

AGENDA

SOUTHERN MAINE PLANNING AND DEVELOPMENT COMMISSION EXECUTIVE COMMITTEE

September 25th, 2025

9:00 AM - 10:30 AM

SMPDC Conference Room, Saco Island or

Join Zoom Meeting

<https://us02web.zoom.us/j/88278545380?pwd=6REIjyRTcKtKGRa77DfNmTiHp06Lad.1>

Meeting ID: 882 7854 5380

Passcode: 465987

1. Minutes of the July 31st meeting (Keith)

The minutes for the meetings are enclosed.

Move to accept the minutes of the July 31st Executive Committee Meeting

2. Executive Director Report (Stephanie)

Legislative Update

The First Regular Session of the 132nd legislature adjourned in June with the adoption of several new planning and land use related state laws. SMPDC is now tracking legislation impacting municipal planning and development activities and we have created a [website](#) page with information and guidance to help municipalities understand and adapt to these changes. We will be hosting a webinar in late October to walk through new statutes and let members know how SMPDC can help communities come into compliance with the new laws.

Brownfields Activities:

At its July meeting the Executive Committee approved an overall \$1M commitment to Westbrook Development Commission (WDC) for their project at the former MERC site, with an initial grant of \$500,000. Staff moved forward with the commitment letter detailing the \$500,000 initial grant, contingent on the conditions that were discussed, and WDC has submitted their first application to MaineHousing.

We are in a busy season of requests to the program, as many of the assessment projects we conducted over the summer are working to queue up projects for cleanup. We have received a loan application for the remaining half of the MERC Facility site, planned for a mixed-use housing and commercial site, which will likely be ready to come to this board at

its October meeting. We also anticipate seeing a grant application from Fair Tide in Kittery, to finish cleanup on the Old Post Road parcels as they redevelop the site into small-scale affordable housing. This board previously approved a \$210,000 grant to the Town of Kittery to conduct initial cleanup at the site. We also have two sites in Sanford which are progressing towards cleanup funding applications. We currently have approximately \$5M in uncommitted funding under our active RLF grant, and approximately \$2M uncommitted in our closed account. With all the incoming projects, we will be well situated to request more supplemental funding in the spring.

SMPDC Housing Efforts

SMPDC (Raegan, Mikala, and Malia) recently finalized a new report titled [Future Development and Housing in Southern Maine](#) with funding from a Housing Opportunity Program grant from DECD. The report uses GIS data from 7 member communities to map growth on a local and regional scale and includes a housing suitability analysis to help identify areas most suitable for residential development using data related to transportation, utilities, regulation, and other characteristics. The intent of the report is to help municipalities understand how their current or proposed land use regulations influence growth.

Upcoming SMPDC Webinars and Workshops:

- October 14th, “From Plans to Porches: Let’s Talk About Housing Tools!” - SMPDC will be hosting another housing webinar in October to introduce SMPDC’s new housing toolkit.
- November 12th, SMPDC will partner on a second annual Southern Maine Climate Action Workshop with UNE - Look out for information coming soon!

Treasurer’s Report (Randy)

There are a few items for the Treasurer’s report.

We have included:

1. The accounting “dashboard” for August 2025.
2. The most recent Financial Statement from QuickBooks
3. The most recent loan activity and info

Move to accept the most recent financial reports.

3. Executive Committee Appointment- Lorisa Ricketts (Stephanie)

With the recent departure of Board members Erin Moriarty (Sanford) and Marybeth Gilbert (Kennebunkport), we have two current vacancies on our Executive Committee. The city of Sanford appointed Executive Administrator Lorisa Ricketts to fill Erin’s position on SMPDC’s General Assembly. Lorisa is also interested in joining the Executive Committee. In her current position as Sanford’s Executive Administrator she focuses on a variety of activities

within the City Manager's office around business development, support for Boards and Committee activities, and planning for local events. Prior to this position she worked as Assistant to the Executive Director at the Sanford Grown Council. She holds a BA from the University of Wisconsin- Madison.

At July's Executive Committee meeting Keith, Tracey, and Chris volunteered to convene with staff and provide guidance on prospective candidates to bring to our September meeting. After discussing qualifications, the group agreed to bring Lorisa's candidacy to the full Committee for consideration.

Move to accept Lorisa's appointment to the Executive Committee

4. Strategic Plan Update

After several months of workshops with SMPDC staff and the Executive Committee, as well as outreach with a survey and one-on-one meetings with our membership, we are presenting *draft* Strategic Plan Goals and Strategies for discussion by the Executive Committee. Our Strategic Plan consultant Amy Grommes Pulaski will walk through the document and facilitate a discussion with the Committee.

No Action- For information only.

5. Next Meeting date-. *Our next meeting is scheduled for October 23rd 9-10:30am.*

EXECUTIVE COMMITTEE
MINUTES

SOUTHERN MAINE PLANNING and DEVELOPMENT COMMISSION
July 31, 2025
9:00 AM- 10:30AM

SMPDC Conference Room, Saco Island or
(in person and via ZOOM)

In attendance: Keith McBride (Chair), Tracey Desjardins, Katie Haley, Chris Osterrieder, Lindsay Gagne, Dylan Smith and Brian Phinney.

Absent: Jan Williams (Vice Chair), Justin Chenette , Karla Bergeron-Wilcox

Staff: Stephanie Carver, Raegan Young, Randall Davis, Deb Cyr, and Laura Berry

1. Minutes of May 22nd meeting and June 11th Annual Meeting

*A motion was made by Tracey Desjardins to accept the minutes of the May 22nd meeting as written, and the June 11th annual meeting with the addition of the time and place of the meeting. The motion was seconded by Chris Osterrieder. **Approved Unanimously.***

Item 4 on the agenda was moved ahead as we had representatives from WDC to discuss the Brownfield project and grant request at 15 Pearl Street Biddeford.

4. Brownfields Grant Application- 15 Pearl Street, Biddeford (Former MERC Site) (Raegan)

Kristin Styles and Tyler Norod of Westbrook Development Corporation (WDC) made a presentation on the project at 15 Pearl Street Biddeford, the old MERC site. 2 buildings, 90 units, 80 which will be affordable housing. They went over the project clean-up, design, and projected cost and the need for the \$1,000,000 subgrant request. They then opened for questions from the board. Once the board had the answers from WDC, WDC exited the meeting for further discussions among the group with Raegan providing more details and options regarding how to fund the request. She described how it is the largest subgrant request to date and exceeds the EPA's limit of \$500,000 for subgrants from active RLF funds, but would be possible to fund from the revolved funds, or post-closeout program income. There was concern that WDC did not really provide adequate detail to justify the need for a subgrant specifically to the extent requested. Brian Phinney spoke of Biddeford's experience working with WDC on the project and that they support it moving forward with the request. After further discussion the Committee agreed to a \$1,000,000 commitment, with an initial subgrant of \$500,000 and further funding available as a subgrant or a low to no interest loan, based on the ability to handle the debt at the time of the future request.

The committee discussed proposing a motion to accept a total commitment of \$1,000,000.00 to Westbrook Development Commission from SMPDC's EPA Brownfields RLF program post-closeout

program income, with an initial grant in the amount of \$500,000 and additional funds available as a grant or low/no interest loan, contingent on available funds, the grantee securing other necessary financing, and demonstration of need to be pursued within 18 months.

*A motion was made by Keith McBride to accept motion as proposed and seconded by Tracey Desjardins. **Approved Unanimously.***

2. Executive Director Update

Introducing Laura Berry, our new Senior Planner in the Sustainability and Resilience Division. Laura joins SMPDC after working as a municipal planner in both South Portland and Bar Harbor. She holds a BA in Human Ecology with a focus on Community Planning from the College of the Atlantic and a MSc in Global Environment, Policy and Society from the University of Edinburgh. In addition to her environmental planning expertise, Laura brings her experience in land use policy, public engagement, and ordinance development to the Division. She has taken over management of many of Abbie Sherwin's projects including the NFWF-funded Climate Ready Kittery project and the Kennebunk River Flood Resilience Study, and she is leading a new Municipal Energy Plan for the Town of Parsonsfield.

Tracey Desjardins has volunteered to fill the position of Vice Chair. Because of other board changes and timing, there was no vote at the annual meeting with the general assembly.

*A motion was made by Chris Osterrieder to accept motion and seconded by Keith McBride. **Approved Unanimously.***

3. Treasurer's Report

Randy discussed the dashboard data and stated the pre audit at year end shows us as breaking even. Cash is at a normal expected level at this time.

*A motion was made by Tracey Desjardins to accept the Treasurer's Report as written, and the motion was seconded by Keith McBride. **Approved Unanimously.***

4. Next Meeting: Our next meeting 9/25/2025

Cash and AR	Current Month	Prior Month	Prior Year
Total Cash	\$ 4,123,852	\$ 4,043,954	\$ 4,077,683
Operating Cash*	\$ 531,503	\$ 490,812	\$ 531,985
Days Cash on Hand	88.9	76.6	83.6
Accounts Receivable^	\$ 473,145	\$ 591,114	\$ 413,081
% Current	71%	71%	99%
% > 30 days and < 90 days	29%	28%	0%
% > 90 days	0%	1%	1%
Day is AR	42.3	36.1	64.9

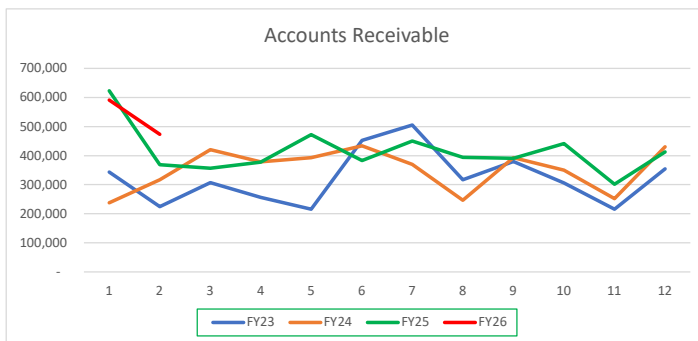
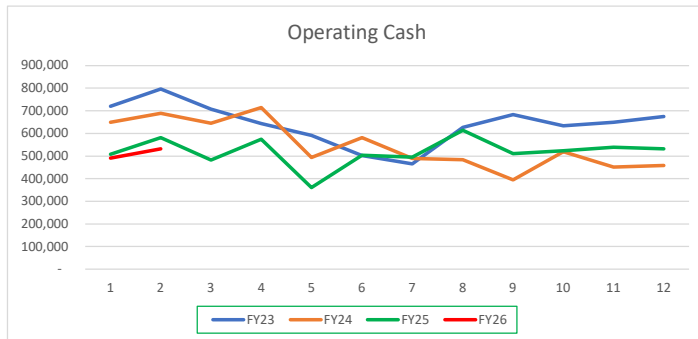
Notes: * Includes Operating Account and Super Saver Account

Notes Receivable	Current Month	Prior Month	Prior Year
Economic Dev. Loans	2,225,000	2,225,000	2,225,000
EPA Loans	7,973,128	7,973,128	7,973,128
Total Loan Amount	10,198,128	10,198,128	10,198,128
Economic Dev. Loans	1,622,253	1,634,390	1,658,816
EPA Loans	7,274,803	7,285,141	7,284,989
Current Loan Balance	8,897,056	8,919,531	8,943,805
New Loan Amount	-	-	-
Closed Loans	-	-	-
Interest Income	23,945	23,326	286,168
Bank Interest	9,083	9,054	104,917

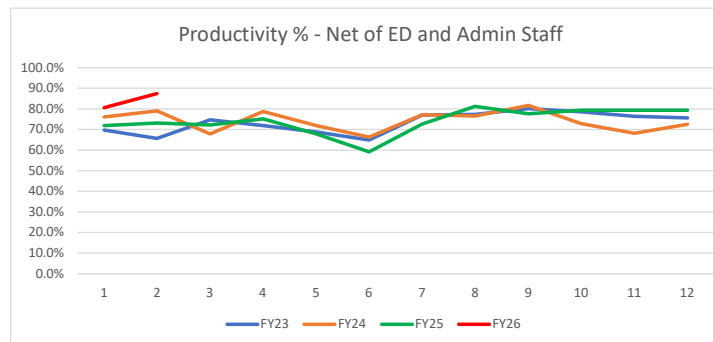
Available Funds to Loan

EPA - Closed ~	3,108,978
EPA 2022 - Current	4,632,736
EDA - Old ~	182,188
EDA - Current*	166,781

Note ~: All of the funds from these older grants has been loaned out or granted. The available funds come from loans being paid back.



Billable Time



This graph shows the amount of billed staff time to projects and grants. The remainder is the amount of admin time. The Executive Director and Administrative Support staff have been omitted.

Southern Maine Planning and Development Commission

Balance Sheet
As of August 31, 2025

Aug 31, 25

ASSETS

Current Assets

Checking/Savings	4,123,852.13
Accounts Receivable	473,145.11
Other Current Assets	8,899,321.22

Total Current Assets 13,496,318.46

Fixed Assets 8,534.25

Other Assets 263,624.31

TOTAL ASSETS 13,768,477.02

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	97,709.80
Credit Cards	12,620.73
Other Current Liabilities	113,414.90

Total Current Liabilities 223,745.43

Long Term Liabilities 208,282.92

Total Liabilities 432,028.35

Equity 13,336,448.67

TOTAL LIABILITIES & EQUITY 13,768,477.02

Southern Maine Planning and Development Commission

Profit & Loss

July through August 2025

	<u>Jul - Aug 25</u>
Ordinary Income/Expense	
Income	
440 · Sustainability & Resilience	264,994.93
410 · Transportation	119,444.07
420 · Economic Development	97,891.15
430 · Land Use	64,997.23
480 · Dues	139,691.00
4035 · Miscellaneous Contracts	<u>6,446.68</u>
Total Income	693,465.06
Expense	
5023 · ME Family Medical Leave Expense	2,029.67
5215 · Consultant Fees	14,054.11
5000 · Salaries & Wages	197,665.85
5014 · Payroll Tax Exp Total	15,526.86
5020 · Employee Health Ins/Fringes	61,132.98
5022 · Retirement Funds Match Expense	9,658.85
5105 · Communications	480.00
5700 · Reimbursable Expenses	1,071.61
5120 · Training/Conferences/Education	10,001.20
5030 · Computers / Server	658.95
5032 · Software Expense	2,826.88
5180 · Membership / Associations	89.00
5220 · Postage	121.98
5205 · Telephone / Internet Expense	1,448.51
5199 · Rent / Utilities	16,853.00
5275 · Equipment (Office) Rental	668.77
5140 · Supplies Expense	1,986.08
5777 · Insurances Costs	827.48
5250 · Professional / Accounting Fees	4,350.00
5280 · Repairs and Maintenance	400.00
5130 · IT Support	7,002.75
5282 · Miscellaneous Exp (Contingency)	21,000.00
5145 · General Office Expenses	<u>918.73</u>
Total Expense	<u>370,773.26</u>
Net Ordinary Income	322,691.80
Other Income/Expense	
Other Income	
4049 · Interest Income	47,270.78
4160 · EPA/EDA RLF Bank Interest	18,137.47
5287 · Grant Drawdowns	<u>20,734.35</u>
Total Other Income	86,142.60
Other Expense	<u>27,549.95</u>
Net Other Income	<u>58,592.65</u>
Net Income	<u><u>381,284.45</u></u>

Programmatic Goals

Support local communities with technical expertise and resources *(pg.2)*

Tie local action to regional planning and development opportunities *(pg. 3)*

Encourage regional approaches and partnerships *(pg. 5)*

Support responsible planning by communicating best practices from within and beyond the region *(pg. 6)*

Operations & Communication Goals

Foster a healthy, happy and productive workplace *(pg. 7)*

Ensure the long-term financial health of the organization *(pg. 8)*

Maintain informed and engaged representation and governance committees *(pg.9)*

Effectively communicate the value of SMPDC to our members, partner organizations and beyond *(pg. 10)*

Support local communities with technical expertise and resources (A)

Objective	Strategies
A.1 Provide technical resources to municipalities, businesses, and community partners of all sizes	A.1.1 Provide mapping services, data analysis, and visualization materials to assist with local decision-making
	A.1.2 Support municipalities with asset management, identifying capital needs to preserve, repair, and replace infrastructure assets
	A.1.3 Create and share thoughtful and forward-thinking regulatory tools, best practices, model ordinances, and toolkits
A.2 Help secure financial resources for planning and development priorities	A.2.1 Assist municipalities in the pursuit of financial resources and opportunities to address local projects
	A.2.2 Administer, pursue and distribute grant and loan programs such as EDA RLF and SMPDC's Brownfields Program to support local business and redevelopment
	A.2.3 Serve as grant administrator on behalf of local projects
A.3 Build local expertise and capacity for municipal staff	A.3.1 Share opportunities for training, workshops and conferences for municipal staff, boards or committee members
	A.3.2 Provide resources, education, and facilitation on relevant topics: climate change and resilience, economic development and land use to membership and regional and state partners
	A.3.3 Connect municipalities with subject matter experts that support project needs and complement SMPDC's services
	A.3.4 Facilitate municipal board and committee trainings
A.4 Encourage municipalities to conduct long range planning	A.4.1 Educate local decision makers on the connection between long range planning and achieving local needs and future goals
	A.4.2 Support towns with current Comprehensive Planning development, funding and implementation
	A.4.3 Encourage the integration of climate change inventory chapters and strategies in comprehensive planning
	A.4.4 Explore opportunities to expand economic development services such as downtown planning, market studies, and economic data driven modeling
A.5 Provide access to opportunity and choices for all	A.5.1 Improve access to services through coordination and new/extended partnerships with social service agencies and educational institutions (e.g. United Way, YCCAC, Age-Friendly, Adult Education, YCCC, etc.)
	A.5.2 Facilitate youth engagement in local government by encouraging participation in planning projects
	A.5.3 Prioritize resources for vulnerable communities

Tie local action to regional planning and development opportunities (B)

Objective	Strategies
<p>B.1 Assist communities and the region in proactively addressing the causes and impacts of climate change</p>	<p>B.1.1 Foster coordination among local, state, and federal actions, and build a regional network for climate collaboration</p> <p>B.1.2 Work with SMPDC divisions and partners to embed sustainability and climate resilience principles into regional and local planning efforts</p> <p>B.1.3 Enhance the region’s ability to respond to climate impacts by promoting preparedness strategies and mitigation planning</p> <p>B.1.4 Provide tailored assistance to municipalities, help advance priority projects identified in local plans, and guide them from planning to implementation</p> <p>B.1.5 Identify and secure traditional, private, and innovative funding sources to support sustainability and resilience initiatives across the region</p>
<p>B.2 Support a thriving regional economy in southern Maine</p>	<p>B.2.1 Develop and implement the Comprehensive Economic Development Strategy (CEDS) in our capacity as the Economic Development District (EDD) for Southern Maine</p> <p>B.2.2 Analyze and communicate regional economic data</p> <p>B.2.3 Engage local business stakeholders in project scoping and implementation.</p> <p>B.2.4 Continue working with the adult education and community college system on workforce training and initiatives consistent with priority sectors within the CEDS</p> <p>B.2.5 Implement SMPDC's 2022 Outdoor Recreation Industry Profile to grow this industry sector in our region</p>
<p>B.3 Create a safe, efficient and connected multimodal transportation system</p>	<p>B.3.1 In our capacity as the Metropolitan Planning Organization (MPO) for Kittery Area Comprehensive Transportation System (KACTS), prioritize, scope and implement transportation projects with federal and state funding</p> <p>B.3.2 Manage and implement MaineDOT Corridor Plans for major transportation routes throughout the region</p> <p>B.3.3 Support regional transit agencies with planning, public outreach, and pursuing resources</p> <p>B.3.4 Support development of regional off-road multi-use transportation opportunities (e.g. rail trails)</p>

	B.3.5 Increase resilience of transportation system through long-term planning for sea level rise, flooding, and increased storm events
	B.3.6 Educate local decision makers and municipal leaders on the connections between land use, transportation, and resilience for local decision making
	B.3.7 Increase collaboration between sustainability & transportation divisions for future project scoping and implementation
	B.3.8 Support planning and design of active transportation by pursuing funding for and implementing bicycle and pedestrian plans
	B.3.9 Encourage communities to consider transit-oriented development strategies
	B.3.10 Create Transportation Demand Management plans for areas of the region experiencing environmental and safety impacts from increased congestion
<p style="text-align: center;">B.4 Help communities establish policy that supports development patterns that balance growth and community priorities.</p>	B.4.1 Assist with reviewing and improving local development review, permitting and regulatory procedures
	B.4.2 Assist with ordinance development that supports climate resilience, conservation, and sustainable land use and transportation
	B.4.3 Help communities update local codes to comply with new state laws such as LD2003, Shoreland Zoning and Floodplain Management
	B.4.4 Provide technical and facilitation support for Comprehensive Plan updates and corresponding ordinance amendments
	B.4.5 Reduce housing barriers by offering ordinance audits, outreach, and policy toolkits to individual or multi-municipal regions
	B.4.6 Help municipalities modernize zoning to accommodate evolving land uses, including short-term rentals, accessory dwelling units, and mixed-use development.

Encourage regional approaches and partnerships (C)

Objective	Strategies
<p style="text-align: center;">C.1 Lead municipal collaboration for maximum regional impact</p>	<p>C.1.1 Pursue and manage regional grant funding for cross-municipal projects</p>
	<p>C.1.2 Support cross-boundary long range planning for cost efficiencies and consistency (ex. open space planning, watershed, comprehensive plans)</p>
	<p>C.1.3 Facilitate regional workshops for sharing best practices, project development, and current issues</p>
	<p>C.1.4 Facilitate collective purchasing and equipment sharing to increase cost savings for individual communities</p>
	<p>C.1.5 Identify opportunities to create regional programs that address shared community needs</p>
	<p>C.1.6 Establish interlocal working groups to address common issues such as housing affordability, renewable energy siting, or broadband access</p>
<p style="text-align: center;">C.2 Attract more resources for local communities by expanding partnerships with other local and regional entities</p>	<p>C.2.1 Foster positive relationships with state and federal partners</p>
	<p>C.1.3 Continue to find opportunities to collaborate with other Regional Planning Organizations statewide and beyond</p>
	<p>C.1.4 Explore and expand partnerships with other agencies such as Main Street programs, banks, financial institutions, educational institutions, outdoor rec and tourism, etc.</p>
	<p>C.1.5 Coordinate with other regional planning efforts, such as York County EMA or the MS4 Stormwater communities</p>
	<p>C.1.6 Leverage regional plans as a rationale for the pursuit of future funding</p>

Support responsible planning by communicating best practices from within and beyond the region (D)

Objective	Strategies
<p>D.1 Act as an intermediary between federal, state and local governments</p>	<p>D.1.1 Provide guidance and feedback to state agencies on program development and administration, resource distribution, and regional needs to improve municipal access to resources.</p> <p>D.1.2 Participate in statewide stakeholder groups (e.g. legislative working groups) to represent regional perspectives, when opportunities arise</p> <p>D.1.3 Seek opportunities to be involved with federally funded workforce training entities, such as the Coastal Counties Workforce Board or United Way.</p>
<p>D.2 Continue to serve as a trusted resource for innovative planning best practices</p>	<p>D.2.1 Identify and share relevant case studies, tools, and policy examples from beyond the region with member communities.</p> <p>D.2.2 Produce and share presentations, research and analysis reports, briefs or case studies on various current issues, methodologies or concepts</p> <p>D.2.3 Provide education and outreach to municipal staff, boards, and the public on planning rules, processes, and informed civic engagement.</p>

Foster a healthy, happy and productive workplace (E)

<p>E.1 Provide the necessary environment and tools for staff to excel</p>	<p>E.1.1 Maintain IT support that ensures good communication and up to date maintenance to meet the needs of the organization.</p>
	<p>E.1.2 Provide staff with the appropriate tools needed to perform with excellence, such as computer hardware & access to software platforms, cloud sharing, or online memberships.</p>
	<p>E.1.3 Keep the organization & staff up to date on required employee HR and workplace training and offer professional conduct and communication training as resources allow.</p>
	<p>E.1.4 Conduct a review of all software licenses and subscriptions and assign a single point person to track and keep subscriptions updated.</p>
	<p>E.1.5 Create and centralize project management resources or examples such as budget templates, checklists, workflow schedules, procurement guidance, and service agreements or contracts, and make them easily accessible to staff.</p>
<p>E.2 Create internal procedures that support staff in increasing operational efficiency</p>	<p>E.2.1 Create an intake process for new projects to improve workflow and set realistic member expectations.</p>
	<p>E.2.2 Collaborate with Southern Maine Finance Agency (SMFA) to document revolving loan fund lending policy, underwriting, and management procedures.</p>
	<p>E.2.3 Create a consistent and replicable approach for completing long range plans that supports cost effectiveness and reduces the burden on municipal resources.</p>
	<p>E.2.4 Formalize an employee orientation process for all new staff, including a review of benefits, billing, office logistics, personnel policy, software, etc.</p>
	<p>E.2.5 Create internal communication mechanisms for staff that increase cross-divisional awareness and project communication efficiencies.</p>
	<p>E.3.6 Establish a file organization and retention policy that ensures individual grant requirements are met, and shared files are routinely revisited and organized.</p>
<p>E.3 Support opportunities for professional growth and leadership</p>	<p>E.3.1 Encourage staff to attend professional conferences as resources allow, and share learnings with colleagues and SMPDC membership, as relevant.</p>
	<p>E.3.2 Continue to allocate funds towards professional development and training opportunities to meet both organizational and staff goals and encourage staff to learn new skills.</p>
	<p>E.3.3 Support management and leadership training for Division Directors to meet agency needs.</p>
<p>E.4 Manage staff retention and foster career growth</p>	<p>E.4.1 Provide consistent and transparent employee review and compensation adjustments, identifying and targeting individual staff goals to support future advancement within the organization.</p>
	<p>E.4.2 Maintain a competitive benefits package for employees at all levels and conduct regular benefits meetings to educate employees in utilizing benefits provided, and improve understanding of the value of benefits offerings.</p>

	E.4.3 Make time for socializing events and team building activities to build relationships and support a collegial work environment.
	E.4.4 Maintain updated job descriptions and consistent, recognizable titles for all staff that reflect current roles and responsibilities within the organization.

Ensure the long-term financial health of the organization (F)	
F.1 Properly budget, track and manage project costs.	F.1.1 Develop systems to budget and track project costs and to reduce and mitigate cost overages.
	F.1.2 Create and formalize a collaborative budgeting process for scoping new projects to ensure budgets cover costs, including contingency.
	F.1.3 Conduct periodic check-ins between finance and project staff to assist in budget management.
	F.1.4 Create an internal process to assign reporting and invoicing responsibilities for all new projects to ensure coordination between project managers and finance staff.
F.2 Maintain healthy cash flow	F.2.1 When possible, invoice project costs on a monthly basis.
	F.2.2 Identify and pursue opportunities for new and diverse funding sources, grants and partnerships (e.g. private foundations, new or different federal and state agencies).
	F.2.3 Continue to maintain a sufficient contingency funding plan to address disruptions in funding, or future funding uncertainties.

Maintain informed and engaged representation and governance committees (G)

<p>G.1 Continue to expand administrative support for the General Assembly & Executive Committee</p>	<p>G.1.1 Update and reformat the SMPDC Bylaws to improve clarity of roles and responsibilities and align with the organization as it is today.</p>
	<p>G.1.2 Create an onboarding package and orientation process for new Executive Committee and General Assembly members that includes summary of SMPDC services, staff responsibilities, and accomplishments.</p>
	<p>G.1.3 Offer regular educational meetings for Executive Committee members about programs and operations (i.e. finance 101, revolving loans).</p>
	<p>G.1.4 Engage board members to share community needs to help identify opportunities for SMPDC, inform future grant projects, and increase member support.</p>
	<p>G.1.5 Maintain a full slate of General Assembly and Executive Committee members, representative of the overall region.</p>
<p>G.2 Increase communication and engagement with General Assembly and Executive Committee</p>	<p>G.2.1 Regularly update SMPDC staff on Executive Committee activities and membership.</p>
	<p>G.2.2 Increase updates and presentations from staff regarding “spotlight” projects, initiatives, etc. at Executive Committee meetings.</p>
	<p>G.2.3 Provide opportunities to Executive Committee members to engage with SMPDC programs and projects, such as serving on regional stakeholder committees, supporting local outreach, or attending events.</p>
	<p>G.2.4 Create a regular communication strategy for engaging General Assembly members on a more regular basis.</p>

Effectively communicate the value of SMPDC to our members, partner organizations and beyond (H)

<p>H.1 Create and implement effective communications tools</p>	<p>H.1.1 Create & provide an easily accessible menu of current services available to members.</p>
	<p>H.1.2 Establish a routine process for regularly updating the website and social media and evaluate their effectiveness (ie. tracking traffic), functionality, accessibility and capacity.</p>
	<p>H.1.3 Strategically use meetings with municipal staff, elected officials, funders, and regional and state partners as an opportunity to build relationships and better understand our communities.</p>
	<p>H.1.4 Provide staff guidance on sharing project milestones and outcomes via social media, our website, e-news, reports, etc.</p>
	<p>H.1.5 Develop accessible regional data, maps, reports, and analyses to share a "Story of the Region".</p>
	<p>H.1.6 Track state and national legislation that impacts planning and provide education and outreach to the region.</p>
	<p>H.1.7 Evaluate organization newsletters to consider expanding or consolidating e-news outreach.</p>
	<p>H.1.8 Internally track and share grant opportunities available to SMPDC and member communities and use our network to share grant opportunities and resources relevant to communities.</p>
<p>H.2 Prioritize relationship building activities</p>	<p>H.2.1 Develop and implement a member outreach plan to increase communication with municipal staff and local elected officials to assess member needs and how best we can serve them.</p>
	<p>H.2.2 Develop an SMPDC "Champions" list of contacts throughout the region who are active community members, staff, or officials.</p>
	<p>H.2.3 When feasible, coordinate with partner organizations and member municipalities on joint project communications and press releases.</p>
	<p>H.2.4 Share partner agency accomplishments and opportunities that benefit the region.</p>
<p>H.3 Continue to position the organization as a trusted resource with a staff of subject matter experts.</p>	<p>H.3.1 Communicate SMPDC accomplishments by announcing organizational grant awards, project recognition, and other major milestones.</p>
	<p>H.3.2 Encourage staff to participate in conference presentations, panels or interviews as subject matter experts where resources allow.</p>
	<p>H.3.3 Use press releases to share project updates, milestones or participation opportunities with the greater region.</p>