



AGENDA

Commission Meeting

112 MacTanly Place, Staunton, VA

Monday, August 18th, at 7:00 p.m.

To attend by virtual meeting platform, please contact CSPDC at 540-885-5174.

1. Call to Order
2. Public Comment
3. Special Presentation: VAPDC Legislative Lifetime Achievement Award
4. Minutes of June 16th, 2025, CSPDC Commission Meeting*
5. Reports
 - a. Chairperson
 - b. Executive Director
 - c. Treasurer*
6. CSPDC Strategic Assessment — Jim Youngquist, SERDI (Board Memo #25-04)
7. Presentation: I-81 Corridor Improvement Plan Phase 2 — Brad Reed, VDOT
8. Intergovernmental Reviews (Board Memo #25-05)
9. Other Business
10. Adjournment

*Action Needed

- The **Central Shenandoah Development Corporation (CSDC)** will hold its Annual Meeting immediately following the Commission Meeting.
- The Executive Committee will hold a meeting after the CSDC Annual Meeting.



Minutes
Central Shenandoah Planning District Commission Meeting
112 MacTanly Place
Staunton, VA 24401
June 16, 2025, 7:00 p.m.

Attendance: 27

	Augusta County		Rockbridge County		Staff
✓	Butch Wells		Jay Lewis	✓	Zach Beard
	Pam Carter		Chris Slaydon	✓	Philippe Bone
✓	Julia Hensley		Rockingham County	✓	Jeremy Crute
	Bath County	✓	Sallie Wolfe-Garrison	✓	Ann Cundy
✓	Lynn Ellen Black		Joel Hensley	✓	Danielle Gannon
	City of Buena Vista	✓	Rachel Salatin	✓	Elizabeth Goodloe
	Tyson Cooper	✓	Kim Sandum	✓	Donnie Kern
	City of Harrisonburg		City of Staunton	✓	Rachel Kinzer
✓	Laura Dent	✓	Brad Arrowood	✓	Paula Melester
	Nasser Alsaadun	✓	Sharon Angle	✓	Kimberly Miller
✓	Adam Fletcher		City of Waynesboro	✓	Rich Sagui
	Highland County		Terry Short, Treasurer	✓	Carrie Sensabaugh
✓	Henry Budzinski, Vice Chair	✓	Leslie Tate	✓	Devon Thompson
	City of Lexington			✓	Kayla Dixon
✓	Frank Friedman, Chair				Others

*Virtual Participation by Zoom

Call To Order

The Commission meeting of June 16, 2025, was called to order at 7:00 p.m. by Chairperson, Frank Friedman.

Public Comment

Chair Friedman opened the floor for public comments. There were no public comments.

Consideration of Minutes

Chair Friedman presented the minutes of the meeting held on April 21, 2025. ***Minutes were approved unanimously.***

Chair's Report

Chair Friedman announced the results of the Executive Committee elections, noting that ballots had been tallied with three candidates definitively selected and five candidates tied for the final four positions. He distributed ballots to Commissioners for the tie-breaker vote, instructing them to select exactly four candidates or their ballot would not count. The ballots would be tallied and results announced later in the meeting.

Chair Friedman welcomed JMU intern and graduate assistant Kayla Dixon, who will be with the PDC through the summer and the next academic year for fiscal year 2026. Ms. Dixon introduced herself, sharing that she is from Northern Virginia and is happy to be interning at the CSPDC.

Chair Friedman announced that the I-81 Advisory Committee is scheduled to meet July 14th at Blue Ridge Community College, beginning at 3:00 p.m.

Chair Friedman noted that the Southeastern Regional Director's Institute (SERDI) agency assessment will take place from August through October. He stated that Commissioners may be asked to participate with the assessment by the Executive Director of SERDI.

Executive Director's Report

Under the Executive Director's Report, Ms. Cundy reported on the following items:

1. Annual Report

Ms. Cundy noted that with the fiscal year ending June 30th, staff are busy approving budgets, closing out the books, and reflecting on accomplishments over the past 12 months. She announced that the PDC is excited to bring back a printed Annual Report for FY25 and looks forward to sharing it with the Commission in late summer, noting that the last printed annual report covered fiscal year 2020.

2. Upcoming Audit & Staff Development

The PDC will host Brown and Edwards on site for the FY25 audit this summer, which the finance team has already prepared for extensively. The staff retreat will be held in August or early September and will focus on developing artificial intelligence knowledge and skills, and understanding AI policies the Executive Team is developing.

3. Agency Assessment with SERDI

Ms. Cundy referenced an Agency Assessment with the Southeastern Regional Director's Institute (SERDI) included in the FY26 budget. SERDI led the search process when she was hired, and Jim Youngquist is a Regional Commissions expert. His scope of work includes an online survey for the Commission, as well as focus groups in the subregions for Commissioners to share insights. He will present his findings at the October meeting. Ms. Cundy noted that the last time Mr. Youngquist conducted this assessment was in 2013, and the PDC has implemented many of his recommendations.

4. Housing Development Grant

Ms. Cundy announced exciting news that the PDC is one of a short list of PDCs receiving a second Housing Development Grant from Virginia Housing. The PDC will administer the grant over two years, sending a total of \$1.2 million to two affordable housing developments, one in Harrisonburg and one in Waynesboro.

5. Federal Funding Update

The PDC continues to follow developments with federal partner agencies. As reported earlier this year, the PDC has not received its annual grant from the Economic Development Administration (EDA). As an Economic Development District, the PDC usually receives \$70,000 each year from EDA, which is matched with \$70,000 from annual assessments. The FY26 budget was built with the assumption that the EDA grant will not be received this year. Ms. Cundy assured the Commission that the PDC still has the ability to work on economic development projects through

grants with the Appalachian Regional Commission and Southeast Crescent Regional Commission, though these programs provide less funding than EDA.

Treasurer's Report

Chair Friedman presented for consideration the Treasurer's Report. In Mr. Short's absence, Mr. Kern presented the Treasurer's Report for the period ending April 30, 2025. Mr. Kern reported that compared to last year, accounts receivable were lower by \$1.2 million and cash investments were up by \$1.1 million, indicating positive and healthy cash flow. Year to date revenues were higher than expenditures by approximately \$113,000, though this is subject to change at year end. He noted that if EDA is not funded for FY25, which also affects FY26, the PDC would use FY25 expenditures to offset the net gain in revenue. In summary, the PDC is financially healthy and looks forward to a positive year end. ***The Treasurer's Report was approved unanimously.***

Report on Executive Committee Elections

Chair Friedman presented the results of the Executive Committee elections. He reminded Commissioners that the Executive Committee consists of seven Commissioners, each from a different member jurisdiction, with current terms expiring June 30, 2025. The new three-year term begins July 1st. Of the 20 ballots mailed out the week after the last meeting, 14 were returned and counted.

The results of the 2025 Executive Committee elections are as follows, with these seven individuals serving on the Executive Committee:

- Chris Slaydon
- Rachel Salatin
- Pam Carter
- Sharon Angle
- Tyson Cooper
- Terry Short
- Frank Friedman

He stated that these seven newly elected Executive Committee members will choose officers at their first Executive Committee meeting, the date of which is to be determined. He thanked those who participated in the voting process.

Consideration of the FY 2026 Budget (BAF #25-06)

Chair Friedman presented the FY 2026 Budget for consideration. Mr. Kern provided a detailed presentation of the budget highlights and handed out a printed copy of the Budget.

Mr. Kern outlined the budget priorities, noting the goal to maintain a healthy indirect rate between 35 and 45%. While the FY26 indirect rate is 47%, he expressed hope it would return to lower levels in future years based on strategies being implemented, including sharing auditing expenses among programs and increasing programmatic hours while being more mindful of not charging hours to the administrative bucket.

Mr. Kern highlighted expense increases including a 3% cost of living adjustment for wages and benefits, \$25,000 for a VRS actuarial study, \$8,000 for the SERDI agency assessment, and a \$5,000 increase in meals due to hiring a new caterer. He noted significant capital and building improvement needs, budgeting \$125,567 in capital, furniture, and repair expenses, including replacing an HVAC unit installed in 1991 that is beyond its typical 15-year lifespan.

Regarding revenues, Mr. Kern reported total revenues of \$10,681,888, with \$4.3 million anticipated from completion of the Bath and Highland VATI project. He noted that the PDC was able to secure an additional \$30,000 for administering this project. New initiatives include the Goshen and Briery Branch CDBG projects, water supply planning assistance, Virginia Housing, and GoVirginia Growth and Diversification Plan funding.

Mr. Kern addressed the loss of the \$70,000 EDA matching grant, explaining that the budget was built knowing this funding would not be available. He noted that the PDC has other funds available and will continue important economic development work through different funding sources.

During discussion, Mr. Kern clarified that the PDC would maintain the \$70,000 local contribution previously used to match EDA funds, though it would no longer be matching federal dollars. Ms. Dent asked about potential threats to CDBG funding, to which Mr. Crute responded that he had not heard specific concerns about CDBG but acknowledged uncertainty around federal funding generally.

Mr. Kern explained that when excluding pass-through programs, the operating budget is approximately \$5.7 million, providing a more realistic picture of normal operations. He noted that both pass-through programs include administrative funding for the PDC.

Chair Friedman encouraged Commissioners to advocate with their legislators for PDC funding, emphasizing the excellent return on investment the PDC provides to the region.

Presentation slides attached to file minutes.

Ms. Wolfe-Garrison moved, seconded by Ms. Hensley, to approve the FY26 Budget as presented. The motion carried unanimously.

Discussion of the CSPDC FY26 Work Program (Board Memo #25-02)

Chair Friedman presented the CSPDC Work Program. Ms. Cundy introduced the work program presentation, explaining that staff would present information about their work in five main programming areas: Community & Economic Development, Environmental Planning, Housing, Transportation, and Transit and Rideshare.

Community & Economic Development: Elizabeth Goodloe, Community and Economic Development team member, presented on the team's work assisting 21 localities in economic development initiatives. She highlighted the update of the GoVirginia Region Growth and Diversification Plan, noting that the CSPDC and Northern Shenandoah Valley Regional Commission make up Region 8. Over the past six years, GoVirginia has invested \$3 million into Region 8, leading to 121 new jobs created, 330 businesses served, 491 workforce training credentials awarded, and 1,182 acres of industrial and commercial sites improved.

Ms. Goodloe described three projects funded through previous GoVirginia plans: the Shenandoah Valley Center for Advanced Learning's Go2Work program preparing students for manufacturing and transportation jobs; the Shenandoah Valley Airport's construction of water and sewer lines for their 58-acre aviation technology park; and work with The Advancement Foundation to adapt a former cigarette printing factory into the Virginia Innovation Accelerator in Buena Vista.

She noted that industrial revitalization is a theme of economic development work this year, with The Advancement Foundation (TAF) project completing in fall 2025 and the similar Stillwater Revitalization Project in Goshen completing in summer 2026.

Environmental Planning: Rachel Kinzer, working with Zach Beard on environmental programs, presented on the Watershed Implementation Plan (WIP) funded annually through DEQ to support Chesapeake Bay pollution reduction goals. Under this program, the PDC has a \$100,000 Watershed Wellness Grant to fund studies and projects including stormwater improvements, streambank stabilization, and tree plantings.

Ms. Kinzer reported that the PDC applied to the Community Flood Preparedness Fund through DCR to create a Regional Flood Resilience Plan identifying nature-based stormwater projects for nearly all localities. The PDC is also planning a workshop on karst and stormwater management.

She described work updating long-range plans to protect community infrastructure against natural disasters, including the Regional Hazard Mitigation Plan begun last summer and on track for completion by year's end, and coordination of Upper James and Shenandoah River Water Supply Plan updates mandated by DEQ with completion expected in 2029.

Housing: Philippe Bone, Regional Planner, presented housing-related initiatives. Following the February release of the Regional Housing Study, the PDC has been collaborating with locality staff and housing partners on the study's recommendations, including exploring a regional housing rehabilitation program and developing an online data and resources hub.

Mr. Bone reported that the PDC is wrapping up the Housing Development Program, having successfully closed out the Fairfax Hall project in Waynesboro and finalizing the Suter Street project with Central Valley Habitat for Humanity and the Greenhouse Village project with Rockbridge Area Habitat for Humanity, bringing six new affordable units to Harrisonburg and six to Rockbridge County.

He announced that the PDC was awarded \$1.2 million from Virginia Housing for the new Regional Housing Development Program, with only 7 out of 21 PDCs selected. This funding will support projects bringing 176 affordable rental units to the region for households earning 30-80% of Area Median Income, working with the Beverly J. Searles Foundation and Enterprise Community Development Partners.

Mr. Bone described continued support for first-time homebuyers through the Virginia Housing SPARC Program, with \$3.5 million in FY25 helping 12 first-time homebuyers secure reduced mortgage rates, and a requested \$4.5 million allocation for FY26.

Transportation: Zach Beard, Transportation Manager, presented on transportation planning conducted in both urbanized and rural areas. He noted that the CSPDC is the only PDC in the state staffing two MPOs: the Staunton-Augusta-Waynesboro MPO (SAWMPO) and the Harrisonburg-Rockingham MPO (HRMPO).

For short-range planning, Mr. Beard reported conducting site-specific studies working with engineers and VDOT to assess existing conditions and propose recommendations. Studies are planned for the City of Staunton and Rockingham County, with scopes still being refined. The PDC recently completed a study for Harrisonburg at the Port Republic Road, Peach Grove, and Neff Avenue intersection, with recommendations potentially advancing to the next round of SMART SCALE funding.

Other studies include work in Waynesboro at Rosser Avenue (which has the highest crash frequency rate in VDOT's Staunton construction district), Harrisonburg studies on Route 42 and Bond Street, and Rockingham County work on Route 259.

For long-range planning, Mr. Beard described updating the 25-year Long Range Transportation Plan for SAWMPO, to be approved in December. The plan identified 23 potential projects for future grant applications. The PDC is also updating the HRMPO travel demand model to project future travel patterns.

Garreth Bartholomew, Transportation Planner, presented the Rural Work Program, reporting visits to 12 counties, 2 cities, and 8 towns in the rural planning region. The PDC is working with the Town of Grottoes on their pedestrian and multimodal master plan to strategically position them for the 2027 Transportation Alternatives Program.

Mr. Bartholomew described quarterly Rural Transportation Technical Advisory Committee meetings alternating between in-person and virtual formats, with the next virtual meeting scheduled for the following Friday and the next in-person meeting in September highlighting Timberville's recently completed Transportation Alternatives sidewalk project.

When asked about Route 259, Mr. Bartholomew clarified the study covers from Singers Glen to the corporate limits of Broadway, focusing on roadway safety and congestion prevention through shoulder improvements.

Transit and Rideshare: Devon Thompson, Transit Program Manager, outlined both programmatic transit work and administrative compliance tasks for FY26. She described two major administrative tasks: an FTA Triennial Review examining recipient performance across 23 compliance areas, and procurement of a new turnkey services contract for BRITE operations.

Ms. Thompson explained that the current contract with Virginia Regional Transit expires June 30, 2026, requiring federally compliant procurement with a new contract in place by end of 2025. She noted the unique aspect of requiring contractors to provide a fleet of approximately 20 buses, which limits the number of capable bidders.

During discussion, Ms. Thompson confirmed that current contractors are eligible to apply in the competitive process, and that while there are some local providers, larger nationwide companies also provide turnkey services. She explained the fleet requirement was a wise early decision to avoid bus ownership.

While completing administrative tasks, the PDC will work to engage BRITE riders through various campaigns to increase ridership and will install bus shelters in three localities: Staunton, Augusta County, and Waynesboro.

Danielle Gannon, Transit Planner and TDM Coordinator, presented work on the Afton Express and rideshare program. For the Afton Express, the PDC is analyzing the schedule (created pre-COVID) with consultant support to align with employer start and end times, including UVA. Schedule changes are anticipated for fall implementation.

Ms. Gannon described transit marketing work through a project assistance grant beginning July 1st, including video advertisements, digital geofenced ads, and new photography. For the rideshare

program, the PDC will implement the strategic plan adopted earlier this year, beginning with recreating the rideshare website to be more functional and user-friendly, addressing the identified lack of name recognition and awareness.

Intergovernmental Reviews (Board Memo #25-03)

Chair Friedman presented Intergovernmental Reviews. Ms. Cundy explained that Virginia DEQ is seeking federal EPA funding for VADEQ FY22-25 Brownfields 128(a) BIL Supplemental - Amendment 3 Request, totaling \$710,350 with \$63,570 in federal funding requested to enhance the Voluntary Remediation Program and Brownfields program.

One proposed task involves site assessment and planning work for three to five sites throughout the Commonwealth. One site mentioned is located in our region - the former Afton Mountain Hotel in Augusta County. Ms. Cundy noted Augusta County's work with engineering consultants and property owners to address this vacant property contributing to area blight, and that Virginia DEQ has engaged West Virginia Technical Assistance to Brownfields team to complete a funding resource roadmap.

Chair Friedman asked about current property ownership, with Ms. Cundy confirming the Delaney family still owns the property. Comments on the VADEQ request are being accepted through July 3, 2025.

Other Business

There was no other business brought before the Commission.

Adjournment

There being no further business to come before the body, the Commission meeting was adjourned at 8:03 p.m.

Respectfully submitted,

A handwritten signature in blue ink that reads "Kimberly Miller". The signature is written in a cursive, flowing style.

Kimberly Miller, Commission Clerk



August 11, 2025

TO: CSPDC Commissioners

FROM: Ann Cundy, Executive Director
Donnie Kern, Finance Director

SUBJECT: Preliminary June 30, 2025, Financial Statements

Balance Sheet Governmental Funds-All Funds-Preliminary

CSPDC's financial position remains strong. The Balance Sheet (see page 2) provides an overview of assets, liabilities, and fund balances as of June 30, 2025. The PDC had a cash and investments increase of \$1.1 million over last year due to improvements in monthly cash collections processes. This is supported by the decrease of \$1.3 million in accounts receivable. Fund Balances increased by \$331,362 due to lower expenses across the year.

Statement of Revenues and Expenditures-All Funds-Preliminary

The Statement of Revenues and Expenditures (see page 3) provides an overview of actual and budgeted revenues and expenses as of June 30, 2025. Revenues of \$7,715,784 have been realized for the period, exceeding the budgeted projection by \$17,804. Federal Revenues exceeded budget by \$321,361 due to EPA pass-through funds in the WIIP program for the Waynesboro native tree planting project. Expenses were lower than budgeted by \$269,379. Approximately \$222,000 of the reduced expenses were from wages and indirect expenses that were allocated to grant-funded programs and \$47,379 due to lower travel and other expenses.

Statement of Revenues and Expenditures-By Fund-Preliminary

The revenues and expenditures by fund are presented for the period ending June 30, 2025 (see page 4).

CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION

BALANCE SHEET: GOVERNMENTAL FUNDS

	06/30/25	06/30/24	\$ Δ
ASSETS			
CASH AND INVESTMENTS	\$ 3,972,742	\$ 2,786,399	\$ 1,186,343
ACCOUNTS RECEIVABLE	1,185,330	2,577,302	(1,391,972)
PREPAID EXPENSES	47,003	37,896	9,107
TOTAL ASSETS	\$ 5,205,075	\$ 5,401,596	\$ (196,521)
LIABILITIES			
ACCOUNTS PAYABLE	\$ 285,513	\$ 909,123	\$ (623,610)
ACCRUED PAYROLL AND RELATED LIABILITIES	46,114	91,539	(45,425)
DEFERRED REVENUE	3,060,139	2,918,987	141,152
TOTAL LIABILITIES	\$ 3,391,765	\$ 3,919,648	\$ (527,883)
FUND BALANCES			
RESTRICTED AND COMMITTED FUNDS	\$ 690,420	\$ 660,157	\$ 30,263
OTHER RESOURCES	1,122,890	821,791	301,098
TOTAL FUND BALANCES	\$ 1,813,310	\$ 1,481,948	\$ 331,362
TOTAL LIABILITIES AND FUND BALANCES	\$ 5,205,075	\$ 5,401,596	\$ (196,521)

CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES: GOVERNMENTAL FUNDS

	FISCAL YTD 06/30/25	FY25 BUDGET	BUDGET REMAINING
REVENUES			
FEDERAL FUNDING	\$ 4,097,888	\$ 3,776,527	\$ (321,361)
STATE FUNDING	2,597,556	2,623,856	26,300
LOCAL FUNDING & SERVICES	839,309	1,160,797	321,488
MISCELLANEOUS INCOME	181,031	136,800	(44,231)
TOTAL REVENUES	\$ 7,715,784	\$ 7,697,980	\$ (17,804)
EXPENDITURES			
WAGES & BENEFITS	\$ 1,315,699	\$ 1,468,538	\$ 152,839
CONTRACTED SERVICES	2,989,473	3,189,046	199,573
TRAVEL & MEETINGS	391,672	600,975	209,303
COMMUNICATION SERVICES & PRINTING	47,083	60,251	13,168
OTHER OPERATING EXPENSES	291,968	346,154	54,186
CAPITAL PURCHASES & OTHER ACTIVITIES	927,389	868,598	(58,791)
PASS-THROUGH FUNDS	1,465,317	1,164,418	(300,899)
TOTAL EXPENDITURES	\$ 7,428,601	\$ 7,697,980	\$ 269,379
NET CHANGE IN FUND BALANCES	\$ 287,183	\$ -	\$ (287,183)

CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES: BY GOVERNMENTAL FUNDS

	FISCAL YTD 06/30/25	FY25 BUDGET GENERAL FUND	FY25 BUDGET REMAINING	FISCAL YTD 06/30/25	FY25 BUDGET ARC FUND	FY25 BUDGET REMAINING	FISCAL YTD 06/30/25	FY25 BUDGET EDA FUND	FY25 BUDGET REMAINING	FISCAL YTD 06/30/25	FY25 BUDGET HRMPO FUND	FY25 BUDGET REMAINING	FISCAL YTD 06/30/25	FY25 BUDGET SAWMPO FUND	FY25 BUDGET REMAINING	FISCAL YTD 06/30/25	FY25 BUDGET TRANSIT FUND	FY25 BUDGET REMAINING
REVENUES																		
FEDERAL FUNDING	\$ 1,334,840	\$ 932,000	\$ (402,840)	\$ 105,775	\$ 52,248	\$ (53,527)	\$ 83,534	\$ 70,000	\$ (13,534)	\$ 194,988	\$ 327,104	\$ 132,116	\$ 250,970	\$ 359,826	\$ 108,857	\$ 2,127,781	\$ 2,035,348	\$ (92,433)
STATE FUNDING	760,452	856,052	95,600		-	-		-	-	24,374	40,888	16,514	31,371	44,978	13,607	1,781,358	1,681,938	(99,421)
LOCAL FUNDING & SERVICES	433,268	451,236	17,968	54,395	52,248	(2,147)	71,329	70,000	(1,329)	24,373	40,888	16,515	31,371	44,978	13,607	224,573	501,446	276,873
USE OF MONEY & PROPERTY	65,079	62,300	(2,779)		-	-		-	-		-	-		-	-	115,926	74,500	(41,426)
OTHER INCOME	26	-	(26)		-	-		-	-		-	-		-	-		-	-
TOTAL REVENUES	\$ 2,593,665	\$ 2,301,588	\$ (292,077)	\$ 160,170	\$ 104,496	\$ (55,674)	\$ 154,863	\$ 140,000	\$ (14,863)	\$ 243,736	\$ 408,881	\$ 165,145	\$ 313,712	\$ 449,783	\$ 136,071	\$ 4,249,638	\$ 4,293,232	\$ 43,593
EXPENSES																		
WAGES & BENEFITS	\$ 632,555	\$ 842,589	\$ 210,034	\$ 109,093	\$ 64,726	\$ (44,367)	\$ 101,203	\$ 88,797	\$ (12,406)	\$ 104,067	\$ 131,438	\$ 27,371	\$ 124,230	\$ 162,803	\$ 38,573	\$ 244,551	\$ 178,185	\$ (66,365)
CONTRACTED SERVICES	291,167	194,113	(97,054)	1,028	-	(1,028)	1,150	35,241	34,091	86,177	208,609	122,432	123,758	126,542	2,784	2,486,193	2,624,540	138,347
TRAVEL & MEETINGS	25,217	97,730	72,513	4,328	9,400	5,072	2,841	6,764	3,923	1,944	6,000	4,056	2,131	6,000	3,869	355,212	475,081	119,869
COMMUNICATION & PRINTING	33,844	37,546	3,702	34	36	3	153	500	347	-	2,100	2,100	354	1,500	1,146	12,698	18,569	5,871
OTHER EXPENDITURES	148,887	243,427	94,540	(1,221)	2,500	3,721	6,007	(23,351)	(29,358)	6,799	4,216	(2,583)	9,820	82,933	73,113	1,045,828	905,027	(140,801)
INDIRECT CHARGES	(290,506)	(278,235)	12,271	46,909	27,834	(19,075)	43,509	32,049	(11,460)	44,749	56,518	11,769	53,419	70,005	16,586	105,157	91,829	(13,328)
PASS-THROUGH FUNDS	1,465,317	1,164,418	(300,899)			-			-			-			-			-
TOTAL EXPENSES	\$ 2,306,482	\$ 2,301,588	\$ (4,893)	\$ 160,170	\$ 104,496	\$ (55,673)	\$ 154,863	\$ 140,000	\$ (14,864)	\$ 243,736	\$ 408,881	\$ 165,145	\$ 313,712	\$ 449,783	\$ 136,071	\$ 4,249,639	\$ 4,293,232	\$ 43,593
NET CHANGE IN FUND BALANCES	\$ 287,184	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	



August 11, 2025

MEMO TO: CSPDC Commissioners

FROM: Ann W. Cundy, Executive Director

SUBJECT: Board Memo #25-04
Southeast Regional Directors Institute (SERDI) Strategic Assessment
of the CSPDC

Executive Summary:

SERDI is professional organization dedicated to the support and professional development of planning district commissions and their executive directors. SERDI Director Jim Youngquist conducted a strategic assessment of our agency in 2013, and we have engaged him again to update the document for 2025.

Jim will join the August 18, 2025 Commission meeting via Zoom to describe the Scope of Work for the Assessment, as well as the timeline and how he will work with members of the Commission and your local government staff to conduct the effort.

Attachments:

CSPDC Strategic Assessment Scope of Work
2013 Strategic Assessment

**Memorandum of Understanding
By and Between
Central Shenandoah Planning District Commission
and
Southeast Regional Directors Institute**

At the request of the Central Shenandoah Planning District Commission (CSPDC), the Southeast Regional Directors Institute (SERDI) has prepared in consultation with the CSPDC.

An overview and deliverables for the SERDI Strategic Assessment will be presented at the August 18th CSPDC Board of Directors Meeting via Zoom. The deliverables are as follows:

Online Surveys. SERDI staff will develop three online surveys that will be administered August 25th through September 5th. There will be an online survey for the CSPDC Board of Directors, one for the Valley Managers, and one for the CSPDC staff. Hard copies of the surveys will be provided if needed. The online surveys will be through Survey Monkey. Each of the surveys will be focused on the relationship of each has to the CSPDC. The surveys will be anonymous. The results of the survey will be part of the complete record report of the Assessment.

In-Region Work. The in-region work provided by SERDI will consists of One-on-One Interviews, Focus Group Sessions, and a Board of Directors Work Session. The One-on-One Interviews and the Focus Group Sessions will be held either the week of September 15th or the week of September 22nd.

- **One-on-One Interviews.** One-on-One interviews will be held at the location chosen by the interviewee. The interview will be scheduled for 20 minutes. The findings of the interviews will be confidential, provided without attribution, and to the CSPDC Executive Director. The results of the interviews will not appear as part of the Assessment Complete Record Report. It will up to the CSPDC Executive Director to choose the interviewees will be. They may be individuals who are elected officials that serve on one of the MPO policy boards that do not serve on the CSPDC Board of Directors as well as other individuals that may or may not be currently engaged with the commission but would be advantageous to the Commission to have them involved.

- **Focus Group Sessions.** The Focus Group sessions will be conducted by SERDI geographically as follows: (a.) Rockbridge County, Lexington, Buena Vista (b.) Bath and Highland Counties (c.) Staunton, Waynesboro, and Augusta County (d.) Rockingham County and Harrisonburg (e.) Valley Managers. The sessions will for an hour and 45 minutes maximum. The sessions will be held at location of choice for each geography.

There will also be a focus group session(s) held with the CSPDC staff. It is yet to be determined whether there will be a session with the entire staff other than the executive director or that there would be a focus groups session of department heads, and a focus group session of staff without department heads. That will be determined by the Executive Director in consultation with the staff.

Southeast Regional Directors Institute

A professional development association for regional council executive directors and where appropriate, their councils and state associations in the states of Alabama, Arkansas, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia & Associate Members from across the United States
706-202-8922 <https://serdi.org> 479-785-2651



The results of the geographic focus groups will part of the complete record report of the Assessment.

Board Work Session October 20th. There will be set aside time at the October Meeting of the Board of Directors for SERDI to review the findings of the online surveys and focus group sessions along with preliminary recommendations resulting from the Assessment work. There will be time, and it will be welcomed to have additional recommendations that the Board members would like to have included in the complete record report.

Also, as part of the October 20th trip, there will be two debrief sessions, one with the CSPDC Executive Director, and one with the CSPDC staff. The two debrief sessions will take place the morning or afternoon of the Board Meeting that evening.

Complete Record Report. Within 21 days following the October 20th Board of Directors work session, SERDI will submit to the CSPDC Executive Director, a complete record report of the Assessment. The SERDI staff will work with the CSPDC Executive Director through the necessary draft reviews until Final Complete Record Report is accepted.

Assessment Fee and Travel Reimbursements. The Assessment Fee for SERDI to design, facilitate, and complete the deliverables as presented in the MOU will be \$5,000. The fee will be submitted for payment upon acceptance of the Final Complete Record Report by the CSPDC Executive Director. SERDI travel expenses will be reimbursed upon request follow travel to the region in September and October.

CENTRAL SHENANDOAH PLANNING
DISTRICT COMMISSION

A handwritten signature in blue ink that reads "Ann W. Cundy".

Ann Cundy, Executive Director
Date: 05/29/25

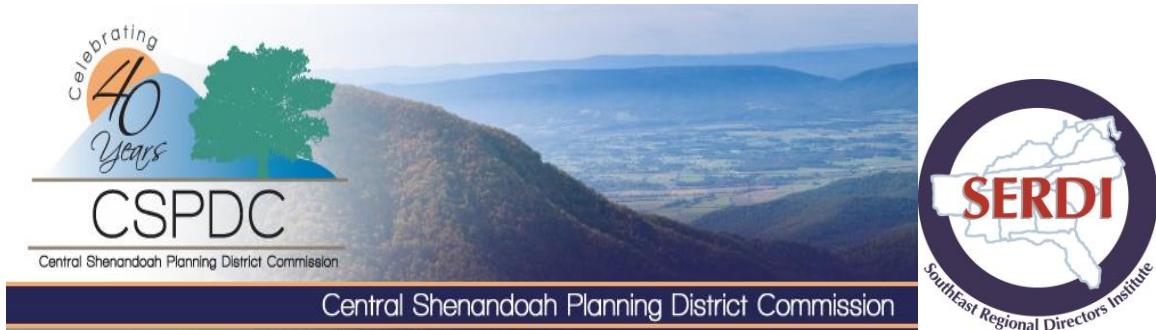
SOUTHEAST REGIONAL
DIRECTORS INSTITUTE

A handwritten signature in blue ink that reads "Sasha Grist".

Sasha Grist, President
Date: 5-23-25

Southeast Regional Directors Institute

A professional development association for regional council executive directors and where appropriate, their councils and state associations in the states of Alabama, Arkansas, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia & Associate Members from across the United States
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Central Shenandoah Planning District Commission SERDI Voluntary Strategic Assessment January-February 2013 *Complete Record Report*

About the Central Shenandoah Planning District Commission

The Central Shenandoah Planning District Commission (CSPDC) was established by the Virginia Legislature on September 30, 1969 as one of the Commonwealth's 22 Planning District Commission's (today there are 21). The district serves the 11 towns and counties of Augusta, Bath, Highland, Rockbridge, and Rockingham; and, the cities of Buena Vista, Harrisonburg, Lexington, Staunton, and Waynesboro. The CSPDC works with its member jurisdictions, communities and agencies to provide high quality planning, technical assistance and facilitation of services that address local, regional and state needs in an innovative, timely and cooperative manner.

About the SouthEast Regional Directors Institute

The SouthEast Regional Directors Institute (SERDI) is a voluntary professional development association for regional council executive directors and where appropriate, their councils and state associations in 12 southern states including Virginia. At the request of a member council, SERDI will design and conduct a strategic assessment of and for the council.

This complete record report of the SERDI CSPDC Voluntary Council Strategic Assessment contains an executive summary, which includes SERDI staff observations as well as recommendations resulting from work with participating Board, staff and other regional leaders throughout the process.

Following this executive summary, is the appendix which contains the following: (1) online membership survey and survey results (2) the complete record of the three focus group sessions held with regional leaders at Harrisonburg, Lexington, and Fishersville. Additionally, the CSPDC staff held a briefing-discussion session with the SERDI staff, and (3) PowerPoint of the assessment process presented at the February 6, 2013 CSPDC Board work session.

Executive Summary

SERDI Staff Observations

Before trying to understand the place or role(s) of the CSPDC to its region's local governments and other local, regional, and state organizations, it must be recognized that the region that the CSPDC serves presents a challenge in building regional collaboration and focus. First and foremost, the CSPDC region is the largest PDC region in the Commonwealth at 3,439 square miles. Three of the counties contain the majority of the region's population and all five of its cities. The other two counties are rural in nature, one of which is the least populated county in Virginia. The two counties are divided from the other three by multiple mountain ranges. Instead of it being a region that contains one major economic center by which the region is built around, the CSPDC region contains multiple economic centers that are divided by multiple miles. The layout of the region is often mentioned as a reason why regional collaboration and approaches are dismissed as too difficult.

It was clear in the review of the online survey responses, focus group sessions, and the Board of Directors work session, that there is a recognition that the CSPDC staff has done well in providing programs and technical assistance to its local governments and other organizations in the region, however, there is a question of whether the CSPDC can play an important role as the "convener of the region" as the place where the public and if applicable, the private sector leadership come together to focus on the opportunities, challenges, and issues that face the future of the region. The "convener" role is an increasingly important role for regional councils throughout the United States. The doubt that currently exist about the CSPDC playing that role goes back to the configuration of the region discussed previously, and, the diversity of the rural and urban make up of the communities have previously brought doubt that regional approaches were feasible or practical.

While there have been regional efforts and accomplishments supported by the CSPDC over its history, the region's local governments have traditionally thought of the CSPDC as a technical assistance and grant writing organization period. The CSPDC's local governments have not generally seen themselves as the owners of the CSPDC. The Board of Directors recognized at the February 6th worksession that they have not done a good job of communicating back to the local governments and other entities regarding the initiatives, efforts, and accomplishments of the CSPDC Board and staff. It is recognized that if the CSPDC is to maximize its effectiveness, relevance, and support to the region's local governments and to the region as a whole, that it must have its owners (local governments) fully engaged and using it as the place where the region's public leadership comes together to address the opportunities, challenges, and issues that are regional in scope.

Recommendations for Consideration

Based on the survey, focus group and Board of Directors' work session, the following recommendations are made for consideration:

- **Ownership.** It is important that the local governments in the region understand that they are the owners of the CSPDC. The officers and the executive director should prepare a technical memorandum to outline the purpose and charge of the CSPDC, clearly delineating the ownership of the organization.

The technical memorandum should be sent out with a cover letter from the Chair and Executive Director calling for a meeting of the current Board to discuss the governing structure and responsibilities of the Board and local governments to the organization emphasizing the importance to reconnect to their organization and to discuss how the CSPDC can maximize its role in supporting the region's community economic development enhancement and future.

Taking into account private sector or citizen membership that may be required as a recipient of federal program funding (EDA and ARC), the counties, cities, and towns, need to make a commitment of their involvement to the organization and to how the ownership is represented on the Board.

- **An annual facts and issues input session should be conducted in each county with all elected officials being invited to attend; with the CSPDC staff and officers chairing and facilitating the meeting.** A work session should be held in each county (the independent cities and towns that are contiguous to the county will participate in that county session) once a year. Each county supervisor and city and town member and mayor should be invited. Also participating in the meeting should be the officers, the executive director, and if applicable, key senior staff, and the CSPDC Board members from the applicable jurisdictions.

The session should be two-fold. It is an opportunity for the elected officials to hear about their CSPDC. It is an opportunity to not only tell them about the purpose of the organization but also, highlight the various programs and assistance offered through their organization. Second, and maybe more important, it is an opportunity for the input from the elected officials in those jurisdictions regarding their issues that the CSPDC might be able to address, and possibly, if it is an issue across the region, to address on a regional basis.

- **A formal orientation program should be implemented for all Board members.** It is important that the executive director develop an orientation program for all Board members whether they are newly appointed or long standing in their membership. The new members need to understand the history of the organization, why it was formed, the ownership, the mission, the work program, and its offerings, etc. The veteran members always benefit from a refresher course.

While it is time consuming, it will be time well spent. The executive director should conduct the orientation at the workplace or other location of the board member's choice.

One suggestion is to develop a orientation/Board Members 3-ring notebook should be prepared that includes (1) an overview of the CSPDC which includes mission, staff profiles/expertise, programs, Board member roster, etc. (2) Calendar of Meetings and other events for the year (3) By-Laws (4) Enabling Legislation (5) etc. The notebook should have pockets and dividers for the member to keep Board and other information materials that are provided to him/her during the year. By providing this notebook, it will obviously be necessary for the Board materials to be three-hole punched.

- **Development of a Communications/Outreach/Public Relations Process.** Communication both internal and external are keys to the CSPDC becoming more

relevant to its ownership and the partner organizations and the general citizenry of the Central Shenandoah region.

The executive director in concert with the staff should develop a strategy that includes social media, newspapers, television, and email blasts; as well as outreach presentations to local government council and commission meetings, civic clubs, etc.

The focus of the outreach should always be to inform the region of the CSPDC activities and to bring to light challenges and opportunities that region and its communities are facing. The ultimate goal in developing the communications/outreach strategy is to greatly reduce/eliminate people saying they really don't know much about or know what the CSPDC does.

- **First, it's about the region. Second it's about technical assistance, grant writing, and program administration.** This is the formula of successful and relevant regional councils in 2013 and beyond. It is a break from the traditional/historical regional council role of technical assistance; grant writing, and program administration period.

With the previous discussion regarding the geography and logistics of the CSPDC region, this is a particular challenge, but a challenge that must be tackled and if done right, can greatly enhance the role and relevancy of the CSPDC to its local governments, its partners, its region, and beyond.

The first step is to acknowledge that geography including topography and multiple economic centers exist and are a challenge to regional approaches to opportunities and issues that face the Central Shenandoah region.

The second step is to pronounce that there are challenges, opportunities, and issues that face the region regardless of a community's location and whether its rural, urban, suburban, exurban. Acknowledge that status will very much decide how addressing a challenge, opportunity, or issue will take place and be implemented. Acknowledge that the size and complexity of the region will demand sub-region strategy development and implementation.

The third step is to bring the chief elected official from each county, town, and city in the region together with or without their manager/administrator to identify the truly regional challenges, opportunities, or issues that, if addressed would be beneficial to the region (could also come from the annual county information sessions).

The fourth step will be to identify how the CSPDC staff and Board can help the chief elected officials address the identified topic and to identify how strategies and their implementation can be addressed on a sub-regional basis. Depending on the challenge, issue, or opportunity, sub-regions may vary. If this process is successful, the CSPDC will naturally become the "convener of the region," the neutral place in the region, seen by all as the place to consider the regional task at hand.

Finally, when the CSPDC begins to focus more of its attention on regional initiatives and strategies, its role of its staff providing technical assistance, grant writing, and administration become important in a very supportive, pertinent, and significant way.

- **Hosting regularly scheduled roundtables of local government staff.** As part of the reconnecting of the owners to their CSPDC, and focusing on the big picture regional opportunities and challenges, it will be important to build and/or strengthen the working relationships with local government professional staff, and secondarily any applicable regional partner professional staff. The CSPDC should host on a regularly scheduled basis, roundtable sessions with planners, public work directors, GIS professionals, etc. to share best practices and/or to consider the current challenges facing the region in their expertise area, or to address how to best handle directives coming from Richmond or Washington, DC.
- **Being Complimentary or Supportive to Communication Efforts with the State.** Communication of thoughts, needs, concerns, approaches to serving local governments through PDC efforts in collaboration or cooperation with state government is a major objective of the Virginia Association of Planning District Commissions. There was enough comment made during the assessment process regarding having as good a relationship with Richmond as possible that efforts should be made at the CSPDC regional level to supplement and complement the efforts at the state level.

Consideration should be given to the late fall or December CSPDC Board meeting being focused on the upcoming Legislative session...inviting the region's legislative delegation. Other regional councils have found holding such a meeting very helpful in strengthening the understanding of the council with their delegation, and provide an opportunity for the delegation to discuss their upcoming legislative session. It also gives local government leaders the opportunity to provide input to the delegation of the local perspective of how Richmond is helping or causing issues for local government in the region.

Building upon the efforts of the state association with key state agency heads, consideration should be given to having the executive director and officers visit with those agency heads once or twice per year in Richmond and/or invite applicable agency heads to be a guest speaker at a CSPDC Board meeting.



August 11, 2025

MEMO TO: CSPDC Commissioners

FROM: Ann W. Cundy, Executive Director

SUBJECT: Board Memo #25-05
Intergovernmental Reviews

Intergovernmental Reviews (IR) require no action and are for information purposes only. More information is available upon request from CSPDC.

1. The Virginia Department of Environmental Quality (VDEQ) is seeking \$3.1 million in federal funding with a \$2.6 million state match (\$5.759 million total) from NOAA through the Virginia Coastal Zone Management Program for October 2025 to March 2027. This 40th year program funds coastal zone management activities including program administration, federal consistency reviews, coastal habitat permit reviews, technical assistance to eight regional planning district commissions, marine mammal/sea turtle stranding response, and coastal resilience initiatives. The program provides \$550,500 in technical assistance funding to regional planning authorities, though no specific projects were identified within CSPDC member jurisdictions. The program focuses on improving management and protection of Virginia's coastal resources through coordination among state agencies, local governments, and other partners.
2. The Virginia Department of Environmental Quality (VDEQ) is applying to the U.S. Environmental Protection Agency for \$360,000 in federal funding with a \$40,000 state match (\$400,000 total) for a three-year EPA Superfund CORE Cooperative Agreement from October 1, 2025 to September 30, 2028. This grant supports Virginia's overall Superfund program management including site oversight, staff training, and community relations. This statewide program would provide coordination for any Superfund sites that may exist in CSPDC member jurisdictions.
3. The Virginia Department of Environmental Quality (VDEQ) is requesting \$3,488,615 in federal funding from the U.S. Environmental Protection Agency through its Chesapeake Bay Implementation Grant (CBIG) program. This Amendment 3 request is part of a larger \$29.3 million program that implements Virginia's Chesapeake Bay watershed plan through agricultural cost-share programs, stormwater management, and water

quality initiatives. Comments are open through September 16, 2025. This program supports watershed improvements throughout Virginia's Chesapeake Bay region.

4. The Virginia Department of Environmental Quality (VDEQ) is seeking \$13,186,077 over four years from the EPA Chesapeake Bay Program Office through the Chesapeake Bay Regulatory and Accountability Program (CBRAP) grant. This funding implements water quality strategies to reduce nitrogen, phosphorus, and sediment pollution through agricultural practices, stormwater management, and local government assistance. Comments are open through August 17, 2025. Staunton is specifically identified as a major project area, and the program works with Planning District Commissions and includes Harrisonburg, Waynesboro, and surrounding CSPDC jurisdictions within the Chesapeake Bay watershed.
5. The Virginia Department of Environmental Quality (VDEQ) is applying to the U.S. Environmental Protection Agency for \$3,522,078 in federal funding with \$391,341 in state matching funds (\$3,913,419 total) for their Leaking Underground Storage Tank (LUST) Program from October 2025 to September 2028. The program's purpose is to clean up contaminated sites from leaking underground storage tanks, targeting 110 site cleanups during the grant period. Comments are open through September 24, 2025. This statewide program covers all Virginia congressional districts, including cleanup activities within CSPDC member jurisdictions.
6. The Virginia Department of Environmental Quality (VDEQ) is seeking \$46,439,530 from the U.S. Environmental Protection Agency through a Performance Partnership Grant for fiscal years 2026-2028. This three-year grant supports comprehensive environmental programs including water quality monitoring, air quality management, waste management, and regulatory compliance activities across the state. Comments are open through October 5, 2025. Water quality monitoring will include streams and watersheds in Rockingham, Augusta, Rockbridge, Bath, and Highland counties, plus the cities of Harrisonburg, Staunton, Waynesboro, Buena Vista, and Lexington. Air quality monitoring and permit programs will also serve regional businesses and communities.
7. The Virginia Department of Environmental Quality (VDEQ) is applying to the U.S. Environmental Protection Agency for \$10,446,624 in federal funding with \$10,446,624 in state matching funds (\$20,893,248 total) for their Chesapeake Bay 117(e) Monitoring Program from July 2025 to June 2031. This six-year grant supports comprehensive water quality and biological monitoring of Virginia's Chesapeake Bay watershed through partnerships with Old Dominion University, Virginia Institute of Marine Science, and the U.S. Geological Survey. The program includes mainstem water quality monitoring, continuous monitoring systems, benthic and phytoplankton community studies, nontidal network monitoring, and data analysis to track restoration progress and assess nutrient reduction effectiveness throughout Virginia's Bay watershed.