parcels and consider other land or property acquisitions to meet the needs of new industries and businesses considering a move to Jefferson County.

## Goal 2: Support the sustainability, growth, and expansion of existing businesses in Jefferson County.

## Strategies:

- > Assess the sustainability and growth needs of small and mid-size businesses that the pandemic has affected.
- > Create a list of available resources for area businesses for publication and promotion.
- > Expand the availability of technical assistance, workforce development support, and other resources to better meet the needs of area businesses in partnership with the West Virginia Small Business Development Center and other qualified organizations.
- > Create grant or loan programs to support business start-ups, sustainability, and growth.
- > Engage actively to build partnerships and programs to better connect higher education and technical training institutions with the business community in order to address workforce challenges and expand job development opportunities.

## Goal 3: Market and promote Jefferson County as a great place to do business.

## **Strategies:**

- > Create and implement a Marketing and Communications Plan to attract and retain businesses to the county, including new website, earned media, digital, social and advertising strategies.
- > Enhance JCDA's image and brand by doing the work, including key partnership and relationship building, expanded tools for communication, and media training of key spokespersons.

Goal 4: Increase and diversify funding sources to support operations, programs, and future business-building initiatives.

## Strategies:

- > Create an investment plan with supporting policies and procedures for JCDA's reserved asset fund.
- Conduct a feasibility study to explore land and building development opportunities for income generation.
- Conduct annual land valuations and update the pricing model used for unsold Burr Business Park lots to maximize earning potential.
- Create a Burr Business Park Owner's
   Association to appropriately share fees
   for park maintenance, in accordance with
   JCDA Covenants and Restrictions.
- Seek and secure grant funding to expand business-building programs and initiatives.



"Seek and secure grant funding to expand business-building programs and initiatives."



Goal 5: Advocate for infrastructure resources, policies, and legislation directly impacting economic expansion and business growth in Jefferson County.

## **Strategies:**

- > Develop an annual action plan to identify and prioritize key legislative and policy issues with the potential to impact county economic development and determine best strategies for issue engagement and advocacy. Priority issues include—but are not limited to—broadband, transportation, and water management.
- Develop and maintain relationships with elected officials and policy makers at local and state levels to best promote Jefferson County's economic development priorities, leverage resources, and collaborate on business recruitment.
- Develop a policy to help the organization determine when and if to engage in advocacy (pro/con) of specific business or community issues.

Goal 6: Build strong strategic partnerships with municipalities, economic development organizations, community stakeholders, and regional and state partners to facilitate optimal economic development planning and growth.

## Strategies:

- > Develop a strategic partnership list based on organizational planning priorities, including organizational information, reason for partnership, contact information, primary JCDA liaison to the organization, and other pertinent information to guide engagement and communication.
- Develop guidelines and best practices for board members serving as liaisons or representing the JCDA in the community.
- > Develop targeted communication and engagement strategies on an annual basis to include email updates, annual visits, hosted meetings, and workshops.
- Create a framework for collaboration with local municipalities to better advance regional economic development goals.



## Goal 7: Strengthen organizational effectiveness through stronger governance.

## Strategies:

- > Develop and review annual organizational and committee plans.
- > Expand board member orientation and training, including an annual review of roles and responsibilities, the Open Meetings Act, and confidentiality requirements.
- > Provide training opportunities to board members on topics related to key organizational and economic development issues.
- > Reaccess standing and ad-hoc committees of the board on an annual basis to ensure alignment with current plans and priorities.
- Conduct an annual review of policies and procedures guiding organizational operations, financial management, and human resources (primary source: Jefferson County Commission) to confirm compliance and recommend changes based on current needs and organizational functioning.
- Collaborate with the Jefferson County Commission on its recruitment efforts for the JCDA Board to enhance diversity as well as sector and skill-set representation.
- Develop a staff leadership and development program.
- Produce and publicize an annual report detailing JCDA's work and success, including actions to support the advancement of the Envision Jefferson 2035 Comprehensive Plan.

