

Strategic Plan Overview



This document describes the **Northwest Commission's Strategic Plan**, which was developed originally in 2004, revised in September 2006 and was approved by the Board of Directors on October 6, 2006.

A. Process and Strategic Focus

This strategic plan will be utilized to guide the Commission's activities over the next five years. The new strategy addresses strategic work areas for the three departments of the Commission:

1. Business & Economic Development
2. Community Development and Planning
3. Organizational Development

The central priorities of the strategic plan are as follows:

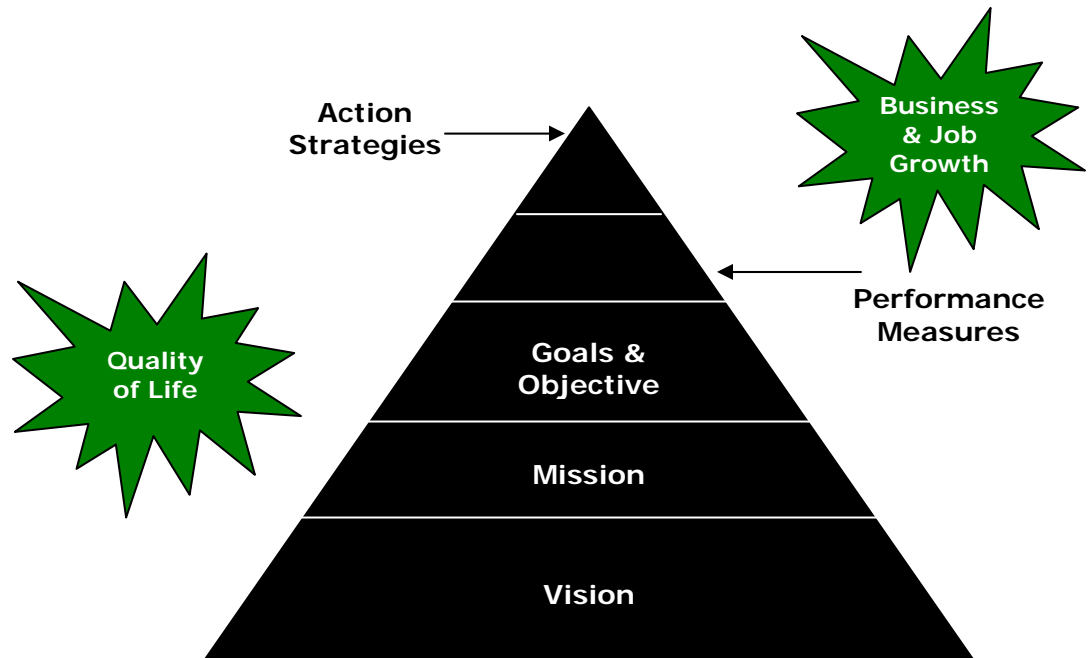
1. Move the Commission from its current bureaucratic organization model to a customer-oriented, performance-based organizational model.
2. Increase collaboration within the Commission at the Board leadership and staff levels and increase collaboration and partnerships with external stakeholders (local government, business/private sector, local economic development, community development and planning organizations, education, state government, Federal agencies, and other groups).
3. Align the organization's future work priorities with the most pressing economic and community development needs and opportunities facing the Northwest Pennsylvania region.

B. Key Plan Elements

In developing the strategic plan, focus was placed on the following nine elements:

1. Vision
2. Mission
3. Goals
4. Performance measures
5. Work activities
6. Responsibilities and schedule
7. Linkages
8. Success factors
9. Performance reporting

Figure 1: Key Northwest Commission Strategic Plan Elements



C. Strategic Planning Teams

To develop the strategic plan, the staff met several times in their respective work teams to contribute to the planning process. The three work teams are as follows:

1. **Economic and Business Development:** focused its attention on direct economic and business development activities to help counties and businesses in the region.
2. **Community Development and Planning:** focused its attention on transportation planning, quality of life, sewer and water infrastructure, technology infrastructure, and related issues that shape the regional economic development climate.
3. **Organizational Development:** focused its attention on equipping the Commission with the right resources and tools to strengthen and grow the organization in the future.

Each team was charged with providing inputs on the five strategic planning elements identified above. Summaries were prepared by each team and presented to the remainder of staff for input.

The groups were reminded of the need to address the three priorities set by the Board:

1. Make the Commission more performance-based and customer-oriented;
2. Increase the organization's partnerships and collaborative work teams; and
3. Align the Commission's future efforts with the region's leading development needs and opportunities.

D. Guiding Values and Principles

Ten guiding values or principles were identified as providing an important foundation for the organization's future plan. These are:

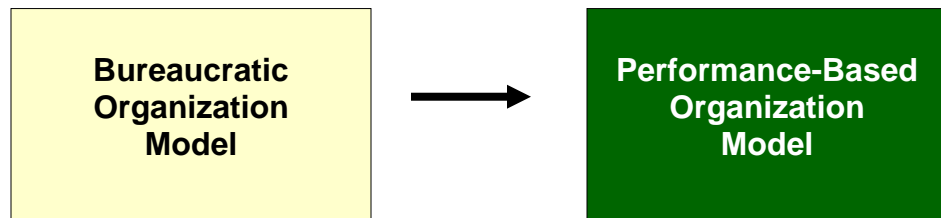
1. **Performance:** Increase organizational effectiveness and impact in serving stakeholders and growing the Northwest Pennsylvania regional economy.
2. **Measurable Results:** Create agreed upon metrics to evaluate effectiveness and impact on three levels: individual; team; and organization.
3. **Partnership/Collaboration:** Increase internal and external teamwork.
4. **Innovation/Creativity:** Identify new and better ways to get results.
5. **Continuous Improvement:** Work at improving quality, results, and stakeholder value creation continuously.
6. **Synergy:** Create internal and external synergy.
7. **Investment:** Establish a clear definition of return on investment (ROI).
8. **Knowledge-Based:** Approach the organization's work using best available knowledge, information, and state-of-the-art practices.
9. **Agile/Flexible:** Be flexible and adapt to internal and external change.
10. **Learning-Based:** Approach the organization's work with a fresh and open learning attitude.

The adoption of these principles and values ensures that the Commission makes the "culture change" from being a bureaucratic organization to becoming a customer-oriented, performance-based organization.

It was agreed that these values, or principles, should be embedded in all work performed by the Commission, organizational decision-making, and they should guide future internal and external working relationships built by the organization with its clients, partners, and funding sources.

The shift to a performance-based organization model is consistent with broader trends in economic development nationally and globally. Most Economic Development organizations are working to put into place performance monitoring and measurement systems that ensure they get their intended job done. This shift is illustrated in Figure 2 below.

Figure 2: Northwest Commission Organizational Cultural Shift



Three critical interrelated questions must be asked in building this performance-based system:

1. Is the Commission doing the **right things** to reach its goals?

2. Is the organization **doing these things right**, or in the most effective manner possible?
3. Are the organization's work efforts **having the right impact** on the region, ensuring that places, businesses, and people are becoming more competitive and prosperous?

In other words, *are these activities creating sufficient value for stakeholders?*

Regional Vision & Organization Mission Statements



A. Regional Vision Statement

The following vision statement has been adopted for the Northwest Commission:

Northwest Pennsylvania will grow in its business and economic vitality, its residents will become more prosperous, and the quality of life will be enhanced in the region's counties and communities.

This vision statement captures the need for Northwest Pennsylvania to grow in both economic opportunity and quality of life. Both are vitally important to the region, and both are consistent with the Northwest Commission's charge.

B. Organization Mission Statement

The purpose of the organization mission statement is to embody the regional vision; therefore, the following mission statement has been adopted:

Provide leadership and assistance as well as collaborate and cooperate with our partners in strengthening business and job growth and improving the environment for economic and community development across the Northwest Pennsylvania region.

This mission statement says that the Northwest Commission will act as a leadership organization, providing high value-added services to both geographic areas and businesses in the region, and taking action to improve the regional business and economic climate.

C. Primary Organizational Roles

The Northwest Commission will play selected roles in the two strategic focus areas. These areas of focus and roles are identified in Table 1 below.

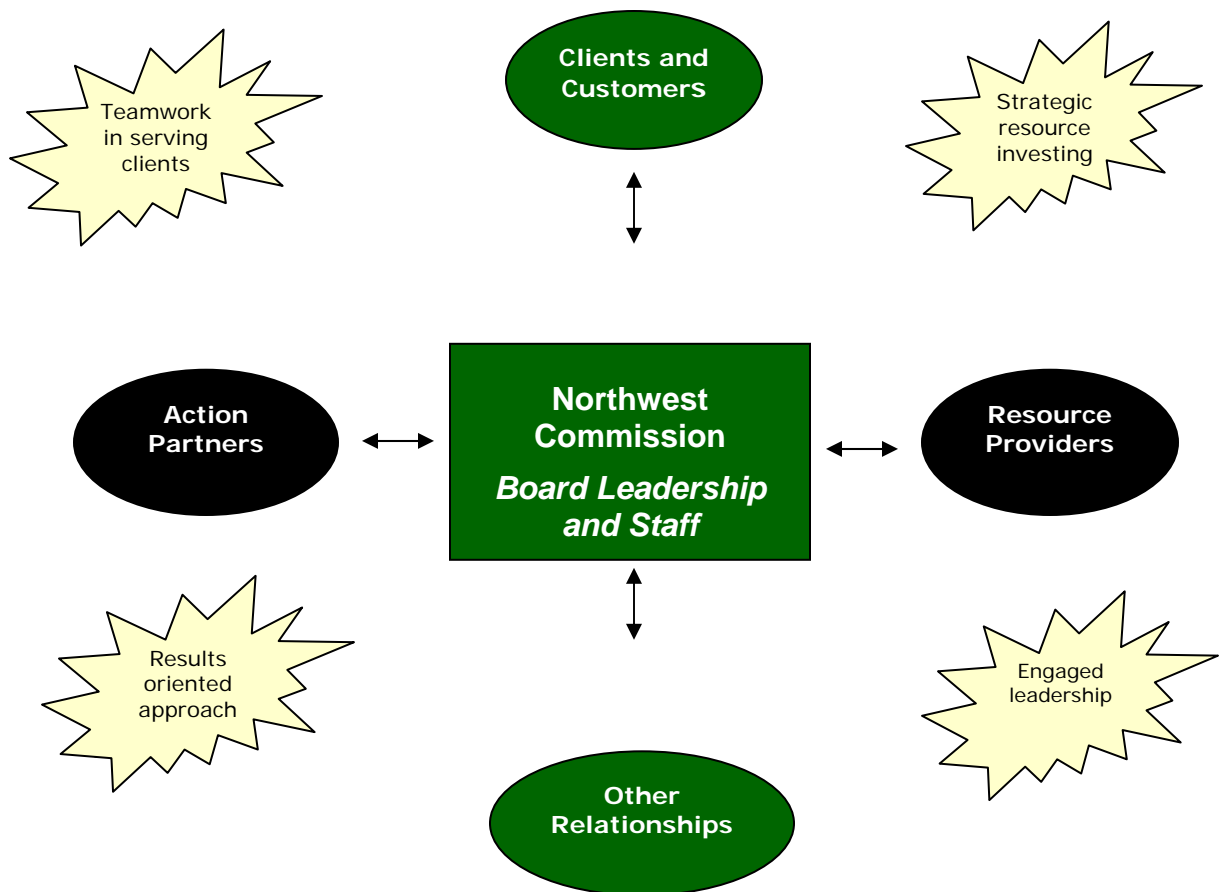
Table 1: Northwest Commission Regional Development Roles

Strategic Roles	Business and Economic Development	Community Development and Planning
Direct client services	Yes	Yes
Planning and analysis	Yes	Yes
Funding	Yes	Yes
Advocacy	Yes	Yes
Capacity-building	Yes	Yes
Regional policy and strategy forum	Yes	Yes

These are crucial roles that set the stage for the more specific work activities the organization performs to reach its goals and objectives.

The Northwest Commission will operate as a strategic, flexible, and collaborative organization whose central focus is to improve the economic performance of the businesses and geographic areas (counties and communities) within the region.

Figure 1: New Northwest Commission Organizational Model



The new performance-based organization model represents a significant improvement over the earlier one from the standpoint of its emphasis on improved performance and process.

Using this new model, the Commission will:

1. Achieve better results.
2. Work more collaboratively.
3. Use its resources strategically.
4. Follow an engaged and committed leadership model.

Business & Economic Development



I. Business Attraction

A. Strategic Goal

Attract new high quality companies to the region, especially but not exclusively, in the region's preferred target industries and industry clusters.

B. Performance Measurement System

Progress Measures

1. Acquire funding to support the program on an annual basis.
2. Printed and electronic marketing materials developed and distributed.
3. Marketing materials sent to prospects (target industry companies and site selection firms).
4. Face-to-face meetings with prospects.
5. Interest prospects in visiting the region.
6. Work with lead county EDCs in determining appropriate trade shows to participate at a regional level.
7. Work with the lead county EDCs in implementing attraction and marketing efforts.
8. Update and market the business attraction website with the region's most competitive business sites and buildings available and current and accurate data on the Northwest region.

Effectiveness Measures

1. Assist with the recruitment of firms to the region that commit to creating high quality jobs to the region.
2. Increase use of the website by prospects.
3. Increase use of the website by all local, regional, and state economic development partners.

Impact Measures

1. Over the next five years, increase the region's competitive advantages for recruiting and growing companies in the six identified target industries.
2. Increase investment and jobs in the region in the six target industries.

C. Work Activities

1. Continue to enhance the website to increase usage and hits.
2. Participate in industry-specific trade shows/missions.
3. Make new contracts through trade show and marketing efforts.
4. Increase the number of solid leads for the region.
5. Send informational proposals to leads.
6. Send prospect referrals to the lead EDCs and other agencies.
7. Participate in face-to-face meetings with prospects.

8. Provide accurate and timely data to all prospects.
9. Increase the number of prospects visiting the region.
10. Increase the number of businesses and jobs entering the region.
11. Increase the amount of investment into the region.
12. Market the Northwest Commission as the regional single point of contact for prospects.
13. Raise new funds for the program.

D. Responsibilities and Schedule

Staff: Director, Business & Economic Development; Business Development Specialist; Manager, International Trade; Marketing Specialist.

Assigned Committee: Economic Development Committee

E. Funding

Budget: \$250,000 per year.

Sources: Enterprise Development, DCED, EDCs, Team PA Foundation

F. Linkages to Other Programs/Activities

Internal: International Marketing, GIS, Public Relations, Communications

External: DCED - Office of International Business Development and Marketing Office, EDCs, Governors Action Team (GAT), Team PA

G. Key Factors Influencing Success

1. Funding.
2. Economic growth trends.
3. Cooperation of partners.
4. Number of leads received.
5. Accuracy of web data.
6. Response time.

H. Performance Reporting

1. Bi-monthly reports to Board.
2. Monthly reports to EDCs.
3. Quarterly Enterprise Development report.

II. Government Contracting

A. Strategic Goal

Increase the number and value of government contracts awarded in the region to businesses as well as increase the number of clients.

B. Performance Measurement System

Progress Measures

1. Sponsor and/or co-sponsor 8 PTAC workshops attracting 50 attendees.
2. Conduct 125 company visits, with 20% being new to the Government Contracting Program.

3. Conduct 650 follow-up counseling sessions with 225 from the active client base.
4. Produce 170 client reported government contract awards.
5. Participate in 10 outreach activities per year.
6. Provide 24 letters of support.
7. Produce 24 success stories.

Effectiveness Measures

1. Achieve government contract sales of \$15,000,000 annually.
2. Increase the amount of awards by \$2.5 Million per year.
3. Increase the number of clients by 20 per year.
4. Have an economic impact of creating/retaining 350 jobs per year.
5. Increase the jobs being created/retained by 100 per each additional year.

Impact Measures

1. Over the next five years, continue to increase the number of companies utilizing the Government Contracting Program with success and satisfaction.

C. Work Activities

1. Annually complete DoD SCAA Application and DCED applications for special projects.
2. Identify companies to visit utilizing BREP database, referrals from the EDCs and outreach activities participated in and events sponsored.
3. Conduct initial counseling sessions with potential clients.
4. Conduct follow-up counseling sessions with existing clients.
5. Legislative outreach.

D. Responsibilities and Schedule

Staff: Deputy Director, B&ED; Manager, Government Contracts; Government Contracting Specialist.

Schedule: FY 2006-2007

E. Funding

Budget: \$296,000.

Funding Strategy: ARC, DoD.

F. Linkages to Other Programs/Activities

Internal: International Marketing, Business Financing, Public Relations and Communications

External: Federal, state and local agencies, EDCs, other PTACs, APTAC and Federal and state legislators.

G. Factors Influencing Success

1. Economy.
2. Funding.
3. New performance-based management plan.

H. Performance Reporting

1. Bi-monthly reports to Board.

2. Quarterly reports to ARC.
3. Semi-annual reports to DLA.

III. International Trade

A. Strategic Goal

Strengthen the international competitiveness of NW Pennsylvania businesses by increasing goods and service exports to global markets.

B. Performance Measurement System

Progress Measures

1. Assist 300 companies with new international marketing efforts.
2. Sponsor/co-sponsor 6 training events attracting 120 attendees.
3. Organize 2 inbound/outbound trade events/missions for northwest regional companies to market products to international buyers with 20 companies participating.
4. Conduct 120 company visits, with at least 33% being new to the International Program.
5. Provide 24 letters of support.
6. Participate in 10 outreach activities per year.
7. Establish a pool of Mentors consisting of international executives in our region and implement regular meetings.
8. Produce 24 success stories.

Effectiveness Measures

1. Increase the amount of international sales generated within the region annually by \$4 Million.
2. Facilitate international sales of \$70 Million reported through the Enterprise Development program.
3. Facilitate international sales of \$14,350,000 reported through the Center for Trade Development (CTD).
4. Implement quarterly after-hours events for the Mentoring Program.
5. Increase the number of clients annually by 20.

Impact Measures

1. Over the next five years, continue to increase the number of companies utilizing the International Marketing program with success and satisfaction.

C. Work Activities

1. Identify companies to visit, utilizing BREP, Harris Selectory Online, and other information sources.
2. Conduct regional company visits.
3. Work on strengthening network partners.
4. Recruit clients to participate in international trade shows/missions.
5. Work with CTD to develop Inbound/Outbound Missions where applicable.
6. Identify pertinent topics for seminar development.
7. Promote CTD programs and activities.
8. Implement new performance measures.
9. Identify four regional mentors to host one quarterly after-hours event for the Mentoring Program.

D. Responsibilities and Schedule

Staff: Director, B&ED; Manager, International Trade; International Trade Specialists.
Schedule: FY 2006-2007.

E. Funding

Budget: \$260,000
Funding Strategy: ARC, DCED, Erie County

F. Linkages to Other Programs/Activities

Internal: Business Financing, Government Contracting, Public Relations and Communications.
External: DCED, SBDCs, USDOC, Federal and State Legislators, Local Elected Officials, EDCs, GAT, Chambers.

G. Factors Influencing Successes

1. Funding.
2. World Economy.
3. Time and location of events (missions, trade shows, seminars).
4. World events.
5. New performance-based management plan.

H. Performance Reporting

1. Monthly reports to CTD.
2. Bi Monthly reports to Board.
3. Quarterly reports to ARC.

IV. Business Finance

A. Strategic Goal

Strengthen the Business Finance Program's competitiveness and effectiveness in the Northwest Pennsylvania region.

B. Performance Measurement System

Progress Measures

1. Close 24 loans.
2. Sponsor/co-sponsor 2 training events.
3. Conduct 100 company visits, with at least 20% being new to the Finance Program.
4. Participate in 10 outreach activities per year.
5. Leverage \$12 Million as match.
6. Participate in 10 outreach activities per year.
7. Produce 24 success stories.
8. Provide 24 letters of support.

Effectiveness Measures

1. Close 50 loans.
2. Meet with 120 prospective borrowers.

3. Leverage \$35 Million as match.
4. Add at least one new loan program to the toolbox.
5. Maintain the default rate at 5% or less.

Impact Measures

1. Over the next five years, continue to increase the number of companies utilizing the Business Finance Program with success and satisfaction.

C. Work Activities

1. Identify potential borrowers and schedule meetings.
2. Identify and organize training events.
3. Attend necessary meetings at the State and Regional level.
4. Identify potential referral sources and schedule meetings (banks).
5. Promote all funding sources in the correct manner.

D. Responsibilities and Schedule

Staff: Director, Business & Economic Development; Senior Loan Specialist; Loan Servicer; Administrative Assistant, Loan Programs.

Schedule: FY 2006-2007.

Assigned Committee: Loan Review Committee

E. Funding

Budget: \$400,000

Funding Strategy: ARC, EDA, USDA, SBF, SBA

F. Linkages to Other Programs/Activities

Internal: Government Contracting, International Marketing, Public Relations, and Communications

External: DCED, SBDCs, EDCs, GAT, Banks

G. Factors Influencing Successes

1. Economy.
2. Bank finance rates.
3. Number of loan programs not administered by Northwest Commission, interest rate and amount available to lend.
4. New performance-based management plan.
5. Funding availability.
6. Program requirements.

H. Performance Reporting

1. Bi-monthly reports to Board.
2. Quarterly Economic Development reports to ARC.
3. Annual job impact report to SBF.
4. Annual Income/Expense report to SBF.
5. Semi-Annual financial reports to RD.
6. Semi-Annual financial reports to EDA.
7. Semi-Annual financial reports to ARC.
8. Quarterly delinquency reports to SBF.
9. Monthly aging reports to SBA.

10. Quarterly report to SBA.

V. Strengthen Economic Development Service Relationships

A. Strategic Goal

Strengthen service relationships with the EDCs, Team Pennsylvania, the chambers and various other partners in fostering and assisting with economic development.

B. Performance Measurement System

Progress Measures

1. Establish Economic Development Committee.
2. Join Chambers of Commerce.
3. Co-sponsor 5 projects and/or activities, such as trade fairs, seminars, receptions, etc.
4. Attend 2 PEDAs activities for networking.

Effectiveness Measures

1. Increase the number of projects completed with partners by 3 annually.
2. Implement joint semi-annual quarterly meetings with Planners.

Impact Measures

1. Over the next five years, create a business-friendly, user-friendly environment for the businesses across the Northwest Region.

C. Work Activities

1. Attend monthly Economic Development Committee meetings.
2. Attend Chamber and EDC functions.
3. Keep partners informed of Commission projects.

D. Responsibilities and Schedule

Staff: Executive Director, B&ED Staff.

Schedule: FY 2006-2007.

E. Linkages to Other Programs/Activities

Internal: Government Contracting, International Marketing, Business Financing, Public Relations and Communications.

External: DCED, EDCs, GAT, Chambers of Commerce, Team PA Foundation, IRC, Ben Franklin Technology Partnership.

F. Funding

Funding is not necessary for this objective, since the existing staff will be utilized.

G. Factors Influencing Successes

1. Involvement of EDCs
2. New performance-based management plan

Community Development & Planning



I. Transportation Infrastructure

A. Strategic Goal

Create high quality transportation infrastructure to support economic development, quality of life, and job creation/retention in northwest Pennsylvania.

B. Performance Measurement System

Performance Measure 1: Act as a collaborative leader in the development and maintenance of a high quality and seamless transportation system to support economic and community development across the region.

Work Progress: Update biannually the Long-Range Transportation Plan and prepare other plans as needed.

Effectiveness: Efficiently utilize allocated transportation funds in order to maximize their use in improving the transportation system in northwest Pennsylvania.

Impact: A transportation system, which increases capacity, safety, and efficiency for businesses and the general public in northwest Pennsylvania.

Performance Measure 2: Strengthen working relationships with the Metropolitan Planning Organizations (MPO) in the region.

Work Progress: Attend MPO Transportation Advisory Committee (TAC) meetings and invite MPO's to Rural Planning Organization (RPO) TAC meetings.

Effectiveness: Contribute to a measurable increase in the level of collaboration and cooperation between RPO and MPO planning activities on shared transportation issues.

Impact: Coordinated transportation planning between the four organizations responsible for transportation planning in northwest Pennsylvania.

C. Work Activities

1. Implement a Unified Planning Work Program.
2. Hold quarterly Transportation Advisory Committee meetings.
3. Attend project scoping, Public Plan Displays, and Citizen Advisory Committee meetings.
4. Assist Transportation Enhancement and Hometown Street sponsors.

5. Administer and provide technical assistance for the ARC Access Road Program.
6. Conduct traffic counts as a function of the Highway Performance Monitoring System.
7. Implement new public dollars into the region's transportation system.
8. Attend Metropolitan Planning Organization meetings.
9. Collaborate on projects with region's MPOs.

D. Responsibilities and Schedule

Key Staff: Director, Community Development & Planning; Manager, Infrastructure Development; Administrative Assistant

Assigned Committee: Transportation Advisory Committee

E. Funding

Budget: \$132,881 per year (Supplemental funding for Greenways Plan and Long-Range Plan Update – \$155,000)

Funding Strategy: PennDOT, State Enterprise Development

F. Linkages to Other Programs

Good transportation infrastructure and systems promotes economic development and job creation/retention.

G. Factors Influencing Successes

1. Congressional appropriations.
2. General economic conditions/inflation.
3. Material costs.
4. Improved collaboration by key decision makers

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to DCED.
3. Quarterly progress reports to PennDOT.
4. Quarterly progress reports to TAC.
5. Annual report.

II. Local Technical Assistance Program

A. Strategic Goal

To coordinate PennDOT training to local government officials enhancing their overall knowledge and decision-making capabilities on transportation-related issues.

B. Performance Measurement System

Performance Measure 1: Increase the capacity of local decision-makers in making effective choices about future transportation infrastructure investments by providing information, technical assistance, and training to local government leaders.

Work Progress: Plan, schedule, and conduct transportation training programs and seminars.

Effectiveness: Satisfy local leaders, businesses, and other stakeholders with the training provided.

Impact: Improved local transportation decisions resulting in greater regional transportation investment and more efficient and effective transportation services.

C. Work Activities

1. Coordinate the Local Technical Assistance Program.
2. Distribute LTAP surveys.
3. Contact local governments who do not respond to the LTAP survey.
4. Provide training courses to local government officials.

D. Responsibilities and Schedule

Key Staff: Director, Community Development & Planning; Manager, Infrastructure Development; Manager, GIS/Community Development; Administrative Assistant

Assigned Committee: Transportation Advisory Committee

E. Funding

Budget: \$30,000 per year

Funding Strategy: PennDOT

F. Linkages to Other Programs

Direct link to Transportation program since the program is administered by PennDOT. There is also a municipal link with MTAP, GIS, and Municipal Outreach.

G. Factors Influencing Successes

1. Funding level.
2. Commitment from PennDOT.
3. Local government needs.

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to PennDOT.
3. Annual report.

III. Technology Development

A. Strategic Goal

Promote the advantages of a high quality, affordable telecommunications infrastructure that will foster future economic and community development and job creation/retention across the region.

B. Performance Measurement System

Performance Measure 1: Increase investment and knowledge in a high quality telecommunications infrastructure by utilizing the region's Technology Advisory Group (TAG) and county broadband task forces as a planning and investment catalyst.

Work Progress:

1. Educate and aggregate broadband demand in underserved rural communities throughout northwest Pennsylvania.
2. Work with community, business, and political leaders, as well as telecommunication service providers, to expand broadband service in the region.

Effectiveness:

1. Assist at least eight (8) communities with the implementation of new broadband services.

Impact:

1. An advanced telecommunications infrastructure that supports future economic and community development and creates/retains jobs.
2. Increased perceived value of broadband among regional leaders.

Performance Measure 2: Increase the technology capacity of local government decision makers in making choices about future technology infrastructure investments by providing training, information, and technical assistance.

Work Progress:

1. Survey all local governments in the region regarding their level of technology use and understanding.
2. Conduct a series of 14 educational classes per year in the region.
3. Train at least 120 local government personnel with regard to technology and broadband programs.
4. Assist five (5) local governments in connecting to the Internet.

Effectiveness:

1. Increase awareness and value that technology has in local government operations.

Impact:

1. Educated and well-informed decisions by local elected officials in terms of technology infrastructure investment dollars.

C. Work Activities

1. Hold bi-monthly Technology Advisory Group (TAG) meetings.
2. Educate community, business, and political leaders on broadband value, needs, and applications.
3. Develop public-private partnerships between communities and telecommunication companies to attract affordable broadband service.
4. Develop and distribute a technology survey to all local governments.
5. Provide technology training to local government personnel in group and one-on-one settings.
6. Assist with local government Internet connections.

D. Responsibilities and Schedule

Staff: Director, Community Development & Planning; Information Systems Specialist; Administrative Assistant.

Assigned Committee: Technology Advisory Group

E. Funding

Budget: \$191,428 per year

Funding Strategy: MTAP, eCOMMonwealth, BOAF

F. Linkages to Other Programs

1. Incorporates GIS technology into mapping infrastructure.
2. Enhances PR of Commission through successful telecommunication projects.
3. Telecommunications infrastructure provides foundation for future economic development and job creation/retention.

G. Factors Influencing Successes

1. Funding levels.
2. Access to future federal and state appropriations.
3. Level of stakeholder involvement.
4. Cooperation of telecommunication providers.

H. Performance Reporting

1. Bi-monthly progress reports to Board of Directors.
2. Bi-monthly progress reports to TAG.
3. Quarterly progress reports to DCED.
4. Annual report.

IV. Geographic Information System

A. Strategic Goal

Advance the use of Geographic Information System (GIS) and Global Positioning System (GPS) technology in enhancing economic and community development opportunities across the region.

B. Performance Measurement System

Performance Measure 1: Increase the capacity of local governments and other groups in the region in developing and implementing new GIS/GPS tools and capabilities.

Work Progress: Work with county/local government and other entities in the region to meet their needs and increase their capabilities by providing GIS/GPS services/training and support.

Effectiveness: Develop two (2) annual training programs and provide technical assistance for local governments and other groups in the region.

Impact: Number of people reached with regard to GIS awareness, training, and technical assistance and the impact of this work on local GIS decisions and investments.

C. Work Activities

1. Host at least two (2) GIS training classes in the region.

2. Provide on-site support, training, guidance, advice and best practices to region's GIS users.
3. Meet with the Northwest Commission program staff to see how GIS can make work more efficient and beneficial.
4. Provide GIS/GPS access to 265 municipalities in northwest Pennsylvania via a regional integrated website.
5. Become a depository for GIS data bases.
6. Hold quarterly GIS User Group meetings.

D. Responsibilities and schedule

Key Staff: Director, Community Development & Planning; Manager, GIS/Community Development; Community Development Specialist; Administrative Assistant

Assigned Committees: Planners Committee, GIS User Group

E. Funding

Budget Amount: \$100,000

Funding Strategy: PennDOT, MTAP, Municipal fees, Shared Municipal Services

F. Linkage to Other Programs

1. Promote GIS for community and economic development initiatives.
2. Promote GIS to county planners, EDCs, TPAs, and other regional stakeholders.
3. Promote GIS to Northwest Commission staff.

G. Factors Influencing Success

1. Regional awareness of GIS and its applications.
2. Increased GIS/GPS fees for service.

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to the GIS Users Group.
3. Annual report.

V. Keystone Opportunity Zones

A. Strategic Goal

Promote existing KOZ's and collaborate with Keystone Innovation Zone partners.

B. Performance Measurement System

Performance Measure 1: Assist sub-zone managers in marketing sites to potential clients.

Work Progress: Monitor website and marketing materials for KOZ's.

Effectiveness: Increase number of inquiries regarding KOZ sites in the region.

Impact: New businesses, jobs, and capital investment in the KOZ.

C. Work Activities

1. Coordinate the Northwest KOZ program.
2. Provide site and program information as needed.

3. Increase number of companies locating within KOZ areas.
4. Increase amount of business investment within a KOZ.
5. Increase number of jobs created and retained within KOZ areas.

D. Responsibilities and Schedules

Key Staff: Director, Community Development & Planning; Manager, Infrastructure Development; Administrative Assistant.

E. Funding

Budget: \$50,000 over three years

Funding Strategy: DCED

F. Linkages to Other Programs

1. Promotes economic development, new business investment, and job creation/retention.

G. Factors Influencing Successes

1. Economic Conditions.
2. Responsiveness of Commission staff and sub-zone managers.
3. Support from DCED.

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to DCED.
3. Annual report.

VI. Municipal Outreach

A. Strategic Goal

Build a strong relationship with each local government in northwest Pennsylvania while seeking input on their needs and promoting Commission services.

B. Performance Measurement System

Performance Measure 1: Visit and survey each local government to determine strengths, weaknesses, opportunities, and threats.

Work Progress:

1. Create an assessment tool for surveying local governments in northwest Pennsylvania.
2. Develop a searchable, online database.
3. Complete local government interviews and surveys.

Effectiveness:

1. Collect and track data that will help determine future projects and investment decisions.

Impact:

1. Increased capacity by local governments and better relationships between the agencies that provide services to the local government and the local governments themselves.

C. Work Activities

1. Develop a local government assessment survey.
2. Develop a searchable, online database.
3. Meet with all municipalities on an annual basis.
4. Attend local government conventions to promote Commission's programs.

D. Responsibilities and Schedule

Key Staff: Director, Community Development & Planning; Manager, GIS/Community Development; Community Development Specialist; Administrative Assistant

Assigned Committee: Planners Committee

E. Funding

Budget: \$68,000

Funding Strategy: State Enterprise Development

F. Linkages to Other Programs

1. Promotes Commission's MTAP, LTAP, transportation, GIS/GPS, and telecommunications programs.

G. Factors Influencing Successes

1. Local government cooperation.
2. County planners cooperation and input.
3. Funding levels.
4. Support from DCED.

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to DCED.
3. Quarterly progress reports to Planners Committee.
4. Annual report.

VII. Regional Action Plan Related To Land Use, Transportation, and Regional Infrastructure

A. Strategic Goal

Collaborate with DCED, DEP, DCNR, PennDOT, PDA and other partners to develop a Regional Action Plan that will focus on targeting investments for a variety of community and economic development needs, including but not limited to, infrastructure, land use planning, municipal services, and alternative energy.

B. Performance Measurement System

Work Progress:

1. Establish a Regional Steering Committee made up of planning directors, elected officials, EDCs, private businesses, utilities, TPAs, and others to drive the creation of a Regional Action Plan.
2. Build relationships with the Commonwealth agencies associated with the development of the Regional Action Plan.
3. Create a Regional Action Plan to be implemented over the next several years.

Effectiveness:

1. Begin to develop the Regional Action Plan.

Impact:

1. Over the next five years, begin to implement a regional plan that will provide direction for targeted investment and resource allocation for major regional community development and planning projects.

C. Work Activities

1. Re-establish and meet with the Steering Committee to develop the Regional Action Plan.
2. Review, validate, and prioritize regional goals.
3. Review, validate, and prioritize regional objectives.
4. Review, validate, and prioritize regional action steps.
5. Develop the Regional Action Plan based on Steering Committee and outreach comments.

D. Responsibilities and Schedule

Key Staff: Director, Community Development & Planning; Manager, Infrastructure Development; Manager, GIS/Community Development; Administrative Assistant

Assigned Committee: Regional Steering Committee

E. Funding

Budget: \$62,000

Funding Strategy: DCED, ARC

F. Linkages to Other Programs

1. Direct link to all community development and planning programs.
2. Link with programs with DCED, PennDOT, DEP, DCNR, and PDA.

G. Key Factors Influencing Success

1. Funding levels.
2. Cooperation of partners.

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to DCED.
3. Annual report.

VIII. Planner Relations

A. Strategic Goal

Improve communications and cooperation between and among planners across the region to ensure more coordinated planning for regional development in the future.

B. Performance Management System

Performance Measure 1: Assist with improving the communications and coordination among planners within the region.

Work Progress: Establish regularly scheduled meetings of the county planning directors as part of the Commission's standing Planners Committee.

Effectiveness: Use planner forum to develop regional community development and planning agenda.

Impact: A cohesive community development and planning action plan with regional scope and input.

C. Work Activities

1. Meet with the Planners Committee as least on a quarterly basis.
2. Identify issues relating to community development and planning in the region.
3. Determine community development and planning issues for which the Commission can act as an advocate.
4. Update the annual community development section of the Commission's Strategic Plan.

D. Responsibilities and Schedule

Key Staff: Director, Community Development & Planning; Manager, Infrastructure Development; Manager, GIS/Community Development; Community Development Specialist; Information Systems Specialist; Administrative Assistant

Assigned Committee: Planners Committee

E. Funding

Budget: N/A

Funding Strategy: N/A

F. Linkages to Other Programs

1. Good community development and planning creates an environment conducive to economic development.

G. Factors Influencing Success

1. County Planning Directors cooperation and engagement.
2. State and federal agency cooperation.

H. Performance Reporting

1. Bi-monthly progress reports to the Board of Directors.
2. Quarterly progress reports to the Planners Committee.

Organizational Development



I. Public Relations

A. Strategic Goal

Create a more positive organizational image through the creation and implementation of an on-going strategic public relations plan focused on professional communication and marketing protocols.

B. Performance Measurement System

Performance Measure: Improve communication internally and externally about the organization including our services, client successes, funding sources, partner collaborations, and stakeholder involvement.

Work Progress:

1. Adoption and implementation of a strategic public relations plan, which will be updated as needed and reviewed annually.
2. Continued outreach to regional, state, and miscellaneous media.
3. Continued outreach to business service organizations (Chambers, Rotary, EDCs).

Effectiveness:

1. Increased regional awareness, positive perception and collaborative media events/releases.
2. Increased and enhanced regional media relationships.

Impact:

1. Overall receptiveness by regional media to report on organization to increase awareness and attract interest from the business and political community.
2. Staff and board are better engaged in carrying message of organization forward.

C. Work Activities

1. Implementation and annual update of a strategic public relations plan.
2. Notice of all public meetings distributed to media, chambers and partners.
3. Meet with regional publishers and/or business editors.
4. Enhancement of Northwest News, Legislative Bulletin, Annual Report /Impact Summary, and Annual Dinner.
5. Key staff to meet with all state and federal legislators.
6. Delegate speaking engagement circuit.
7. Distribute regional event calendars to Leadership Team for review.
8. Distribute press releases on as need basis.
9. Keep media section of web site updated.

10. Schedule and coordinate check presentations.
11. Schedule and coordinate press conferences as needed.
12. Adoption and implementation of promotional spending budget.

D. Responsibilities and Schedule

Key Staff: Manager, Public Relations; Marketing Specialist; Senior Director, Organizational Development

Assigned Committee: Promotional Advisory Committee

Schedule: FY 2006-2007

E. Linkages to Other Entities/Resources

Internal: All staff offer input into Public Relations Plan, event attendance, speaking engagements, and promotion of their programs.

External: Media and partner organizations, as well as stakeholders.

F. Funding

Budget Amount: \$12,000

Funding Strategy: Monies allocated to promotional spending as outlined by the promotional spending guidelines in the Public Relations Plan.

G. Factors Influencing Successes

1. Cooperation of staff and board to carry a positive and consistent message at all times.
2. Cooperation of media to engage in relationship building.
3. Proper and consistent use of Public Relations Plan.

H. Performance Reporting

1. Bi-monthly report to Board.
2. Quarterly metric reporting.
3. Yearly promotional activity and spending report to Senior Director, Organizational Development and Promotional Advisory Committee.

II. Marketing

A. Strategic Goal

Maintain a professional image of the Northwest Commission and its programs through marketing and graphic design.

B. Performance Measurement System

Work Progress:

1. Development of a strategic marketing plan
2. Continued relationships with EDCs, Stakeholders and Partners
3. Build a more competitive region through marketing mediums
 - a. Promotional Advisory Committee/Meeting Visibility

Effectiveness:

1. Increased professionalism, market identification and program awareness through marketing and graphic Design. Continued professional networking relationships with all involved.

Impact:

1. Over the next five years, use marketing to successfully embody the ideas and concepts incorporated in the Northwest Commission's mission and vision statements; strengthen relationships that foster national, state and local recognition of the Commission's partners and stakeholders.

C. Work Activities

1. Limited image development for Commission Partners
 - a. On-site photography
 - b. Brochure/eNewsletter analysis and/or design
 - c. Logo Analysis and/or design
 - d. Website Analysis
 - e. Press release development
2. Design/Distribute monthly electronic newsletters
 - a. The Northwest News
 - b. The Northwest Exporter (bi-monthly)
3. Design/Distribute quarterly electronic newsletter to our Legislators
 - a. The Legislative Bulletin
4. Sustain marketing tracking systems for email and web activity
 - a. Listrak
 - b. Webstats
5. Attend necessary (marketing) meetings
6. Attend business attraction trade shows
7. Design/Distribute paid advertising pieces for Commission programs and business attraction efforts
8. Design/Assembly of checks for check presentations
9. Design/Layout of the Annual Report and Impact Summary
10. Event Planning/Creative for Commission's Programs, Annual Dinner and Special Events.
11. Select/Recognize Partner of the year, Business of the year and Board Leadership of the year at the Annual Dinner
12. Annual review and revision of the Strategic Plan
13. Maintain the Commission's websites
 - a. nwcommission.org
 - b. SelectPAgreatlakes.com

D. Responsibilities and Schedule

Staff: Marketing Specialist; Manager, Public Relations; Senior Director, Organizational Development

Assigned Committee: Promotional Advisory Committee

Schedule: FY 2006-2007

E. Linkages to Other Programs/Activities

Internal: Marketing is driven by program needs as identified by staff for program enhancement within the Commission's Community Development and Planning, Business and Economic Development and Organizational Development divisions.

External: EDCs, stakeholders and key partners

F. Funding

Budget Amount: All Program Contributions

Funding Strategy: Allocated to Commission Programs as required

G. Factors Influencing Successes

1. Involvement of EDCs, key partners and stakeholders
2. Cooperation from program staff
3. Availability of funding and staff time
4. Proper and consistent use of Marketing Plan

H. Performance Reporting

1. Bi-monthly reports to board
2. Quarterly metric reporting
3. Yearly process and performance report to Senior Director, Organizational Development and Promotional Advisory Committee

III. Board Leadership Development

A. Strategic Goal

Strengthen Board leadership in the organization and increase the Board's involvement in achieving the Commission's goals and objectives.

B. Performance Measurement System

Work Progress:

1. Build new leadership teams as a vehicle to advance the organizational performance.
2. Participation in specially appointed committees of the board, as well as the Commission's standing advisory committees.
3. Engaged and providing leadership in developing policies and procedures.
4. Participation in review of policy and achievements.
5. Recognition of board members involvement.

Effectiveness:

1. All board members being active, empowered and contributing to the value of the Commission.

Impact:

1. Over the next five years, develop a Board of Directors that is active in promoting the Commission as a highly forward-moving organization.

C. Work Activities

1. Establish key advisory boards for organization.
2. Continue to engage key committees: loan, transportation, technology, economic development, planning, etc.
3. Continue to keep board meetings interactive.
4. Communicate with board on an ongoing basis about programs, activities, etc.

D. Responsibilities and Schedule

Staff: All Staff

Schedule: FY 2006-2007

Assigned Committee: Full Board of Directors

E. Funding

Budget: n/a

F. Linkages to Other Programs/Activities

Internal: All Commission programs

External: All Commission committees

G. Key Factors Influencing Success

1. Staff ability to engage board
2. Board willingness to get involved

H. Performance Reporting

n/a – This goal requires constant communication between staff and board.

IV. Special Regional Projects

A. Strategic Goal

Participate in special projects as directed by the Commission Board of Directors that are outside the normal scope of Commission services/activities but provide a significant impact to a project, a community, the region or the economy.

B. Performance Measurement System

Work Progress:

1. Establish an assigned team to handle special projects.
2. Keep abreast of regional issues, problems, and potential problems in which the Commission could be a part of the solution.
3. Build relationships with new agencies and funding sources that are not normally associated with Commission activities.
4. Assist in special projects.

Effectiveness:

1. Diversify Commission staff to be flexible and knowledgeable on a variety of topics.

Impact:

1. Over the next five years, implement a variety of special projects that will increase the region's marketability and economic growth.
2. Position the Commission as a proactive and flexible organization with the capacity to tackle a variety of complicated regional issues.

C. Work Activities

1. Identify staff to serve on team. Additional staff expertise will be brought in when necessary.
2. Meet with partners, stakeholders, and Board members on an as-needed basis to determine regional special projects that the Commission could assist in addressing.
3. Research new programs and funding sources that could meet the needs of new special projects.
4. Assist in implementing special projects.

D. Responsibilities and Schedule

Staff: Executive Director; Director, Business & Economic Development; Director, Community Development and Planning; Senior Director, Organizational Development

Schedule: FY 2006-2007

Assigned Committee: To be determined

E. Funding

Budget: n/a

F. Linkages to Other Programs/Activities

Internal: Community and Economic Development Programs

External: To be determined

G. Key Factors Influencing Success

1. Funding levels.
2. Cooperation of partners.
3. New performance-based management system.

H. Performance Reporting

1. Bi-monthly reports to Board

V. Development of New Strategic Initiatives

A. Strategic Goal

Strengthen the organization's capacity to proactively respond to the changing needs of our clients and the region by implementing new strategic initiatives.

B. Performance Measurement System

Work Progress:

1. Initiate a staff brainstorming exercise to flush out all ideas for new initiatives in which the Commission and partners could develop into programs for the upcoming fiscal year.
2. Conduct a follow-up staff session to focus ideas and begin to develop a list of needed resources, potential partners, and possible funding sources.
3. Articulate with staff realistic project ideas by creating project descriptions, a defined partner list, and funding sources to target.
4. Ask staff to prioritize project ideas in terms of importance to our clients, potential clients, and the economic growth of our region.
5. Determine realistic action steps, timeline, and team assignments to implement new initiatives based on prioritization by staff.
6. Add new strategic initiatives to Commission's strategic plan for implementation over the upcoming fiscal year.
7. Gain support from Board of Directors and partnering organizations.
8. Formally incorporate the Staff Communications Protocols into the strategic initiatives development process providing a structure that taps into synergies through clear and effective staff involvement.

Effectiveness:

1. Develop proposals/applications for new strategic initiatives and submit to funding sources.
2. Obtain funding to implement new strategic initiatives.
3. Begin implementing strategic initiatives.

Impact:

3. Over the next five years, create dynamic initiatives that are proactive in meeting the needs of our clients and the region.

C. Work Activities

1. Conduct staff brainstorming and follow-up meetings to determine new strategic initiative ideas.
2. Develop action steps, timelines, and team assignments related to strategic initiatives.
3. Create proposals/applications and submit to funding sources.
4. Keep partners involved and active with Commission projects.

D. Responsibilities and Schedule

Staff: All Staff, led by Senior Director, Organizational Development

Schedule: FY 2006-2007

E. Funding

Budget: n/a

F. Linkages to Other Programs/Activities

Internal: Related to most current programs internally

External: EDCs, Planners

G. Key Factors Influencing Success

1. Articulation of new “out of the box” ideas.
2. Communication among staff.
3. Access to new funding.
4. Involvement of partners.
5. New performance-based management system.

H. Performance Reporting

1. Bi-monthly reports to Board

VI. Strengthen Travel & Tourism Relationships

A. Strategic Goal

Strengthen service relationship with the Tourism Promotion Agencies, the Commonwealth’s designated tourism regions: PA Wilds and PA Great Lakes, as well as the Heritage Parks: Oil Heritage and Lumber Heritage, and the PA Route 6 Tourist Association

B. Performance Measurement System

Work Progress:

1. Establish Travel & Tourism Committee, which consists of the executive directors of the TPAs in the eight county northwest region and implement regular meetings.
2. Build relationships with the Commonwealth's designated tourism regions: PA Wilds and PA Great Lakes
3. Develop relationships with the Heritage Parks: Oil and Lumber
4. Foster relationship with the PA Route 6 Tourist Association.
5. Build awareness on how the Commission could assist with tourism-related projects.
6. Package two (2) grant/loans applications related to the tourism industry.

Effectiveness:

1. Assist the TPAs with at least one project.
2. Implement joint, semi-annual meetings with the Planning Committee and Economic Development Committee.

Impact:

1. Over the next five years, assist the Travel and Tourism industry in making northwest Pennsylvania a travel destination and increase number of tourists coming to the region.

C. Work Activities

1. Attend regularly scheduled Travel and Tourism Committee meetings.
2. Attend TPA and partner functions.
3. Keep partners informed of Commission projects.

D. Responsibilities and Schedule

Staff: Executive Director; Manager, Public Relations; Communications Manager

Schedule: FY 2005-2006

Assigned Committee: Travel and Tourism

E. Funding

Budget: n/a

F. Linkages to Other Programs/Activities

Internal: Business Financing and Community Development staff.

External: DCED - Marketing Office and Tourism Office

G. Key Factors Influencing Success

1. Funding levels.
2. Cooperation of partners.
3. New performance-based management system.

H. Performance Reporting

1. Bi-monthly reports to Board

VII. Human Resources

A. Strategic Goal

Enhance the Northwest Commission's human resource and communications systems to meet staff, program, organizational and regional performance goals and objectives.

B. Performance Measurement System

Work Progress:

1. Implementation of specific formal employee development plans.
2. Implementation of staff accountability processes with consistent consequences.
3. Continued development of policies, processes and procedures ensuring regulatory compliance and achievement of goals according to plan.
4. Continued promotion of a culture of ethical business practices that align with the principles of the Commission's *Statement of Ethics Philosophy*.

Effectiveness:

1. Continue successful development and implementation of the system utilizing leadership, communications, accountability and consequences.
2. Motivating staff to accomplish desired results, ensure understanding and bring about purposeful action toward desired objectives.

Impact:

1. Improvement in the organization's performance based upon a structured system, staff development, board input and participation.

C. Work Activities

1. Development of new hire process, including selection, orientation, training and development.
2. Coordinate bi-monthly staff meetings to enhance communication.
3. Allow for leadership training and staff development to improve skills and provide for improvements in delegating, motivating, coordinating, managing differences and managing change.
4. Establish and continue to improve accountability by implementing set reporting systems, developing performance standards, measuring results, taking corrective action and providing rewards.
5. Establishment of internal leadership structure recognizing performance and potential of key staff.
6. Formalize compliance training for staff and Board to ensure accountability and conformance to state and federal employment law.
7. Implementation of the formal structure of an ethical business practices audit process to ensure accountability and conformance to the Commission's *Statement of Ethics Philosophy*.

D. Responsibilities and Schedule

Staff: All staff

Schedule: 2006-2007

Assigned Committee: Full Board of Directors

E. Funding

Budget Amount: n/a

Funding Strategy: All sources

F. Linkages to Partners and other NW Commission Activities

Internal: All staff gives input into system, processes and procedures.

External: Economic development representatives and outside HR support professionals.

G. Factors Influencing Success:

1. Understanding of the plan by the Board.
2. Understanding and input by staff.
3. Involvement by board and partners
4. Aggressive and accountable leadership.
5. Patience to assure overall cultural shift assuring the success of NW Commission's goals and objective through its people systems.

H. Performance Reporting:

1. Bi-monthly board meetings
2. Mid year review of plan along with budget.

Strategic Initiatives



I. Entrepreneurship

A. Strategic Goal

Increase start-up businesses and entrepreneurship capacity and networking in Northwest Pennsylvania

B. Performance Measurement System

Work Progress:

1. Continue to expand an entrepreneurship network such as the Entrepreneur Club to educate and connect entrepreneurs with capital, management services, and mentors
2. Work with Chambers, SBA, Economic Development Corporations, Small Business Development Centers and other to expand opportunities for startup businesses and entrepreneurs

Effectiveness:

1. Establish an entrepreneurship program coordinator at the Northwest Commission.
2. Create an effective network of mentors and services for start-ups and entrepreneurs

Impact:

1. 1. Increase start-up and growth of small businesses to create new jobs in Northwest Pennsylvania

C. Work Activities

1. Form an Entrepreneurship Network in Northwest Pennsylvania.
2. Develop entrepreneurship training and leadership courses.
3. Develop an entrepreneurship mentor support group
4. Assist established family businesses with succession planning.
5. Develop entrepreneurship programs which focus on youth, minorities, and women.

D. Responsibilities and Schedule

Staff: Director, Business & Economic Development; Senior Loan Specialist

Schedule: FY 2006-2007

Assigned Committee: Economic Development Committee

E. Funding

Budget: SBA, Kellogg Foundation, ARC, Ben Franklin, Rural Development

F. Linkages to Other Programs/Activities

Internal: Micro-loan and other loan programs, Entrepreneur Club, other Business and Economic Development Programs

External: SBDC, Penn Tech, Chambers, SBA, Ben Franklin, USDA, ARC

G. Key Factors Influencing Success

1. Funding
2. Partnerships with other agencies assisting small businesses
3. Recruitment of mentors

H. Performance Reporting

1. Bi-monthly report to Board
2. Monthly report to Economic Development Corporations

II. Downtown Revitalization

A. Strategic Goal

Assist municipal and community leaders in their efforts to create downtowns that are physically attractive, economically vibrant, and pleasantly livable.

B. Performance Measurement System

Work Progress:

1. Identification of communities of similar characteristics which are in need of assistance in improving their downtown areas.

Effectiveness:

1. Implementation of a Northwest Pennsylvania downtown revitalization circuit rider program.

Impact:

1. Revitalization of struggling downtown areas in Northwest Pennsylvania.

C. Work Activities

1. Identify communities that may require downtown assistance.
2. Prioritize identified as requiring downtown assistance.
3. Identify the downtown revitalization leadership and find ways to collaborate in their efforts.
4. Identify each community's resources in their downtown effort.
5. Explore the need for a downtown circuit rider which can meet the needs of small communities that cannot justify their own.
6. If appropriate, seek funding for a Northwest Commission downtown circuit rider.
7. Determine other ways the Northwest Commission can facilitate downtown revitalization.

D. Responsibilities and Schedule

Staff: Director, Community Development; Community Development Specialist; Manager, Infrastructure Development; Manager, GIS/Community Development

Assigned Committee: Planners Committee

Schedule: FY 2006-2007

E. Funding

Budget: DCED, Pa. Historical Museum Commission, Pa. Council of the Arts, DCNR, Rt. 6, PennDOT, HUD, Rural Development, ARC, CDBG, EDA

F. Linkages to Other Programs/Activities

Internal: Community Development Staff

External: Local officials, State and Federal funding agencies

G. Key Factors Influencing Success

1. Participation by local communities
2. Funding

H. Performance Reporting

1. Report quarterly to Planners Committee
2. Report bi-monthly to Board

III. Public Safety

A. Strategic Goal

Assist public safety agencies of Northwest Pennsylvania to improve and coordinate their services thereby creating a safer environment for the citizens of Northwest Pennsylvania.

B. Performance Measurement System

Work Progress:

1. Identify public safety needs throughout Northwest Pennsylvania.
2. Increase coordination with and between public service agencies.

Effectiveness:

1. Update flood plain maps
2. Unified communications capabilities of public safety departments
3. Update hazardous mitigation plans
4. Public safety network

Impact:

1. More efficient public safety capabilities
2. Safer environment in Northwest Pennsylvania

C. Work Activities

1. Assist community public safety agencies in providing unified communications capabilities between departments.
2. Update HUD flood plain maps.

3. Assist in updating the hazard mitigation plans.
4. Assist the Northwest Terrorism Task Force
5. Promote networking/partnering with County EMS agencies.
6. Facilitate NIMs training to municipalities.

D. Responsibilities and Schedule

Staff: Director, Community Development & Planning; Manager, GIS/Community Development

Assigned Committee: To be determined

Schedule: FY 2006-2007

E. Funding

Budget: Department of Homeland Security, FEMA, PEMA, DEP, CDBG

F. Linkages to Other Programs/Activities

Internal: GIS, Telecommunications

External: Regional Terrorism Task Force, Local Police Departments, Fire Departments, Emergency Management Services, Department of Homeland Security, PEMA, FEMA

G. Key Factors Influencing Success

1. Funding
2. Ability to work with public safety agencies

H. Performance Reporting

1. Bi-monthly reports to Board

IV. University Consortium

A. Strategic Goal

Develop a consortium of universities with the purpose of exploring new ideas with regard to economic development and emerging technologies

B. Performance Measurement System

Work Progress:

1. Working Consortium of universities

Effectiveness:

1. Training seminars on emerging technologies
2. Closer relationship between businesses and universities

Impact:

1. Universities working together in the interest of attracting and retaining high quality jobs.

C. Work Activities

1. Build relationship and partnerships with the region's universities.
2. Encourage collaboration between businesses and universities.

3. Take inventory of university specialties.
4. Co-sponsor training/seminars with universities
5. Hold university job fairs for businesses.
6. Identify ways universities can assist businesses with regard to emerging technologies

D. Responsibilities and Schedule

Staff: Executive Director; Director, Business & Economic Development; other assigned staff

Schedule: FY 2006-2007

Assigned Committee: Economic Development Committee

E. Funding

Budget: n/a

F. Linkages to Other Programs/Activities

Internal: Related to economic development and possibly expanding economic development efforts

External: Establishes stronger relationship between businesses and universities

G. Key Factors Influencing Success

1. Communications between universities, economic development agencies and businesses

H. Performance Reporting

1. Monthly reports to economic development Committee
2. Bimonthly reports to Board

V. Workforce Investment Board (WIB)

A. Strategic Goal

Strengthen relationship with the Workforce Investment Board

B. Performance Measurement System

Work Progress:

1. Established relationships and dialog with the WIB agencies.

Effectiveness:

1. Shared databases with WIB agencies.

Impact:

1. Strong relationship between WIB and economic development agencies.

C. Work Activities

1. Promote interaction between the Commission's Board and the WIB Boards.
2. Attend WIB meetings

3. Establish a dialog between the WIB agencies and the economic development agencies
4. Initiate training/scholarship funding discussions with the WIB agencies.
5. Share data with the WIB agencies.
6. Become involved with the Community College initiative.

D. Responsibilities and Schedule

Staff: Executive Director and assigned staff

Schedule: FY 2006-2007

Assigned Committee: Economic Development Committee and Board

E. Funding

Budget: n/a

F. Linkages to Other Programs/Activities

Internal: Relates job training to the Commission's economic development programs

External: Relates job training to county economic development efforts

G. Key Factors Influencing Success

1. Communications between the Commission and WIB agencies

H. Performance Reporting

1. Monthly reports to Economic Development Committee
2. Bimonthly reports to the Board

Appendix A: Performance Measurements

Performance Measurements will be updated on a quarterly basis, and projected in the strategic plan as yearly updated measurements. As time develops, so will this section. The measurements normally have numerical values that can be used as a general barometer of progress.