



May 13, 2024

MEMO TO: CSPDC Executive Committee
FROM: Ann W. Cundy, Executive Director
SUBJECT: May 20, 2024, Executive Committee Meeting

The Executive Committee of the Central Shenandoah Planning District Commission will hold a meeting on **Monday, May 20, 2024, 6:00 p.m.**, by Zoom Conference.

<https://us06web.zoom.us/j/89026214038?pwd=ftt1ZEslQVajFJM3Xa8TWcA8InGszd.1>

Meeting ID: 890 2621 4038

Passcode: 735426

Agenda

1. Call to Order
2. Consideration of March 25, 2024, and April 15, 2024 Minutes*
3. Public Comment
4. Consideration of Draft CSPDC FY25 Budget (BAF #24-7)*
5. Overview of CSPDC Fund Accounts (Board Memo #24-2)
6. Executive Director First 100 Days Update and Executive Committee Coordination (Board Memo #24-3)
7. Other Business
8. Adjournment

**Action Needed*



Minutes
Central Shenandoah Planning District Commission
Executive Committee Meeting Via Zoom
March 25, 2024, 5:30 p.m.

Member Jurisdiction Representatives					
	City of Lexington		City of Staunton		Staff
✓	Frank Friedman, Vice Chairman	✓	Sharon Angle	✓	Bonnie Riedesel
	Rockingham County		City of Waynesboro	✓	Rita Whitfield
✓	Rhonda Cooper, Secretary	✓	Terry Short, Treasurer	✓	Paula Melester

Call To Order

The March 25, 2024, Executive Committee meeting was called to order at 5:31 p.m. by Vice Chairman Frank Friedman.

Minutes

Vice Chairman Friedman presented the minutes from the December 18, 2023, CSPDC Executive Committee meeting. There being no corrections or additions, Chairman Friedman declared the minutes approved as presented. Ms. Rhonda Cooper abstained due to absence from the meeting.

Public Comment

Vice Chairman Friedman opened the floor to the public for comments. There were no public comments.

Reports

A) Vice Chairman

Vice Chairman Friedman announced that the City of Lexington has hired Tom Carroll as its new City Manager. He noted that Mr. Carroll will assume his new role with the City on or about June 1, 2024.

B) Executive Director

Bonnie Riedesel expressed her appreciation to the CSPDC Executive Director Search Committee for their dedicated work in the hiring of a new Executive Director for the Commission.

Resolution Approving the Virginia Regional Transit (VRT) Service Contract Addendum Number 6 (BAF #24-4)

Vice Chairman Friedman presented for consideration a Resolution Approving the Virginia Regional Transit (VRT) Service Contract Addendum Number 6. Ms. Riedesel reported on the Sixth

Addendum, noting that the Commission is seeking contract approval to comply with the CSPDC Procurement Policy, which requires any contract over \$500,000 be approved by the Commission. She stated that for the past three fiscal years, CSPDC and VRT have negotiated hourly service rates for provision of BRITE Transit and Afton Express service based on the rate schedule documented in the original contract, as well as to provide for adequate driver pay incentives. She noted that for FY25, the total contract value for VRT will be \$2,474,950 and requires Commission approval. Ms. Riedesel stated that the service hour rates are increasing in line with the increase in the consumer price index between 2022 and 2023, as well as to provide for adequate driver pay incentives, and are not requesting increases in executive or management pay in the negotiated rate. She noted that the contract was reviewed and approved by the Commission's attorney. Ms. Cooper moved, seconded by Mr. Short, for approval of the Addendum Sixth to the contract with Virginia Regional Transit for BRITE Transit and Afton Express for FY25. Motion was carried by unanimous vote.

Resolution Approving the Lewis Street Hub Construction Contract (BAF #24-6)

Vice Chairman Friedman presented for consideration Resolution Approving the Lewis Street Hub Construction Contract. Ms. Riedesel noted that the Commission is seeking contract approval to comply with the CSPDC Procurement Policy, which requires any contract over \$500,000 be approved by the Commission. Ms. Paula Melester gave a review on the contract, noting that the CSPDC intends to award a contract for construction services to Virginia Infrastructure, Inc. for work to be completed on the Lewis Street Transit Hub in the amount of \$1,662,837.00. She noted that after a competitive sealed bid procurement, the CSPDC received one bid for construction services for the Lewis Street Transit Hub rehabilitation project. Ms. Melester stated that the bid was analyzed by the project team and was determined to be reasonable and balanced, and the contractor is deemed responsible and capable of completing the project as required. Ms. Riedesel stated that funding for the execution and administration of this contract is provided by the Federal Transit Administration (FTA), the Virginia Department of Rail and Public Transportation (DRPT), and is matched with local funds from the CSPDC FY25 budget. She noted that the Notice to Proceed date for this project is April 15th, with construction to begin on site in late April and is expected to be completed within four months. Ms. Angle moved, seconded by Mr. Short, to approve the contract for construction services for the Lewis Street Transit Hub Rehabilitation Project. Motion carried unanimously.

Other Business

Under Other Business, the contract for the CSPDC Executive Director position; and local wildfires and high winds that occurred last week in the region and the availability of resources to assist with the damages, were discussed.

Adjournment

There being no further business to come before the Committee, a motion for adjournment was unanimously passed at 5:59 p.m. Motion was carried by unanimous vote.

Respectfully submitted,



Rita Whitfield
Commission Clerk



Minutes
Central Shenandoah Planning District Commission
Executive Committee Meeting
112 MacTanly Place, Staunton, VA
April 15, 2024, 8:30 p.m.

Member Jurisdiction Representatives					
	Highland County		Rockingham County		Staff
✓	Henry Budzinski	✓	Rhonda Cooper, Secretary	✓	Ann Cundy
	City of Buena Vista		City of Staunton	✓	Rita Whitfield
✓	Tyson Cooper	✓	Sharon Angle		
	Rockbridge County		City of Waynesboro		
	Jay Lewis	✓	Terry Short, Treasurer		
	City of Lexington				
✓	Frank Friedman, Vice Chair				

Call To Order

The April 15, 2024, Executive Committee meeting was called to order at 8:30 p.m. by Vice Chairperson Frank Friedman.

Election of CSPDC Chairperson

Vice Chairperson Friedman noted that David Blanchard was no longer on the Highland County Board of Supervisors; therefore, he has vacated his role on the CSPDC as Chairperson. He stated that the Executive Committee members needed to elect a Chairperson to serve through June 30, 2025. Nominations for Chairperson were opened. Vice Chairperson Friedman volunteered to stand for the position of Chairperson, seconded by Mr. Short. Mr. Henry Budzinski volunteered to serve as Vice Chairperson, seconded by Mr. Short. It was agreed that the offices of Treasurer and Secretary would remain the same. Motion to elect the slate of candidates was carried by unanimous vote. The following officers were elected to serve through June 30, 2025, as follows:

- Chairperson - Frank Friedman
- Vice Chairperson - Henry Budzinski
- Treasurer - Terry Short
- Secretary - Rhonda Cooper

Adjournment

There being no further business to come before the Committee, a motion for adjournment was unanimously passed at 8:42 p.m. Motion was carried by unanimous vote.

Respectfully submitted,

Rita Whitfield

Rita Whitfield, Commission Clerk



May 13, 2024

MEMO TO: CSPDC Executive Committee

FROM: Ann Cundy, Executive Director

SUBJECT: Board Action Form: #24-7
Draft CSPDC Budget for FY25

Recommendation

Recommend approval of the Draft CSPDC FY25 Budget.

Process

The FY25 Budget process started earlier in the year with a working budget developed based upon known grants, contracts, and agreements. Budget requests for local assessments and other program contributions were made to member jurisdictions in January. The per capita assessment increased by one cent to \$0.83 per capita, per the assessment schedule. The administrative budget was developed based upon prior and current years, and then adjusted to reflect FY25 needs.

Comments

The budget for FY25 is approximately a balanced \$6.8 million. Funding from state and federal programs like ARC, EDA, VDOT, DRPT, FTA, and DHCD continue to remain at comparable levels to prior years. State funding in comparison to FY24 budget is significantly lower by \$5.7 million. This funding represents anticipated revenues in FY24 as it is related to the VATI project which will not be realized in FY25. The FY25 budget includes 33 different programs comprised of individual budgets utilizing 18,579 staff hours by fourteen full-time staff members.

Attachment

FY25 Draft CSPDC Budget



DRAFT CSPDC BUDGET

For Fiscal Year 2025
July 1, 2024 to June 30, 2025

Prepared and Presented by:
Ann Cundy, Executive Director
Donnie Kern, Finance Director

Executive Summary

CSPDC presents the FY25 Budget for consideration and approval by the Commissioners.

The Finance Director met with Brown & Edwards in February of 2024. Brown and Edwards recommended that the PDC maintain its budget by fund and incorporate the budget into the PDC's general ledger system i.e. QuickBooks. The previous budget workbook did not allow for QuickBooks incorporation. The Finance Director created a new budget workbook system that would allow the budget to be presented based on fund and QuickBooks incorporation. The Finance Director worked with staff to allocate 18,579 hours across thirty-three (33) programs consisting of individualized budgets to generate the FY25 project job cost budget of \$6,834,059.

The FY25 Budget totals \$6.8 million, a decrease of 44.91% from the FY24 Budget¹. The decrease in total revenue is due to the Bath-Highland Network Authority's Broadband Project (VATI) which had budgeted approximately \$5 million in state funding in FY24. The budgeted revenue mix for FY25 is 55.26% federal funding, 25.86% state funding, 18.88% local funding and other income. The FY25 Budget includes a flat² per-capita annual assessment rate of \$0.83 approved by the Commission in December 2019.

The FY25 Budget regarding wages and benefits compared with the FY24 Budget is primarily flat and flat with FY23 actual expenses. The FY25 Budget includes a 4.0% cost of living adjustment for benefited employees. Budgeted staff levels are at twelve exempt, full-time employees, and one non-exempt, full-time employee. The FY25 budget includes exploration to add an additional full-time position to support administrative and finance programs. FY25 budget includes nominal expenses for part-time wages to assist with transitioning of PDC roles. For comparative purposes, the FY24 Budget includes 14.7 full-time equivalent employees, compared with 14 full-time equivalent employees in the FY25 Budget.

The FY25 Budget is investing \$57,400 in professional development of staff. The PDC is investing in professional development which includes a staff retreat to have a DiSC and values-based assessment consultant to provide a workshop which will enhance working relationships. Other expenses are related to obtaining professional credentials and training that will allow the PDC to extend its ability to provide new services.

The Public Transit fund remains our largest special revenue fund, at 50 % of the total FY25 budget. Other funds representing the FY25 budget are HRMPO Fund (6%), the SAWMPO Fund (7%), the EDA Fund (2%), and the ARC Fund (2%). The General Fund is 33% of the budget.

¹ Unless otherwise noted, "FY25 Budget" or "the Budget" refers to the proposed FY25 Budget, and "FY24 Budget" refers to the FY24 Budget approved in June 2023.

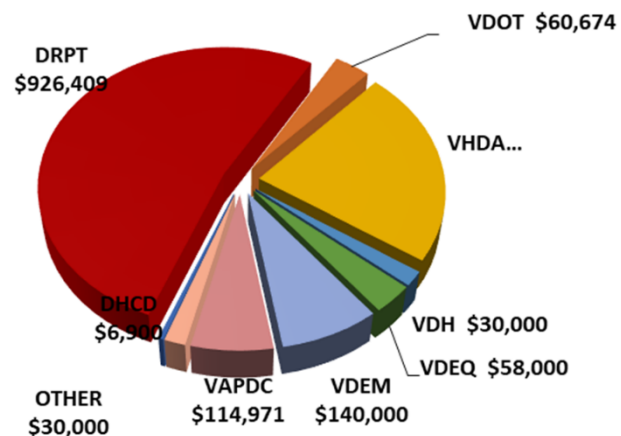
² "Flat" a term used to signify a non-material or substantial deviation.

CSPDC BUDGET
FISCAL YEAR 2025

TABLE 1 – CONSOLIDATED FISCAL 2025 BUDGET

	FY23 ACTUAL	FY24 BUDGET	FY25 BUDGET
REVENUES			
FEDERAL FUNDING	\$ 4,479,214	\$ 3,761,987	\$ 3,776,527
STATE FUNDING	2,562,624	7,541,072	1,767,135
LOCAL FUNDING & SERVICES	963,404	982,822	1,153,597
USE OF MONEY & PROPERTY	203,311	120,153	136,800
OTHER INCOME	-	-	-
TOTAL REVENUES	\$ 8,208,552	\$ 12,406,034	\$ 6,834,059
EXPENSES			
WAGES AND BENEFITS	\$ 1,480,605	\$ 1,473,848	\$ 1,468,538
CONTRACTUAL SERVICES	2,612,129	2,908,437	3,129,923
PASS-THROUGH FUNDS	3,357,581	6,046,502	1,164,418
FUEL, TRAVEL, AND MEETINGS	428,479	516,657	600,975
COMMUNICATION SERVICES	23,554	29,940	36,692
PRINTING	6,421	20,410	23,559
OTHER EXPENSES	203,008	310,839	346,154
CAPITAL PURCHASES	121,269.42	1,059,200	22,800
PRINCIPAL AND INTEREST	49,916	40,200	41,000
TOTAL EXPENSES	\$ 8,282,962	\$ 12,406,033	\$ 6,834,059
OTHER FINANCING SOURCES (USES)			
ISSUANCE OF LEASES	\$ -	\$ -	\$ -
TRANSFERS IN	(14,599)	-	-
TRANSFERS OUT	14,599	-	-
TOTAL OTHER FINANCING SOURCES (USES)	\$ -	\$ -	\$ -
NET INCOME/(NET LOSS)	\$ (74,410)	\$ 1	\$ -

TOTAL FY25 STATE FUNDING

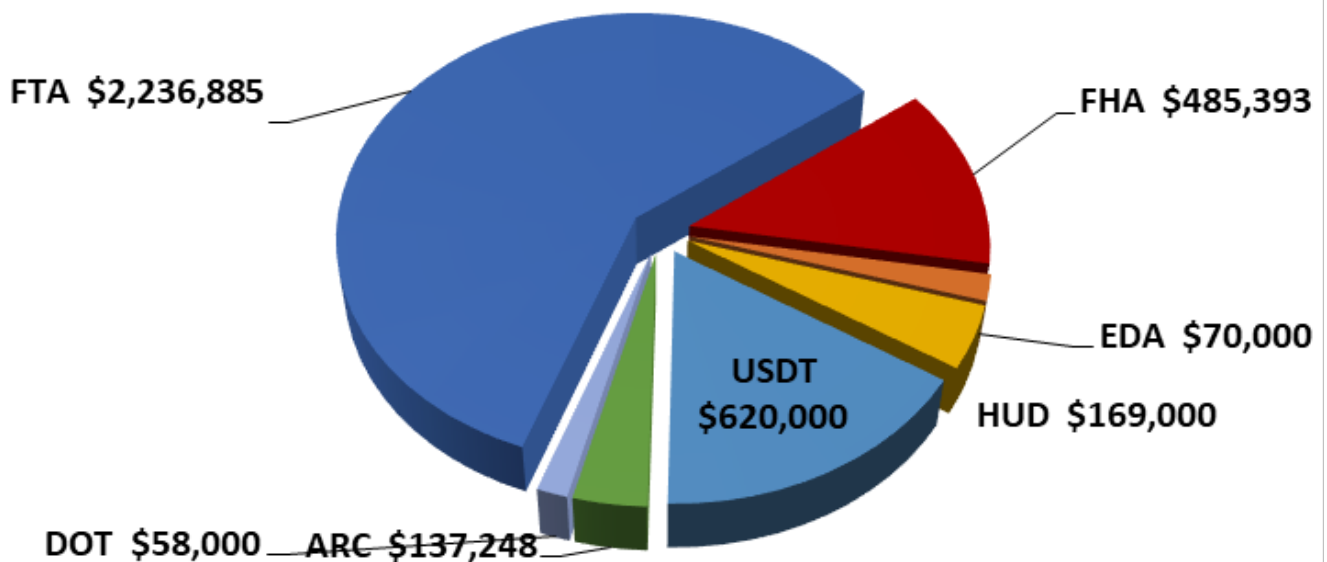


CSPDC BUDGET
FISCAL YEAR 2025

TABLE 2 – WAGES AND BENEFITS

	FY23 ACTUAL	FY24 BUDGET	FY25 BUDGET
WAGES AND BENEFITS			
SALARIES AND WAGES	\$ 1,057,217	\$ 1,089,674	\$ 1,052,589
PAYOUT OF ACCRUED LEAVE	69,691	-	-
HEALTH INSURANCE	144,929	174,360	215,067
RETIREMENT PLANS	160,689	161,341	152,079
FICA AND MEDICARE TAXES	18,400	15,800	17,156
LIFE AND DISABILITY INSURANCE	23,649	27,150	26,228
UNEMPLOYMENT INSURANCE	3,099	3,604	3,564
WORKERS' COMP INSURANCE	637	1,919	1,854
OTHER	2,295	-	-
TOTAL WAGES AND BENEFITS	\$ 1,480,605	\$ 1,473,848	\$ 1,468,538
NET INCOME/LOSS	\$ (74,410)	\$ 1	\$ -

TOTAL FY25 FEDERAL FUNDING

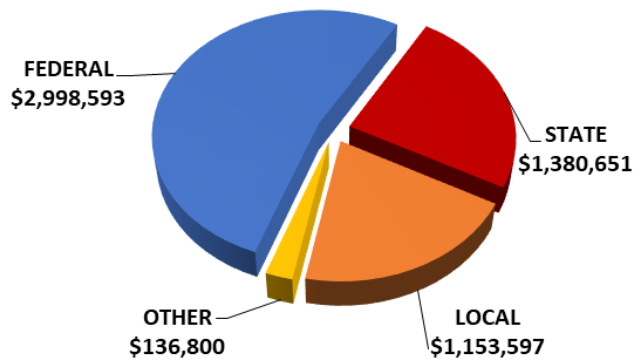


CSPDC BUDGET
FISCAL YEAR 2025

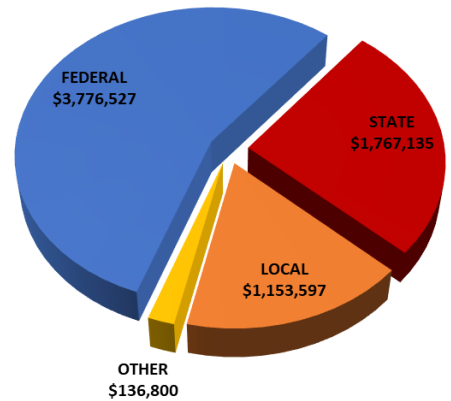
TABLE 3 – FY25 BUDGET BY GOVERNMENTAL FUND

SPECIAL REVENUE FUNDS							
	GENERAL FUND	ARC FUND	EDA FUND	HRMPO FUND	SAWMPO FUND	TRANSIT FUND	FY25 BUDGET
REVENUES							
FEDERAL FUNDING	\$ 932,000	\$ 52,248	\$ 70,000	\$ 327,104	\$ 359,826	\$ 2,035,348	\$ 3,776,527
STATE FUNDING	856,052	-	-	40,888	44,978	825,217	1,767,135
LOCAL FUNDING & SERVICES	451,236	52,248	70,000	40,888	44,978	494,246	1,153,597
USE OF MONEY & PROPERTY	62,300	-	-	-	-	74,500	136,800
TOTAL REVENUES	\$ 2,301,588	\$ 104,496	\$ 140,000	\$ 408,881	\$ 449,783	\$ 3,429,311	\$ 6,834,059
EXPENSES							
WAGES & BENEFITS	\$ 842,589	\$ 64,726	\$ 88,797	\$ 131,437	\$ 162,803	\$ 178,185	\$ 1,468,538
CONTRACTED SERVICES	194,113	-	35,241	208,609	126,542	2,565,418	\$ 3,129,923
PASS-THROUGH FUNDS	1,164,418	-	-	-	-	-	\$ 1,164,418
TRAVEL & MEETINGS	97,730	9,400	6,764	6,000	6,000	475,081	\$ 600,975
COMMUNICATION & PRINTING	37,546	36	500	2,100	1,500	18,569	\$ 60,251
OTHER EXPENDITURES	243,427	2,500	(23,351)	4,216	82,933	100,229	\$ 409,954
INDIRECT CHARGES	(278,235)	27,834	32,049	56,518	70,005	91,829	\$ -
TOTAL EXPENSES	\$ 2,301,588	\$ 104,496	\$ 140,000	\$ 408,881	\$ 449,783	\$ 3,429,311	\$ 6,834,059
NET INCOME/(LOSS)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER EXPENDITURES							
OTHER EXPENSES	192,627	2,500	(23,351)	4,216	82,933	100,229	359,154
CAPITAL PURCHASES	-	-	-	-	-	-	-
PRINCIPAL & INTEREST	50,800	-	-	-	-	-	50,800
OTHER EXPENDITURES	\$ 243,427	\$ 2,500	\$ (23,351)	\$ 4,216	\$ 82,933	\$ 100,229	\$ 409,954

**TOTAL FY25 REVNUUE MIX
EXCLUDING PASS-THROUGH**



**TOTAL FY25 FUNDING INCLUDING
PASS-THROUGH**





May 13, 2024

TO: CSPDC Commissioners

FROM: Ann Cundy, Executive Director

RE: Board Memo #24-2
Overview of CSPDC Bank Accounts

Executive Summary

At the Executive Committee's request, we are providing an overview of the agency's cash accounts, their designated uses and interest rates.

Background

CSPDC posts revenues to the General Fund Operating Account, and maintains additional restricted accounts for dedicated programmatic funding, the Development Corporation, and facility reserves. The table on page two of this memo provides a summary of account balances and purposes as of February 29, 2024.

We will go over the fund accounts in detail during the meeting.

Attachment

CSPDC Cash Accounts List

CSPDC CASH ACCOUNTS – As of February 29, 2024									
Location	Cash Accounts	Amount	Interest Earned YTD	Purpose					
Truist	10100 · BANK - GF OPERATING	\$1,515,670.16	\$8.00						
Truist	10150 · CLEARING ACCOUNT	-\$595.63							
Truist	10201 · BANK - CSDC (6725)	\$2,083.35							
Truist	10230 · BANK - EDA FUND (3821)	\$70,543.02							
Truist	10240 · BANK - ARC FUND (1969)	\$18,186.57							
Truist	10270 · BANK - TRANSIT FUND (8212)	\$336,345.91							
Office	10050 · OFFICE PETTY CASH	\$100.00	NA						
Virginia Investment Pool (VIP)	10105 · VIP - GF OPERATING (5001)	\$219,906.99	\$1,981.08	GF OPERATING: setup to offset any unbudgeted expenses i.e. rainy day fund.					
Virginia Investment Pool (VIP)	10215 · VIP - GF BLDG RESERVE (5003)	\$43,834.72	\$394.89	GF BLDG RESERVE: one year of loan payments required due to loan arrangement to purchase the PDC office building.					
Virginia Investment Pool (VIP)	10225 · VIP - GF CAP IMPROVEMENT (5004)	\$294,557.14	\$2,653.54	GF CAP IMPROVEMENT: setup to provide funds specific to capital improvements for PDC building.					
Virginia Investment Pool (VIP)	10255 · VIP - GF PTO (5005)	\$126,596.52	\$1,140.49	GF PTO: setup to offset payroll liability related to leave in the event all employees end employment.					
Virginia Investment Pool (VIP)	10265 · VIP - GF DEVELOPMENT (5002)	\$118,508.13	\$1,067.58	GF DEVELOPMENT: setup to cover PDC matching funds for unexpected or extraordinary grant opportunities approved by Commission.					
Virginia Investment Pool (VIP)	10272 · VIP - TRANSIT CAPITAL (5006)	\$23,459.72	\$211.33	TRANSIT CAPITAL: fund setup to provide for capital improvements to transit facility.					
Virginia Investment Pool (VIP)	10274 · VIP - TRANSIT URBAN (5007)	\$552,858.96	\$4,980.52	TRANSIT URBAN: inherited local match funds from transit to PDC conversion					
Virginia Investment Pool (VIP)	10276 · VIP - TRANSIT RURAL (5008)	\$104,085.39	\$937.68	TRANSIT RURAL: inherited local match funds from transit to PDC conversion					
Total		\$3,426,140.95	\$13,375.11						
Notes:									
1-Virginia Investment Pool (VIP)-inception date 08/23/2018, pre approved by Executive Committee									
2-Virginia Investment Pool (VIP)- average yield 5.5%									
3-Virginia Investment Pool (VIP)- interest YTD is calendar year not fiscal year									
4-Truist interest is roughly .01% due to the account being operating in nature									
5-Interest earned must be used for grant for which it was earned.									
6-The review and allocation of funds are done annually in conjunction with the fiscal year-end close process to determine if funds should be allocated to VIP for long-term-investment.									



May 13, 2024

MEMO TO: CSPDC Executive Committee

FROM: Ann Cundy, Executive Director

SUBJECT: Board Memo #24-3
Executive Director First 100 Days Plan Update

Executive Summary

Since moving into the position of Executive Director on April 1, 2024, I have made demonstrable progress across all focus areas outlined in the First 100 Days Plan that I shared with the search committee, especially staffing, executing the CSPDC Succession Plan, and working with the Finance Director to develop the FY25 budget. I have worked closely with former Executive Director Bonnie Riedesel during the transition to implement the Succession Plan, especially in the areas of staffing, budget development and transfer of authority.

Background

1. Staffing

We have filled vacancies on the Community Planning and Transportation Teams including: Director of Transportation, Transportation Planner II, Regional Planner I and II, as well as an Office Manager. We are currently recruiting for a Transit Planner I, and exploring a FTE administrative specialist position.

2. CSPDC Succession Plan

We have updated signature authority and user roles for most grant management websites, payroll processing and retirement plan. We have communicated new roles to state and federal agency partners, and designated me as the FOIA and Title VI Officer for the agency.

We implemented the Communications Plan (p. 9), notifying the nine stakeholder groups identified, as well as the Tier II groups via the CSPDC April 2024 e-newsletter, CSPDC website and social media accounts (Facebook and LinkedIn).

3. Locality Meetings

I have attended four Valley Managers' meetings, in-person and via Zoom, and scheduled an orientation to the CSPDC for Highland County's interim County Administrative Officer, Jerri Botkin.

4. State Agency Meetings

I have met with our partners from the Department of Housing and Community Development (DHCD) and the Department of Environmental Quality (DEQ), and will continue to schedule in-person meetings with state agency partners in Richmond throughout the summer.

5. Budget

In close collaboration with Finance Director Donnie Kern and our two program directors, developed a draft FY25 budget for the CSPDC for the Executive Committee's consideration.

Next Steps

Over the next two months, I plan to:

1. Schedule one-on-one meetings with your locality staff around the region to discuss their needs and how CSPDC can best support them.
2. Work with my executive team to plan and host a staff retreat focused on a DISC assessment for all staff members.
3. Prepare for the FY24 Audit with the Finance team.
4. Continue to schedule meetings with state agency representatives in Richmond.

Attachment

First 100 Days Plan

FIRST 100 DAYS

EXECUTIVE DIRECTOR TRANSITION PLAN

Ann W. Cundy, AICP



GOALS FOR FIRST 100 DAYS



- Implement the Succession Plan
- Assess Organizational Structure and Fill Vacant Positions
- Conduct a Commissioners and Managers Listening Tour
- Assure Continuity of Financial Processes via FY25 Budget and FY24 Audit
- Meet with State Agency Representatives to affirm existing and strengthen new professional relationships

IMPLEMENT SUCCESSION PLAN



- Change Over All Accounts and Signatory Authority
- Develop and Implement Communication Strategy for Leadership Change
- Meet Individually Staff Members to Understand Priorities and Concerns About the Transition

ORGANIZATIONAL STRUCTURE AND STAFFING



- Work with Outgoing Executive Director and Leadership Team to Evaluate Opportunities to Address Unmet Needs Through Organizational Structure
- Recruit For and Fill Vacant Positions on the Community Development Team
- Determine Interim and Long-Term Staffing Structure for the Transportation/Transit Team

COMMISSION AND MANAGERS LISTENING TOUR



- Schedule Meetings with Commissioners to Foster Mutual Understanding and Gain Insight on Local and Regional Priorities
- Schedule Meetings with City and Town Managers and County Administrators to Re-Introduce Myself and Understand Their Needs and Determine How the CSPDC can Best Support Them

FY25 BUDGET and FY24 AUDIT



- Work With The Finance Team And Staff to Develop The FY25 Budget For The June Commission Meeting
- Meet With Brown and Edwards to Communicate Leadership Change and Understand Their Needs and Expectations For The FY24 Audit

STATE AGENCY MEETINGS



- Meet with Partners at DHCD, DEQ, GoVirginia, and Virginia Housing to introduce myself
- Meet with Partners at VDOT and DRPT to Discuss Transition Plan for HRMPO, SAWMPO and Transit Programs

AFTER FIRST 100 DAYS



- Request Three-Month Review from Commission Chair
- Hold Staff Retreat To Strengthen Relationships and Create a Vision For Agency Culture
- Begin Implementation of Commission and Manager-Identified Key Initiative(s)
- Update the Commission on Transition Plan Progress

GOALS SUMMARY

- *Listen*
- Research
- Learn
- Assess
- Prioritize
- Implement
- *Communicate*





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