

# **A Granite State Future**

## **Statewide Policy Committee and Technical Advisory Subcommittee Framework**

### **Summary**

A Granite State Future is a statewide initiative to develop comprehensive and coordinated regional plans in each of the State's nine regional planning areas. The 3-year project will culminate with a shared vision for New Hampshire's future, bringing planning efforts for transportation, land use, economic development, housing environment, energy, cultural and historic resources, public health, and environmental planning into a common framework. This effort is funded through a \$3.37 million grant from the US Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant Program. New Hampshire's participation as a statewide project presents a unique opportunity to create a truly integrated approach to planning, not just in one city or region, but across the state as a whole.

The staff of New Hampshire's nine Regional Planning Commissions will be working with a range of business and community leaders, state agencies, counties and municipalities, and citizen groups, to develop a robust and productive public dialogue within each region. Supported by national and New Hampshire based resources and technical support, A Granite State Future will be the product of the people of New Hampshire. The project is specifically committed to engaging members of communities at the grass roots level, including and being responsive to the interests of every sector of the community.

Key to providing guidance and creating statewide coordination will be the Statewide Policy Committee and a series of Technical Advisory Subcommittees (TASCs). Membership in these committees is voluntary and appointments are made by the program's Executive Committee (the RPC directors). Membership on the TASCs is limited to 12 organizations each with the intention of convening those existing policy makers and technical experts of greatest possible assistance to all nine regional planning commissions. The intent is to achieve consistency between RPCs and an efficient system of communication.

### **The Final Regional Plan Outline and Planning Process Framework**

The work of the Statewide Policy Committee and the TASCs will create the foundation for each of the RPCs to develop their individual regional plans and ultimately the statewide consensus policy framework. The following provides an overview of what the plans will look like and how they will incorporate the work of the committees.

#### The Regional Plan Outline:

*(Italics indicates traditional master plan chapters)*

##### *1. Vision*

The vision will be the over-arching purpose and integration of the livability principles. The vision will identify what A Granite State Future is trying to achieve: a better New Hampshire; a more economically resilient New Hampshire; a place where all residents can live in a peaceful, sustainable future; a State and regions that are adaptable and responsive to its citizens.

The process of undertaking the vision and the plans will be iterative. The initial vision must be stated. It establishes a goal for where the effort is headed. But, it needs to be re-visited throughout the process, as the process itself will refine and better define that vision.

2. One Chapter Based on the NH Livability Principles (*Existing and Future Land Use*), which tells the “story” (*Regional Concerns*) and is supported by a limited amount of data. The chapter will include:
  - What we’ve heard, what it means, why it’s important, and supporting existing conditions
  - Desired future conditions: anticipated outcomes and scenario results
  - Goals, priorities and recommendations
3. Prioritized *Implementation* of Regional Projects and Measuring Success
4. Appendices:
  - A. *Housing Needs Assessment*
  - B. *Fair Housing and Equity Assessment*
  - C. *Transportation*
  - D. *Water Infrastructure (Utility and Public Service)*
  - E. *Environment (Natural Resources, Recreation)*
  - F. *Economic Development*
  - G. *Climate Change Impacts Assessments (Natural Hazards)*
  - H. *Energy Efficiency and Green Building (Community Facilities, Energy)*
  - I. *Scenario Planning Exercises*

*Cultural and Historic Resources*, another traditional master plan chapter, while not explicitly called for above should be considered and integrated throughout all sections of the plan.

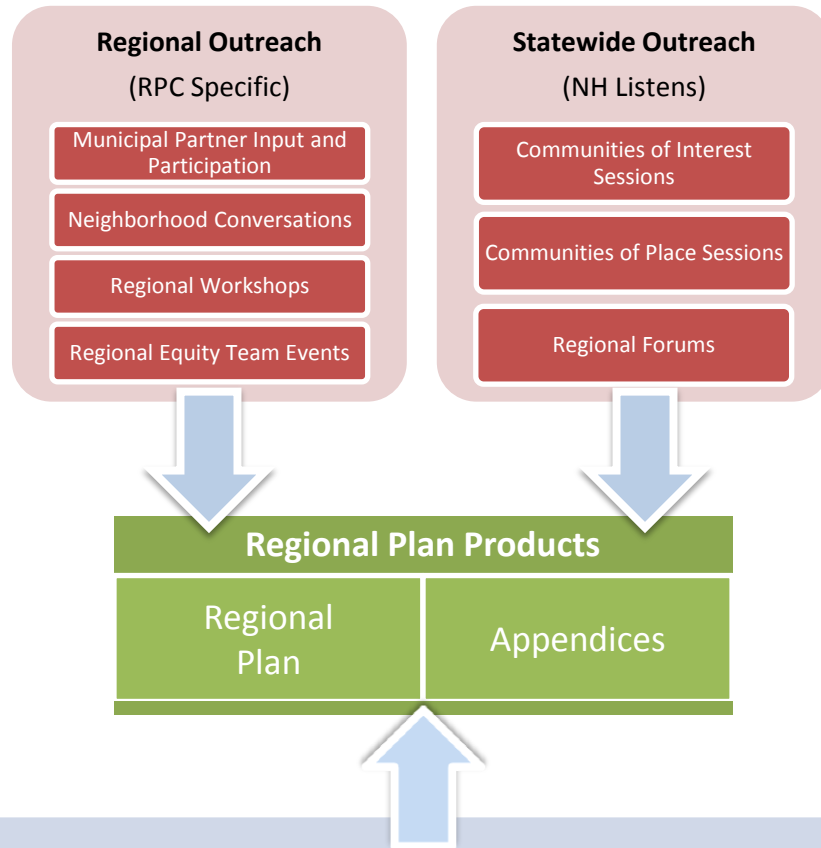
**Interrelationship of the Regional Plan for Sustainable Development Components and the NH Livability Principles**

	NH Livability Principles						
	Compact Development Patterns	Housing Choices	Transportation Choices	Natural Resource Functions and Quality	Community and Economic Vitality	Climate Change and Energy Efficiency	Social Equity*
Housing Needs Assessment							
Analysis of Impediments to Fair Housing Choices							
Regional Transportation Plan							
Water Infrastructure Plan							
Environmental Plan							
Economic Development Plan							
Comprehensive Climate Change Impacts							
Energy Efficiency and Green Building Strategy							
Scenario Planning							

**Degree of Interrelationships Key**

Greatest		Least

Process Framework:



**Technical Advisory Subcommittee Process Framework**

	Related Appendices	Existing Resources	Existing Policies	Metrics
<b>Livability Principle</b>	<p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Water Infrastructure</li> <li>• Housing</li> <li>• Economic Development</li> <li>• Etc.</li> </ul>	<p>Identify Existing:</p> <ul style="list-style-type: none"> <li>• Plans</li> <li>• Programs</li> <li>• Research</li> </ul> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Climate Change Action Plan</li> <li>• DOT Long Range Plan</li> <li>• Etc.</li> </ul>	<p>Identify Policies such as:</p> <ul style="list-style-type: none"> <li>• Smart Growth Principles</li> <li>• Related Plan Policies</li> <li>• Questions identified by the TLU</li> <li>• Etc.</li> </ul>	<p>Identify Related Metrics:</p> <ul style="list-style-type: none"> <li>• Baseline Data</li> <li>• Short Term Planning Process 1-3 years</li> <li>• Mid Term 3-5 Year Benchmarks</li> <li>• Long Term Implementation Effect 5-20 years</li> </ul>

For each Livability Principle’s related appendices, the TASC will perform a review and analysis of existing state level resources, plans, policies, and metrics of relevance. The work of the individual Technical Advisory Subcommittees will be synthesized by the Policy Committee to present each RPC with a final Existing Conditions Needs Assessment and Summary of Existing Policy Recommendations to supplement the Regional Plan Framework and Outline.

## **Committee and Subcommittee Descriptions**

The **Statewide Policy Committee** comprised of numerous state agency and non-profit representatives, will integrate the work of the Technical Advisory Subcommittees (TASCs) and recommend a consistent statewide policy framework to the Executive Committee (Regional Planning Commission Directors). The Policy Committee will also review the findings and finished products of each of the nine Regional Plans and assess their consistency with each other and the Livability Principles. They will ensure consistency between the TASCs and the regional advisory committees. The Program Manager, house at Nashua Regional Planning Commission, will convene an initial meeting of the Policy Committee, who will caucus to elect a chairperson.

**The Technical Advisory Subcommittees (TASCs)** will be created based on the NH Livability Principles plus equity and engagement. Each subcommittee will be chaired by a member of the Policy Committee or other designee from the same organization. The subcommittees, comprised of subject matter experts, will provide technical assistance and statewide coordination of the planning process, over the three-year project timeline. Periodically the TASCs will hold joint meetings to identify additional opportunities for integration between planning components. Conversely, when necessary to delve deeper into specific facets, subgroups of members will convene to discuss a topic of particular expertise. Duties include conducting statewide studies that can bring efficiency to the nine RPCs, advising the Policy Committee and researching methodologies and issues. The charge of the **Equity and Engagement Technical Advisory Subcommittee** is to identify underserved and marginalized populations within the regions and empower them to work with the RPCs. Additionally, periodically members of the Equity and Engagement will attend meetings of the other Technical Advisory Subcommittees to ensure equity throughout the planning process. Designated staff members from each of the RPCs, see below, will convene each meeting of the individual TASCs.

## **Committee Members and Staff**

### **STATEWIDE POLICY COMMITTEE:**

#### **Staff:**

- Nashua Regional Planning Commission, Jennifer Czysz, [jenc@nashuarpc.org](mailto:jenc@nashuarpc.org), 424-2240 x31

#### **Members:**

- Community Development Finance Authority, Glenn Copleman
- New Hampshire Housing, Ben Frost
- NH Department of Cultural Resources, Van McLeod
- NH Department of Environmental Services, Thomas S. Burack or Designee
- NH Dept of Health & Human Services, Family Assistance Division, Terry R. Smith
- NH Dept of Resources & Economic Development, Christine Davis
- NH Department of Transportation, Mark Sanborn
- NH Office of Energy and Planning, Joanne O. Morin
- UNH: Carsey Institute, Bruce Mallory
- Healthy Eating Active Living (HEAL), Terry Johnson
- NH Charitable Foundation, Kevin Peterson
- NH Municipal Association, Timothy Fortier
- 3 RPC Directors – Alternating each year:
  - Rockingham Planning Commission, Cliff Sinnott, Executive Director, Year 1
  - Upper Valley Lake Sunapee RPC, Christine Walker, Executive Director, Year 1

- Southern NH Planning Commission, David Preece, Executive Director, Year 1
- Central NH Regional Planning Commission, Mike Tardiff, Executive Director, Year 2
- Strafford Regional Planning Commission, Cynthia Copeland, Executive Director, Year 2
- North Country Council, Tara Bamford, Executive Director, Year 2
- Nashua Regional Planning Commission, Kerrie Diers, Executive Director, Year 3
- Southwest Region Planning Commission, Tim Murphy, Executive Director, Year 3
- Lakes Region Planning Commission, Kimon Koulet, Executive Director, Year 3

#### **TRADITIONAL SETTLEMENT PATTERNS TASC:**

##### **Staff:**

- Southern NH Planning Commission, David Preece, [dpreece@snhpc.org](mailto:dpreece@snhpc.org) , 603-669-4664
- Strafford Regional Planning Commission, Matt Sullivan, [msullivan@strafford.org](mailto:msullivan@strafford.org), 603-994-3500
- Southwest Region Planning Commission, Lisa Murphy, [lmurphy@swrpc.org](mailto:lmurphy@swrpc.org) , 603-357-0557

##### **Members:**

- NH Department of Cultural Resources, Nadine Peterson
- NH Department of Environmental Services, Carolyn Russell
- NH Office of Energy and Planning, Joanne Cassulo
- PlanNH, Robin H. LeBlanc
- Community Development Finance Authority (Invited)
- NH Water Works Association (Invited)
- American Institute of Architects: New Hampshire Chapter (Invited)
- New Hampshire Society of Professional Engineers (Invited)

#### **HOUSING AND TRANSPORTATION CHOICES TASCs:**

##### **Staff:**

- Upper Valley Lake Sunapee RPC, Nate Miller, [nmiller@uvlsrc.org](mailto:nmiller@uvlsrc.org), 603-448-1680
- Central NH Regional Planning Commission, Ruairi O'Mahony, [romahony@cnhrpc.org](mailto:romahony@cnhrpc.org) , 226-6020
- Nashua Regional Planning Commission, Tim Roache, [timr@nashuarpc.org](mailto:timr@nashuarpc.org), 424-2240 x28
- Southwest Region Planning Commission, JB Mack, [jbmack@swrpc.org](mailto:jbmack@swrpc.org) , 603-357-0557

##### **Members:**

- New Hampshire Housing, Dan Smith
- NH Community Loan Fund, (Invited)
- NH Association of Homebuilders and Remodelers, (Invited)
- Greatbridge Properties, (Invited)
- Housing Action NH, (Invited)
- NH Association of Realtors, (Invited)
- NH Department of Environmental Services, Becky Ohler
- NH Department of Transportation, Steve Dubois
- Conservation Law Foundation, Transportation Solutions, Thomas F. Irwin
- NH Transit Association, Van Chesnut
- Statewide Coordinating Council, Fred Roberge

## **NATURAL RESOURCE FUNCTIONS & QUALITY TASC:**

### **Staff:**

- Lakes Region Planning Commission, Dari Sassan, [dsassan@lakesrpc.org](mailto:dsassan@lakesrpc.org), 603-279-8171
- Rockingham Planning Commission, Glenn Greenwood, [ggreenwood@rpc-nh.org](mailto:ggreenwood@rpc-nh.org), 603-778-0885
- Southern NH Planning Commission, Jack Munn, 606-669-4664, [jmunn@snhpc.org](mailto:jmunn@snhpc.org)

### **Members:**

- NH Department of Environmental Services, Carolyn Russell
- NH Department of Agriculture, To Be Determined
- NH Fish and Game Department (Invited)
- US Forest Service (Invited)
- NH Lakes Association (Invited)
- North Country and Southern NH RC and D Councils (Invited)
- Society for the Protection of NH Forests (Invited)

## **COMMUNITY AND ECONOMIC VITALITY TASC:**

### **Staff:**

- Central NH Regional Planning Commission, Matt Monahan, [mmonahan@cnhrpc.org](mailto:mmonahan@cnhrpc.org) 226-6020
- Lakes Region Planning Commission, Kimon Koulet, [lrpc@lakesrpc.org](mailto:lrpc@lakesrpc.org), 603-279-8171
- North Country Council, Jeff Hayes, [jhayes@nccouncil.org](mailto:jhayes@nccouncil.org), 603-444-6303

### **Members:**

- NH Department of Cultural Resources, Lynn Graton
- NH Dept of Health & Human Services, Family Assistance Division, Patrick Herlihy/Janine Lesser
- NH Dept of Health & Human Services, Office of Minority Health and Refugee Affairs, Trini Tellez
- NH Dept of Resources & Economic Development, Christine Davis
- Healthy Eating Active Living (HEAL), Terry Johnson
- NH Department of Employment Security, Bruce DeMay/Annette Nielsen
- Family Assistance Advisory Council of NH, MaryLou Beaver
- NH Creative Communities Network, Judy Rigmont
- Norton Asset Management, Bill Norton
- GUND Institute at UVM/Donnella Meadows Institute, Elizabeth Reaves

## **CLIMATE CHANGE AND ENERGY EFFICIENCY TASC:**

### **Staff:**

- Nashua Regional Planning Commission, Matt Waitkins, [mattw@nashuarpc.org](mailto:mattw@nashuarpc.org), 424-2240 x18
- Nashua Regional Planning Commission, Jill Longval, [jilll@nashuarpc.org](mailto:jilll@nashuarpc.org), 603-424-2240 x27
- Rockingham Planning Commission, Julie LaBranche, [jlabranche@rpc-nh.org](mailto:jlabranche@rpc-nh.org), 603-778-0885

### **Members:**

- NH Department of Environmental Services, Chris Skoglund
- Clean Air-Cool Planet, Christa Daniels
- NH Energy and Climate Collaborative, Stacey Doll
- UNH: Carbon Solutions, Sustainability Academy, Cameron Wake
- NH Office of Energy and Planning, Mary Downes
- Community Development Finance Authority, Better Buildings Program, Kate Peters
- NH Department of Safety (Invited)

## **EQUITY AND ENGAGEMENT TASC:**

### **Staff:**

- North Country Council, Tara Bamford, [tbamford@nccouncil.org](mailto:tbamford@nccouncil.org), 603-444-6303 x26
- Upper Valley Lake Sunapee RPC, Vickie Davis, [vdavis@uvlsrc.org](mailto:vdavis@uvlsrc.org), 603-448-1680
- Strafford Regional Planning Comm., Michelle Auen Mears, [mauen@strafford.org](mailto:mauen@strafford.org), 603-994-3500

### **Members:**

- NH Dept of Health & Human Services, Family Assistance Division, Patrick Herlihy/Janine Lesser
- Healthy Eating Active Living (HEAL), Rebecca Sky
- Family Assistance Advisory Council of NH, MaryLou Beaver
- New Hampshire Housing, William Guinther
- NH Community Loan Fund, Rick Minard
- UNH: Carsey Institute, Michele Holt-Shannon
- UNH: Cooperative Extension, Molly Donovan
- UNH: Institute on Disability, Sonke Dornblut
- NH Department of Education (Invited)
- A Veterans Organization (to be invited)
- NH Food Bank (Invited)
- Hospitals/Health Care Providers (to be invited)

### Staff Roles and Responsibilities

The staff teams assembled for each of the committees will be responsible for:

- Identify and invite additional participants/members. Names and contact information for all new members must be forwarded to NRPC for inclusion in the program database.
- Identify a committee chair if so desired by the TASC.
- Schedule meetings according to the schedule outlined in this document and notify all 9 RPCs of the upcoming meeting so that interested staff and members of the other regions may participate or attend the meeting.
- Secure a meeting space, assistance is available through Jen Czysz at NRPC and the Local Government Center.
- Track attendance (to be recorded in meeting notes) and remind members to complete their tracking sheet of in-kind contribution of professional time.
- All meetings must be posted on the program website and within each of the RPCs a minimum of 2 days in advance.
- All meeting notes should be completed and forwarded to Karen Baker at NRPC ([karenb@nashuarpc.org](mailto:karenb@nashuarpc.org)) within 5 business days for posting to the program website.
- All 9 RPCs should be alerted to any new progress of the TASC and work products shared with all.
- Coordinate with the committee chair to set the agenda and accomplish the required tasks.
- Draft meeting notes and forward those notes for posting on the program website.
- Compile all data, policies and resources contributed by the committee members and complete the information gathering template to be provided by NRPC.

## **2012 Meeting Schedule and Agenda**

Statewide Policy Committee and Technical Advisory Subcommittees Kick-off Summit: May 2012

- State of the State from a Regional Perspective
- Examples and NH Case Studies
- What We're Doing and Where We're Going

TASC Meeting 1: June 2012

- Overview of the Planning Process, the RPCs and RSA 91-a
- Elect a chairperson
- Identify relevant appendices for the assigned livability principle
- Identify existing plans and resources

TASC Meeting 2: July 2012

- Identify existing related goals and policies for each of the relevant appendices
- Begin to identify existing conditions and trends assessments

Statewide Policy Committee Meeting 1: August 2012

- Elect a chairperson
- Review consolidated draft TASC work identifying appendices, resources, and policies
- Establish statewide policies and priorities

TASC Meeting 3: September 2012

- Identify existing metrics to measure progress relevant to each of the identified appendices
- Identify existing conditions and trends assessments

Statewide Policy Committee Meeting 2: November 2012

- Review consolidated draft TASC work identifying appendices, resources, policies, metrics and existing conditions/trends assessment
- Develop a coordinated method to prioritize implementation projects

Subsequent Statewide Policy Committee Meetings are anticipated to occur:

- 2013: February, March and October
- 2014: January, April, June, October
- 2015: January

Subsequent TASC meetings are anticipated to occur:

- 2013: January, April, June, September, December
- 2014: March, June



# Project Timeline

Tasks and Milestones	Who?	Project Year 1												Project Year 2												Project Year 3													
		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4				
		F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J		
<b>Program Administration and Coordination</b>																																							
Transportation Land Use Roundtable Meetings	PM/NHCF																																						
Executive Committee Meetings (monthly meetings in person or teleconference)	EC/PM																																						
Statewide Policy Committee Meetings (quarterly meetings)	SPC/PM																																						
Technical Advisory Subcommittee Meetings (as needed, average qtrly mtgs)	TASC/PM/RPCs																																						
Regional Advisory Committee Meetings	RPCs																																						
Regional Equity Team Meetings	RPCs																																						
Meetings will occur on an as needed basis, averaging quarterly, to best coordinate engagement and outreach locally.																																							
<b>Communication and Engagement Process</b>																																							
Statewide Communications Development [ActionMedia]	RPCs/SPC/EESC																																						
Statewide Engagement Process [NH Listens]	EC/PM/SPC/EESC																																						
Regional and Local Engagement Process	EC/EESC/RPCs																																						
<b>Phase 1: Assess Existing Trends, Establish Policy Framework and Process Template</b>																																							
TLU Roundtable:	NHCF																																						
Regional Planning Process Policy Framework and Template	TLU																																						
Begin identification of 20 Year Implementation Effect Metrics	TLU																																						
Sustainability summit to kick off project & Convene all Committees and Subcommittees	PM/EC/SPC/TASC/RPCs																																						
Establish Coordinated Statewide Sustainability Policies and Priorities	SPC/PM																																						
Statewide Coordinated Method to Prioritize Regional Projects	EC/SPC																																						
Complete Existing Conditions and Trends Assessment	SPC/TASC																																						
Select Metrics and Evaluation Measurements																																							
Long Term: 5-20 year - Implementation Effect	SPC/PM/TASCs/RPCs																																						
Mid Term: 3-5 year - Benchmark Performance	SPC/PM/TASCs/RPCs																																						
Short Term: 1-3 year - Planning Process Measurements	SPC/PM/TASCs/RPCs																																						
Consolidate the work of the TASCs into a singular statewide plan framework document	SPC/PM																																						
Develop Metrics, Data Collection and GIS Framework	EC/GRANIT																																						
<b>Phase 2 Activities: Conduct Regional Visioning and Plan Development Process</b>																																							
Engage local partners to form regional advisory committees	RPCs																																						
Engage local partners to form regional equity teams	RPCs																																						
Establish regional strategy for outreach	RPCs																																						
Establish regional strategy for ensuring equity in the planning process	RPCs																																						
Review of regional conditions, existing plans and trends	RPCs																																						
Planning process template customized for each region	RPCs																																						
Customize HEAL Action Strategies for Each Region	RPCs																																						
Regional Visioning sessions	RPCs																																						
Develop a Regional Comprehensive Needs Assessment	RPCs																																						
Develop Regional Goals and Priorities	RPCs																																						
<b>Develop Plan Components</b>	RPCs																																						
Complete Regional Implementation Strategies and Prioritize Projects	RPCs																																						
Conduct Implementation Pilots	SNHPC																																						
<b>Phase 3 Activities: Consolidate Implementation Priorities, Develop Statewide Sustainability Policy Framework</b>																																							
Complete Review of Regional Plans within Overall Framework	SPC/PM																																						
Endorsement of All Nine RPSDs by RPC Commissions	RPCs																																						
Consolidate the 9 Regional Plans into a Single Statewide Sustainability Policy	SPC/PM																																						
Endorsement of Statewide Sustainability Policy Framework	EC/PM/NHARPC																																						
Establish ongoing support and TA mechanisms for plan implementation	EC/RPCs																																						

## Key to Acronyms

EC: Executive Committee  
 EESC: Equity and Engagement Technical Advisory Subcommittee  
 GRANIT: UNH Complex Systems, GRANIT Program  
 NHARPC: NH Association of Regional Planning Commissions

NHCF: NH Charitable Foundation  
 NRPC: Nashua Regional Planning Commission  
 PM: Program Manager  
 RPCs: All 9 Regional Planning Commissions

SNHPC: Southern NH Planning Commission  
 SPC: Sustainability Policy Committee  
 TASC: Technical Advisory Subcommittees  
 TLU: Transportation and Land Use Roundtable

## **The NH Livability Principles**

As noted above, all but the Equity and Engagement TASC are formulated based upon the NH Livability Principles. These will serve as a unifying set of principles throughout each of the regional plans. The Principles encompass:

### Traditional Settlement Patterns & Development Design

- Efficient Land Use
- Compact Design Principles
- Invest in Existing Community Centers
- Infrastructure – Water, sewer, roads, stormwater, utilities
- Mixed Use
- Traditional Character
- Conserve Working Landscape
- Unique Community Character
- Central Place

### Housing Choices

- Affordable Housing Options Integrated Throughout Community
- Energy-efficient
- Location-efficient
- Mixed-Use/Integrated Design
- Transportation Connections & Options
- Adaptive reuse of historic structures
- Changing demographics (older population)
- Variety of housing options and ownership types
- Flexibility of design and adaptability, as units are used by different populations over time
- Housing as Neighborhoods, not just Housing Units

### Transportation Choices

- Transportation Options (Transit, Walk, Bike, Auto, Freight, Bus, Rail, Air)
- Connectivity
- Multi-modal Planning & Connections
- Walkability – connecting housing, economic activity, and cultural/social activity
- Efficiency (energy use, traffic flow, goods transport, etc)
- Parking Options
- Safety
- Movement of Goods to support the economy (freight, rail, air, etc.)

### Natural Resource Functions & Quality

- Conserve/Protect Key Natural Resource Areas
- Maintain Natural Hydrology
- Water Quality & Quantity
- Working Landscape Maintained
- Air Quality
- Drinking Water – Provision & Quality
- Water Infrastructure

- Archeological Resources
- Agricultural Resources
- Recreation
- System Resilience
- Habitats

#### Community and Economic Vitality

- Economic Development Opportunities
- Employment
- Cultural
- Education
- Community and Individual Health
- Personal and Communal Safety
- Social Connectivity and Capital

#### Climate Change and Energy Efficiency

- Energy Conservation
- Adaptation and Resiliency
- Green Building
- Low Impact Development
- Renewable Energy
- Green Building and Reuse of Existing Structures
- Resiliency

#### Common Themes/Considerations

The following are to be addressed throughout a Master Plan and related to each of the Principles:

- Creating opportunities for all citizens
- Public Health and Safety
- Data, Metrics and Scenario Planning
- Funding Alignment
  - Invest in Existing Community Centers
  - Advancement of Plan Objectives
  - Align Federal, State and Local Funding
- Plan and Program Alignment
  - Coordination between Federal, State and Local Planning and Program Requirements
  - Further direction toward joint plan implementation