



October 10, 2025

TO: CSPDC Commissioners

FROM: Ann W. Cundy, Executive Director

SUBJECT: October 20, 2025, CSPDC Commission Meeting

The Central Shenandoah Planning District Commission (CSPDC) will hold a meeting on Monday, October 20th, at The Highland Center in Monterey, at 5:30 p.m., with dinner provided after the meeting at approximately 6:30 p.m.

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### **Commission Meeting Agenda**

**The Highland Center, 61 Highland Center Drive, Monterey 24465**

**Monday, October 20, 2025, at 5:30 p.m.**

1. Call to Order
2. Highland County Welcome by Robin Sullenberger
3. Public Comment
4. Minutes of the August CSPDC Commission Meeting\*
5. Reports
  - a. Chairperson
  - b. Executive Director
  - c. Treasurer\*
6. FY26 Electronic Meeting Policy Renewal (BAF #25-07)\*
7. Presentation: SERDI Agency Assessment by Jim Youngquist, SERDI Executive Director (Board Memo #25-06)
8. FY 2025 Investments in the Region Report (Board Memo #25-07)
9. Other Business
10. Adjournment to Dinner

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\*Action Needed

The next meeting of the Commission is December 15<sup>th</sup>, 2025, at the CSPDC office.



**Minutes of the Full Commission**  
**Central Shenandoah Planning District Commission Meeting**  
**112 MacTanly Place**  
**Staunton, VA 24401**  
**August 18, 2025, 7:00 p.m.**

**Attendance: 30**

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

\*Virtual Participation by Zoom; record of action attached to file minutes

**Call To Order**

The Commission meeting of August 18, 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.

**Special Presentation: VAPDC Legislative Lifetime Achievement Award**

Chair Friedman introduced David Blount, Executive Director of the Virginia Association of Planning District Commissions, who presented the 2025 Legislative Lifetime Achievement Award to the Honorable Emmett W. Hanger, Jr., Virginia General Assembly, retired.

Mr. Blount recognized Senator Hanger for nearly 40 years of state service and leadership, noting his contributions to promoting regional planning and economic development in Virginia. Mr. Blount shared personal remarks about working with Senator Hanger for approximately 30 years, praising him as both

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a statesman and a kind individual who consistently made decisions for the benefit of the Commonwealth.

Senator Hanger expressed appreciation for the recognition and reflected on his legislative service. He noted his continued involvement in certain issues including aging services and court appointed special advocates. Senator Hanger acknowledged the challenging political climate and emphasized the importance of the work done by planning district commissions.

### **Consideration of Minutes**

Chair Friedman presented the minutes of the meeting held on June 16, 2025. ***Minutes were approved unanimously.***

### **Chair's Report**

Chair Friedman reported on several items:

- **Strategic Assessment:** He introduced Jim Youngquist, Executive Director of SERDI, who joined virtually to lead the PDC's strategic agency assessment. Chair Friedman emphasized the importance of Commissioner participation in surveys and inquiries to ensure the quality of the assessment.
- **Virginia Housing SPARC Program:** Chair Friedman announced that Virginia Housing allocated approximately \$4.5 million through the PDC's SPARC program for first-time home buyers, which provides interest rate buy-downs to improve affordability.
- **North Main Street, Lexington Dedication:** Chair Friedman invited Commissioners to join the dedication of Lexington's North Main Street improvement project on August 27th at 10:30 a.m. The featured speaker will be Secretary of Transportation, Shep Miller. The project was funded through SMART SCALE approximately eight years ago.

### **Executive Director's Report**

Ms. Cundy reported on the following items:

1. **October Meeting Location:** She confirmed plans to hold the October Commission meeting in Monterey at the Highland Center, marking the first visit there since 2016. The meeting will start earlier to accommodate travelling across the mountains to return home.
2. **Summer Webinar Series:** Augusta County Chief Administrative Officer, Tim Fitzgerald participated in the PDC's summer webinar series alongside former Arlington County administrator Ron Carlee, discussing local government relationships with planning district commissions.
3. **Staff Retreat:** The annual staff retreat is scheduled for Friday at a farm located in Lexington, focusing on AI capacity building and strategic planning to ensure staff have tools to serve communities effectively.
4. **Airport Feasibility Study:** Ms. Cundy reported traveling to Roanoke with Jay Lewis from Rockbridge County Board of Supervisors and Jay Williams from Rockbridge EDA to speak with the Virginia State Aviation Board about funding a feasibility study for a general aviation airport in

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Rockbridge County. The board agreed to fund the study, which will be conducted with the State Department of Aviation and Delta Aviation over the coming months.

5. Infrastructure Perspective: Ms. Cundy shared a personal reflection on the recent water main break in Staunton that resulted in a boil water order, emphasizing appreciation for basic infrastructure and the city staff who worked through the night to resolve the issue.

### **Treasurer's Report**

Mr. Terry Short introduced the report by highlighting the PDC's continued strong financial position due to new collection methods and realized savings. Mr. Kern reported that fund balances increased by approximately \$331,000 at year end, while cash on hand increased by \$1.1 million over the previous year due to improvements in cash collections. The transit program showed significant improvement with accounts receivable decreasing from \$1.8 million last year to \$600,000 this year, demonstrating the PDC's enhanced collection of funds during the year.

Mr. Kern reported total revenues of \$7.7 million that exceeded expenses, with the majority of the PDC's lower expenses due to allocation of wages and indirect expenses to grant-funded programs. This will help position the organization for lower indirect rates in the future. The PDC made significant capital investments including two new HVAC units, which Commissioners could feel during the meeting. The organization is positioned for a positive audit for FY25.

Chair Friedman encouraged Commissioners to share the positive financial news with their respective councils and boards of supervisors. ***Mr. Short moved, seconded by Ms. Dent, to approve the Treasurer's Report as presented. The motion carried unanimously.***

### **CSPDC Strategic Assessment**

Mr. Jim Youngquist, Executive Director of SERDI, joined virtually to present the strategic assessment process. Mr. Youngquist noted it had been 12 years since the last assessment and that many recommendations from that report have been implemented. He explained that the Southeast Regional Directors Institute (SERDI) started the Strategic Assessment Program in 1996 and completed 70 assessments over that time, with this being the second one for Central Shenandoah.

Mr. Youngquist emphasized that the assessment aims to maximize and strengthen the relevancy and services the PDC provides to local governments throughout the region. The assessment process will begin with online surveys running from August 25 through September 5 for Board of Commissioners, locality managers and administrators, regional leaders, planning and development leaders, and PDC staff. During the week of September 15, six focus group sessions will be organized geographically, including separate sessions for Rockbridge County, Lexington and Buena Vista; Bath and Highland counties; Staunton, Waynesboro and Augusta County; Rockingham County and Harrisonburg; valley managers and administrators; and PDC staff.

At the October 20 meeting at the Highland Center, Mr. Youngquist will present preliminary findings and recommendations based on all survey and focus group input, as well as one-on-one interviews with community leaders who may not serve on the Board of Commissioners but represent other regional interests. The group will have the opportunity to provide feedback on the preliminary recommendations and determine if any should be modified or added. Within three weeks after the October meeting, the first draft of the complete report will be provided, with iterations continuing until implementable recommendations are developed that maximize the strength of the CSPDC.

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Ms. Dent asked about focus group locations, and Mr. Youngquist confirmed they would be held at central locations within each geographic area.

**Presentation: I-81 Corridor Improvement Plan Phase 2**

Mr. Brad Reed, VDOT District Planner, presented updates on the I-81 Corridor Improvement Plan Phase Two. Mr. Reed acknowledged Senator Hanger as the sponsor of the original bill that established the I-81 Capital Improvement Fund, calling it a generational investment for the corridor. Currently, 65 projects from the 2018 CIP are advancing or have advanced to construction throughout the Valley, with 26 of these projects in the Staunton District representing approximately \$2 billion in funding. Mr. Reed explained that the Capital Improvement Fund is a continuing revenue source, allowing VDOT to identify the next tranche of projects through this CIP update to make I-81 safer and more efficient.

The improvement plan follows a four-phase public input schedule running from March through December 2025, with issue identification completed in April, potential solutions presented in July, solutions refinement scheduled for October, and the final corridor plan to be published in December. The process uses a data-driven approach to identify the top 25% of one-mile segments on the corridor with performance issues including crash severity (fatal and severe injury crashes), crash frequency (rate of crashes), person hours of delay (from congestion, incidents, and weather), and person hours of incident delay (incidents causing lane closures for an hour or more).

Performance measures clearly demonstrated that the Staunton District has the most significant issues, with 59 one-mile segments in the top 25% for crash severity, 49 for crash frequency, 93 for person hours of delay, and 109 for person hours of incident delay - substantially higher numbers than the Bristol or Salem districts. This data supports the anticipation of prioritized improvements in the Staunton District.

Public outreach for the first phase occurred April 1-15 with 4,700 participants providing 4,000 comments that were incorporated into the planning process. Key issues identified included 42% congestion (higher than other districts), 23% safety concerns, and 20% truck operations problems. Four in-person public meetings were held during the week of July 14th at Blue Ridge Community College, Shenandoah University, Bristol, and Salem to present potential solutions.

The 2025 CIP recommendations include 40 total projects across all three districts with 137 miles of improvements. Within the Staunton District specifically, 23 projects are recommended including 13 widening projects (70.7 miles), one auxiliary lane project (0.7 miles), two truck climbing lanes (5.6 miles), and seven acceleration/deceleration lane extensions (2.2 miles), totaling 79.2 miles of improvements.

Mr. Reed acknowledged that potential solutions identified far exceed the anticipated \$2-2.25 billion in available revenue, necessitating a SMART SCALE-like prioritization process with 40% weight for safety metrics, 40% for congestion, and 20% for access to jobs and accessibility. The presentation included detailed corridor maps showing existing conditions, performance measures, and potential improvements throughout the district. Mr. Reed noted that all of this information is available on the website [Improve81.org](https://improve81.org) (specifically <https://improve81.vdot.virginia.gov/get-involved/2025-cip-update/>).

Ms. Sandum asked about operational improvements, and Mr. Reed explained that the first round of projects had addressed most low-cost operational improvements like variable message signs, traffic cameras, and quick tow initiatives in the Staunton District, which is why none appear in the current recommendations. She also asked about projects off the main corridor, and Mr. Reed clarified that the

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focus remains on mainline I-81, though some interchange improvements may be bundled if they affect mainline performance.

Ms. Dent inquired about project definitions and bidding processes, with Mr. Reed explaining that projects are discrete sections similar to SMART SCALE applications, though some may be bundled for economies of scale or delivered through design-build contracts to optimize delivery.

Senator Hanger provided historical context about the 2020 legislation that established the funding mechanism through regional taxes, fuel tax adjustments, and a billion-dollar bond authorization, supplemented by federal infrastructure funding. He noted that while revenues may be slightly behind projections due to factors like electric vehicles and cost overruns, the continuing revenue sources should be adequate to complete the work over time.

#### **Intergovernmental Reviews (Board Memo #25-05)**

Chair Friedman noted the intergovernmental reviews were included in the packet for informational purposes and encouraged Commissioners to raise any questions or concerns with Ms. Cundy.

#### **Other Business**

Chair Friedman reminded Commissioners that the Central Shenandoah Development Corporation Annual Meeting would follow immediately. There was no other business to come before the Commission.

#### **Adjournment**

The meeting was adjourned at 7:58 p.m.

Respectfully submitted,



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Kimberly Miller, Commission Clerk



October 10, 2025

**TO:** CSPDC Commissioners

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

**SUBJECT:** Preliminary August 31, 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 August 31, 2025. The PDC had a cash and investments increase of \$924,906, a result of collecting annual general assessments, special assessments and state transit funds for use in FY26. This is also reflected in the increase in deferred revenue of \$918,335 (i.e. expenses not yet incurred). Fund Balances increased by \$144,841 due to year-to-date revenues exceeding expenses.

**Statement of Revenues and Expenditures-All Funds-Preliminary**

The Statement of Revenues and Expenditures (see page 3) provide an overview of actual and budgeted revenues and expenses as of August 31, 2025. Revenues of \$1,516,648 were realized for the period, exceeding expenses by \$144,841.

**Statement of Revenues and Expenditures-By Fund-Preliminary**

The revenues and expenditures by fund are presented for the period ending August 31, 2025 (see page 4).

**FY25 Audit Update**

The CSPDC FY25 Audit was a "110% improvement over last year" according to Brown & Edwards. While CSPDC did have 4 audit adjustments, this is fewer than the FY24 and FY23 audits. The FY25 adjustments moved approximately \$90,000 of revenues into FY26, contributing to the higher-than-normal revenues for the current reporting period as of August 31 2025. The FY25 audit is scheduled to be completed and presented before the Commission in December pending Brown and Edwards receipt of a required Office of Management and Budget (OMB) compliance supplement which they require to complete the single (federal grant) audit.

## CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION

## BALANCE SHEET: GOVERNMENTAL FUNDS

|                                            | 08/31/25            | 06/30/25            | \$ Δ                |
|--------------------------------------------|---------------------|---------------------|---------------------|
| <b>ASSETS</b>                              |                     |                     |                     |
| CASH AND INVESTMENTS                       | \$ 4,897,648        | \$ 3,972,742        | \$ 924,906          |
| ACCOUNTS RECEIVABLE                        | 1,336,135           | 1,185,330           | 150,805             |
| PREPAID EXPENSES                           | 61,546              | 47,003              | 14,543              |
| <b>TOTAL ASSETS</b>                        | <b>\$ 6,295,329</b> | <b>\$ 5,205,075</b> | <b>\$ 1,090,254</b> |
| <b>LIABILITIES</b>                         |                     |                     |                     |
| ACCOUNTS PAYABLE                           | \$ 408,657          | \$ 285,513          | \$ 123,145          |
| ACCRUED PAYROLL AND RELATED LIABILITIES    | 37,676              | 46,114              | (8,439)             |
| DEFERRED REVENUE                           | 3,978,473           | 3,060,139           | 918,335             |
| <b>TOTAL LIABILITIES</b>                   | <b>\$ 4,424,806</b> | <b>\$ 3,391,765</b> | <b>\$ 1,033,041</b> |
| <b>FUND BALANCES</b>                       |                     |                     |                     |
| RESTRICTED AND COMMITTED FUNDS             | \$ 695,301          | \$ 690,420          | \$ 4,881            |
| OTHER RESOURCES                            | 1,262,850           | 1,122,890           | 139,960             |
| <b>TOTAL FUND BALANCES</b>                 | <b>\$ 1,958,151</b> | <b>\$ 1,813,310</b> | <b>\$ 144,841</b>   |
| <b>TOTAL LIABILITIES AND FUND BALANCES</b> | <b>\$ 6,382,957</b> | <b>\$ 5,205,075</b> | <b>\$ 1,177,882</b> |



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

|                                      | FISCAL YTD<br>08/31/25 | FY26 BUDGET          | BUDGET<br>REMAINING |
|--------------------------------------|------------------------|----------------------|---------------------|
| <b>REVENUES</b>                      |                        |                      |                     |
| FEDERAL FUNDING                      | \$ 941,324             | \$ 6,932,343         | \$ 5,991,019        |
| STATE FUNDING                        | 338,993                | 1,973,381            | 1,634,388           |
| LOCAL FUNDING & SERVICES             | 195,421                | 1,584,137            | 1,388,716           |
| MISCELLANEOUS INCOME                 | 40,910                 | 192,026              | 151,116             |
| <b>TOTAL REVENUES</b>                | <b>\$ 1,516,648</b>    | <b>\$ 10,681,887</b> | <b>\$ 9,165,239</b> |
| <b>EXPENDITURES</b>                  |                        |                      |                     |
| WAGES & BENEFITS                     | \$ 215,621             | \$ 1,431,653         | \$ 1,216,032        |
| CONTRACTED SERVICES                  | 583,432                | 3,198,581            | 2,615,149           |
| TRAVEL & MEETINGS                    | 77,259                 | 492,368              | 415,109             |
| COMMUNICATION SERVICES & PRINTING    | 10,103                 | 50,000               | 39,897              |
| OTHER OPERATING EXPENSES             | (17,537)               | 445,650              | 463,187             |
| CAPITAL PURCHASES & OTHER ACTIVITIES | 36,975                 | 135,291              | 98,316              |
| PASS-THROUGH FUNDS                   | 465,954                | 4,928,344            | 4,462,390           |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 1,371,807</b>    | <b>\$ 10,681,887</b> | <b>\$ 9,310,080</b> |
| <b>NET CHANGE IN FUND BALANCES</b>   | <b>\$ 144,841</b>      | <b>\$ -</b>          | <b>\$ (144,841)</b> |

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

|                                    | FISCAL YTD<br>08/31/25 | FY26 BUDGET<br>GENERAL<br>FUND | FY26 BUDGET<br>REMAINING | FISCAL YTD<br>08/31/25 | FY26 BUDGET<br>ARC<br>FUND | FY26 BUDGET<br>REMAINING | FISCAL YTD<br>08/31/25 | FY26 BUDGET<br>EDA<br>FUND | FY26 BUDGET<br>REMAINING | FISCAL YTD<br>08/31/25 | FY26 BUDGET<br>HRMPO<br>FUND | FY26 BUDGET<br>REMAINING | FISCAL YTD<br>08/31/25 | FY26 BUDGET<br>SAWMPO<br>FUND | FY26 BUDGET<br>REMAINING | FISCAL YTD<br>08/31/25 | FY26 BUDGET<br>TRANSIT<br>FUND | FY26 BUDGET<br>REMAINING |
|------------------------------------|------------------------|--------------------------------|--------------------------|------------------------|----------------------------|--------------------------|------------------------|----------------------------|--------------------------|------------------------|------------------------------|--------------------------|------------------------|-------------------------------|--------------------------|------------------------|--------------------------------|--------------------------|
| <b>REVENUES</b>                    |                        |                                |                          |                        |                            |                          |                        |                            |                          |                        |                              |                          |                        |                               |                          |                        |                                |                          |
| FEDERAL FUNDING                    | \$ 415,385             | \$4,027,302                    | \$ 3,611,917             | \$ 17,494              | \$ 65,700                  | \$ 48,206                | \$ 56,874              | \$ -                       | \$ (56,874)              | \$ 25,059              | \$ 354,332                   | \$ 329,274               | \$ 50,351              | \$ 335,565                    | \$ 285,214               | \$ 376,162             | \$ 2,149,443                   | \$ 1,773,281             |
| STATE FUNDING                      | 110,201                | 1,017,839                      | 907,638                  |                        | -                          | -                        |                        | -                          | -                        | 3,132                  | 44,292                       | 41,159                   | 6,294                  | 41,946                        | 35,652                   | 219,366                | 869,305                        | 649,939                  |
| LOCAL FUNDING & SERVICES           | 123,672                | 942,044                        | 818,372                  | 17,494                 | 65,700                     | 48,206                   | 13,505                 | -                          | (13,505)                 | 3,132                  | 44,292                       | 41,159                   | 6,294                  | 41,946                        | 35,652                   | 31,324                 | 490,156                        | 458,832                  |
| USE OF MONEY & PROPERTY            | 21,055                 | 74,721                         | 53,666                   |                        | -                          | -                        |                        | -                          | -                        |                        | -                            | -                        |                        | -                             | -                        | 19,855                 | 117,306                        | 97,450                   |
| OTHER INCOME                       |                        | -                              | -                        |                        | -                          | -                        |                        | -                          | -                        |                        | -                            | -                        |                        | -                             | -                        |                        | -                              | -                        |
| <b>TOTAL REVENUES</b>              | <b>\$ 670,312</b>      | <b>\$ 6,061,906</b>            | <b>\$ 5,391,594</b>      | <b>\$ 34,988</b>       | <b>\$ 131,400</b>          | <b>\$ 96,412</b>         | <b>\$ 70,379</b>       | <b>\$ -</b>                | <b>\$ (70,379)</b>       | <b>\$ 31,323</b>       | <b>\$ 442,915</b>            | <b>\$ 411,592</b>        | <b>\$ 62,939</b>       | <b>\$ 419,457</b>             | <b>\$ 356,518</b>        | <b>\$ 646,707</b>      | <b>\$ 3,626,210</b>            | <b>\$ 2,979,503</b>      |
| <b>EXPENSES</b>                    |                        |                                |                          |                        |                            |                          |                        |                            |                          |                        |                              |                          |                        |                               |                          |                        |                                |                          |
| WAGES & BENEFITS                   | \$ 76,997              | \$ 835,896                     | \$ 758,899               | \$ 22,116              | \$ 83,300                  | \$ 61,184                | \$ 20,820              | \$ -                       | \$ (20,820)              | \$ 19,813              | \$ 139,595                   | \$ 119,782               | \$ 23,817              | \$ 154,830                    | \$ 131,013               | \$ 52,058              | \$ 218,032                     | \$ 165,974               |
| CONTRACTED SERVICES                | 29,096                 | 104,335                        | 75,239                   |                        | 250                        | 250                      |                        | -                          | -                        | 300                    | 198,400                      | 198,100                  | 26,150                 | 158,270                       | 132,120                  | 527,887                | 2,737,326                      | 2,209,439                |
| TRAVEL & MEETINGS                  | 5,362                  | 45,973                         | 40,611                   | 1,389                  | 6,900                      | 5,511                    | 1,046                  | -                          | (1,046)                  | 792                    | 10,988                       | 10,196                   | 662                    | 9,850                         | 9,188                    | 68,007                 | 418,657                        | 350,650                  |
| COMMUNICATION & PRINTING           | 7,196                  | 26,806                         | 19,610                   | 88                     | -                          | (88)                     |                        | -                          | -                        | -                      | 1,958                        | 1,958                    | 8                      | 1,758                         | 1,750                    | 2,811                  | 19,478                         | 16,667                   |
| OTHER EXPENDITURES                 | 24,724                 | 400,551                        | 375,827                  | 1,000                  | 1,800                      | 800                      | 38,727                 | -                          | (38,727)                 | 1,107                  | 26,367                       | 25,260                   | 1,107                  | 21,980                        | 20,873                   | (47,227)               | 130,243                        | 177,470                  |
| INDIRECT CHARGES                   | (65,154)               | (280,000)                      | (214,846)                | 10,394                 | 39,150                     | 28,756                   | 9,786                  | -                          | (9,786)                  | 9,312                  | 65,608                       | 56,296                   | 11,194                 | 72,768                        | 61,574                   | 24,467                 | 102,474                        | 78,007                   |
| PASS-THROUGH FUNDS                 | 465,954                | 4,928,345                      | 4,462,391                |                        |                            | -                        |                        |                            | -                        |                        | -                            | -                        |                        |                               | -                        |                        |                                | -                        |
| <b>TOTAL EXPENSES</b>              | <b>\$ 544,175</b>      | <b>\$ 6,061,906</b>            | <b>\$ 5,517,731</b>      | <b>\$ 34,988</b>       | <b>\$ 131,400</b>          | <b>\$ 96,412</b>         | <b>\$ 70,379</b>       | <b>\$ -</b>                | <b>\$ (70,379)</b>       | <b>\$ 31,323</b>       | <b>\$ 442,916</b>            | <b>\$ 411,592</b>        | <b>\$ 62,939</b>       | <b>\$ 419,457</b>             | <b>\$ 356,518</b>        | <b>\$ 628,003</b>      | <b>\$ 3,626,210</b>            | <b>\$ 2,998,206</b>      |
| <b>NET CHANGE IN FUND BALANCES</b> | <b>\$ 126,137</b>      | <b>\$ -</b>                    |                          | <b>\$ -</b>            | <b>\$ -</b>                |                          | <b>\$ -</b>            | <b>\$ -</b>                |                          | <b>\$ -</b>            | <b>\$ -</b>                  |                          | <b>\$ -</b>            | <b>\$ -</b>                   |                          | <b>\$ 18,703</b>       | <b>\$ -</b>                    |                          |



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October 10, 2025

**TO:** CSPDC Commissioners

**FROM:** Ann Cundy, Executive Director

**SUBJECT:** Board Action Form #25-07  
Virtual Meeting and Virtual Participation Policy

**Recommendation**

Approve the Virtual Meeting and Virtual Participation Policy for FY 2026.

**Executive Summary**

The Virginia Freedom of Information Act ([subsection B of § 2.2-3708.3](#)) requires that boards like the Commission have a Virtual Meeting and Virtual Participation policy that is reviewed and readopted annually.

This policy has two purposes:

- 1) To provide for the CSPDC to permit a member to participate in a Commission meeting through electronic communication means from a remote location, and
- 2) To allow the Commission to conduct all-virtual meetings, in the manner allowed by the Virginia Freedom of Information Act (FOIA) and as set out in this policy.

The most recent General Assembly amendment to Virginia's FOIA law in 2024 established the number of all-virtual public meetings that public bodies (with certain exceptions) may convene in a calendar year. That number is no more than two times per calendar year or 50 percent of the meetings held per calendar year rounded up to the next whole number, *whichever is greater*.

The amendment also provides that for purposes of determining whether a quorum is physically assembled, an individual member of a public body who is a person with a disability or a caregiver, and uses remote participation counts toward the quorum as if the individual was physically present.

The participation policy adopted by a public body, as required by FOIA, shall not prohibit or restrict any individual member of a public body who is participating in an all-virtual meeting or who is using remote participation from voting on matters before the public body.

CSPDC previously approved the Virtual Meeting and Virtual Participation Policy at its August 2024 meeting.

**Attachment**

Virtual Meeting and Virtual Participation Policy



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## REMOTE ELECTRONIC PARTICIPATION and ALL-VIRTUAL MEETING POLICY

### INTRODUCTION

This policy has two purposes. The first is to provide for the Central Shenandoah Planning District Commission (CSPDC) to permit a member to participate in a Commission meeting through electronic communication means from a remote location, and the second is to allow the Commission to conduct all-virtual meetings, in the manner allowed by the Virginia Freedom of Information Act (FOIA) and as set out in this policy.

### POLICY

It is the policy of Central Shenandoah Planning District Commission (CSPDC) that individual members of the CSPDC may participate in CSPDC meetings by electronic communication as permitted by subsection B of § 2.2-3708.3 of the *Code of Virginia*. This policy shall apply to the entire membership without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.

In order for an individual member to participate from a remote location as authorized by § 2.2-3708.3 B, a quorum of the Commission must be physically assembled at the primary or central meeting location. When such individual participation is due to a personal matter, set out in section A.4, below, such participation is limited to two meetings per calendar year or 25 percent of the meetings held per calendar year, rounded up to the next whole number, whichever is greater.

Further, it is the policy of the CSPDC that the Commission may hold all-virtual public meetings pursuant to subsection C of § 2.2-3708.3 of the *Code of Virginia*. Such all-virtual public meetings are limited to two meetings per calendar year or 50 percent of the meetings held per calendar year, rounded up to the next whole number, whichever is greater. An all-virtual public meeting may not be held consecutively with another all-virtual public meeting.

This policy shall apply to the Commission and to all committees created by or under the authority of the Commission.

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## **REMOTE ELECTRONIC PARTICIPATION BY COMMISSION MEMBERS**

"Remote participation" means participation by an individual member of a public body by electronic communication means in a public meeting where a quorum of the public body is otherwise physically assembled.

"Electronic communication" means the use of technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities to transmit or receive information.

### A. Notification of Inability to Attend Because of Disability, Medical Condition, Location or Personal Matter

In advance of the meeting at which remote participation is requested, the member shall notify the Chair or Executive Director that he or she is unable to attend the meeting

- 1) due to a temporary or permanent disability or other medical condition that prevents the member's physical attendance;
- 2) because a family member's medical condition requires the member to provide care for such family member;
- 3) because such member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or
- 4) due to a personal matter. The member must identify with specificity the nature of the personal matter and may not use remote participation due to personal matters more than two meetings per calendar year, or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

### B. Quorum Physically Assembled; Approval of Remote Electronic Participation

A quorum of the Commission must be physically assembled at the primary or central meeting location. The Commissioners present must approve of the remote electronic participation in order for the member to participate remotely; however, the decision shall be based solely on the criteria in Section A, without regard to the identity of the member or items that will be considered or voted on during the meeting. For purpose of determining whether a quorum is physically assembled, a member who is remotely participating due to that member having a disability, as defined in Virginia Code § 51.5-40.1, or caring for a family member with a disability, shall be counted as physically present.

### C. Record of Action

The Commission shall record in its minutes the remote location from which a member participated. The minutes also shall reflect the specific nature of the personal matter; the disability or medical condition; the fact that a family member's medical condition that required the member to provide care for such family member, thereby preventing their physical attendance; or that that such member's principal residence is more than 60 miles

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from the meeting location identified in the required notice for such meeting. If the absent member's remote participation is disapproved because participation would violate this policy, the disapproval shall be recorded in the Commission's minutes with specificity.

### **ALL-VIRTUAL MEETINGS**

"All-virtual public meeting" means a public meeting (i) conducted by the CSPDC or its committees (hereinafter public body), using electronic communication means, (ii) during which all members of the public body who participate do so remotely rather than being assembled in one physical location, and (iii) to which public access is provided through electronic communication means.

When holding an all-virtual public meeting, the CSPDC or committee shall follow the requirements of this policy, other meeting requirements under FOIA, and the following statutory requirements:

- 1) An indication of whether the meeting will be an in-person or all-virtual public meeting is included in the required meeting notice along with a statement notifying the public that the method by which a public body chooses to meet shall not be changed unless the public body provides a new meeting notice in accordance with the provisions of § 2.2-3707;
- 2) Public access to the all-virtual public meeting is provided via electronic communication means;
- 3) The electronic communication means used allows the public to hear all members of the public body participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the public body as well. When any member of the CSPDC or any of its committees has audio-visual technology available, and electronic communication is being used to establish a quorum, that member shall be considered absent from any portion of a meeting during which visual communication with the member is voluntarily disconnected or otherwise fails or during which audio communication involuntarily fails;
- 4) A phone number or other live contact information is provided to alert the public body if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public;
- 5) A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of a public body for a meeting is made available to the public in electronic format at the same time that such materials are provided to members of the public body;

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- 6) The public is afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received;
  - 7) No more than two members of the public body are together in any one remote location unless that remote location is open to the public to physically access it;
  - 8) If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the public body votes to certify the closed meeting as required by subsection D of § [2.2-3712](#);
  - 9) The public body does not convene an all-virtual public meeting (i) more than two times per calendar year or 50 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and
  - 10) Minutes of all-virtual public meetings held by electronic communication means are taken as required by § [2.2-3707](#) and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted pursuant to subsection D, such disapproval shall be recorded in the minutes with specificity.

Updates to and readoption of this policy shall occur at least once annually.



October 10, 2025

**TO:** CSPDC Commissioners

**FROM:** Ann W. Cundy, Executive Director

**SUBJECT:** Board Memo #25-06  
Southeast Regional Directors Institute (SERDI) Strategic Assessment of the CSPDC

**Executive Summary**

SERDI is a 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 to update the document for 2025.

Jim will join the October 20, 2025 Commission meeting to describe the Assessment process and resulting plan.

**Attachment**

CSPDC Strategic Assessment Draft





# **The Central Shenandoah Planning District Commission Strategic Assessment**

## **Executive Summary & DRAFT Recommendations**

Conducted by the



August – November 2025

### **About the Central Shenandoah Planning District Commission (CSPDC)**

*The Central Shenandoah Planning District Commission (CSPDC) represents and serves the local governments of Augusta, Bath, Highland, Rockbridge, and Rockingham counties and the cities of Buena Vista, Harrisonburg, Lexington, Staunton and Waynesboro as well as the 11 towns within the Central Shenandoah region.*

*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. Covering everything from land use planning, transportation, water and waste-water utilities, natural resource management, affordable housing, economic and community development, disaster mitigation and preparedness, agritourism to human services, the CSPDC is an invaluable asset to the quality of life in the Shenandoah Valley.*

### **About The Southeast Regional Directors Institute (SERDI)**

*The Southeast Regional Directors Institute (SERDI) is a professional development association for regional council executive directors and when applicable 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. SERDI also offers associate membership to regional councils outside the twelve-state footprint.*

# Executive Summary

## Assessment Process

At the request of the Central Shenandoah Planning District Commission (CSPDC), the Southeast Regional Directors Institute (SERDI) conducted a strategic assessment of the commission. The purpose of the assessment is to develop implementable strategies that will enable the CSPDC to be the most relevant and effective organization it can be for its owners - the region's localities.

The SERDI Voluntary Strategic Assessment program was created by the SERDI Council of Peers (Board of Directors) in 1993. During that time over 70 assessments have been conducted across the region including nine Virginia commissions: New River Valley, Cumberland Plateau, Southside, Roanoke Valley Alleghany, Northern Shenandoah, Central Shenandoah, George Washington, Crater, and Central Virginia. Roanoke Valley Alleghany has conducted the assessment twice. This is Central Shenandoah's second assessment. The first was conducted in 2015.

The strategic assessment was designed to glean input from the region's leaders that provide a broad range of opinions and perceptions of the CSPDC, what they saw as strengths; what concerned them; what issues, challenges, and opportunities face the region and its localities; what role the council should play in addressing them; and the steps it should take to make the CSPDC the most relevant and best commission possible.

The assessment consisted of the following segments:

1. Online Surveys
  - a. Central Shenandoah PDC Board of Commissioners
  - b. Localities Managers and Administrators in the CSPDC Region
  - c. Planning/Community Economic Development Leaders in the CSPDC Region
  - d. CSPDC Regional Leaders
  - e. CSPDC Staff
2. Focus Group Sessions
  - a. Augusta County
  - b. City of Staunton
  - c. City of Buena Vista
  - d. Rockbridge County/Goshen/Glasgow
  - e. City of Lexington
  - f. Highland County/Monterey
  - g. Bath County
  - h. CSPDC Staff
  - i. City of Waynesboro
  - j. City of Harrisonburg
  - k. CSPDC Department Heads
  - l. Rockingham County
  - m. Towns of Rockingham County
3. Presentation of Draft Recommendations and Discussion with the CSPDC Board of Commissioners.

4. Complete Record Report of the entire assessment including the final agreed upon recommendations. The SERDI staff also conducted three telephone interviews with regional leaders that were unable to participate in the focus group sessions.

## Assessment Summary

It is clear that the localities of this region are very positive about the CSPDC. The smaller localities tend to depend more on the CSPDC staff than the larger localities; however, it should be noted that the larger jurisdictions realize the value to their locality as well as the entire region. CSPDC is unique in that while it provides traditional services and assistance, it is one of only a handful of PDCs nationally that host two Metropolitan Planning Organizations (MPOs) for Transportation and one of only a half dozen PDCs that operate an urban transit system.

The surveys and discussions revealed strong consensus around CSPDC's value as a regional convener and grant administrator, while highlighting critical challenges in staff retention, capacity management, and service delivery customization. Participants felt that CSPDC should continue its role as a convener, but also take on new initiatives, identify desired skill sets for staff to better serve the localities, and for the current staff to be properly supported to be long-term professionals of the Commission. As is the case in many other PDCs across the 12-state SERDI region, accomplishing these objectives will require funding sources beyond federal and state grants. The Board of Commissioners will need to discuss increased funding by localities and pooling resources to acquire needed skill sets and offer services that could support and assist the region in an enhanced way.

# DRAFT Recommendations

The following DRAFT recommendations have been developed based on the input provided by elected officials and locality staff, as well as other regional partners through this assessment process.

*The final recommendations that will go forward for adoption in the Complete Record Report of the Strategic Assessment will be decided upon by you, the members of the CSPDC Board of Commissioners.*

**Recommendation: Build an enhanced line of communication and understanding with the ownership (region's localities) of the CSPDC.**

**Situation:**

It became apparent during the assessment process that there is not a clear understanding of the Virginia statute establishing the planning district commissions across the Commonwealth and that ownership of the commissions lie with the localities in each commission geographic footprint. Furthermore, it is felt that the only local elected officials that understand to varying degrees the purpose, roles, and possibilities of the commission are those that serve on the PDC Board of Commissioners.

**Action Steps:**

1. That there be an annual work session held each year in (a.) Rockingham County, its Towns, and the City of Harrisonburg (b.) Highland and Bath Counties and the Town of Monterey (d.) Rockbridge County and its Towns and the Cities of Lexington and Buena Vista, and (e.) Augusta County and its Town and the Cities of Staunton and Waynesboro.
2. That the elected officials of the county Boards of Supervisors, town and city Council Members including Chairs and Mayors and any professional staff deemed appropriate by the elected officials attend the work session.
3. That the work session be held in a location in each county as decided upon by the elected officials.
4. The work session would be facilitated by the CSPDC Executive Director and/or the Commission Chair.

The work session will provide an overview of the CSPDC, its creation, who from their jurisdictions represents them on the Board of Commissioners, an overview of the budget and funding sources, a list of the projects, programs, and initiatives that the CSPDC has undertaken over the years for those jurisdictions.

If possible, the amount of dollars contributed to the CSPDC by the localities and the amount of dollars that were provided in return in various efforts will be provided.

5. Second, the locality officials will be asked to share their thoughts on the challenges and opportunities they see facing their locality and what specifics they would like the Board of Commissioners to address for them in the upcoming fiscal year.
6. The process will allow for an orientation to CSPDC but even more importantly will allow the localities to identify for the Board the most relevant local and regional needs and opportunities.

**Responsible Parties:**

1. CSPDC Executive Director and Board Chair

**Timeframe:**

1. Prior to the development of an annual work program each year.

**Recommendation:**    **Ensure that the CSPDC offers a competitive employment package to increase the chances of retention of its staff.**

**Situation:**

Over the last several years the CSPDC has experienced significant turnover in its staff through retirements and transitions to other organizations. The participants in the assessment process were positive about the current staff with their enthusiasm and commitment to the work of the commission. The participants also however expressed concern over the ability to retain the staff and expressed a hope that CSPDC was offering a competitive employment package to increase the chances of retention.

**Action Steps:**

1. The CSPDC Executive Director and Human Resources Director need to conduct a comparative salary and benefits survey of like-PDCs and localities to gauge competitiveness and benefit comparisons.

**Responsible Parties:**

1. CSPDC Executive Director and Human Resources Director
2. CSPDC Board of Commissioners

**Timeframe:**

1. Prior to the beginning of FY 2026.

**Recommendation: Expand CSPDC staff capacity by hiring additional staff and providing specialized training to meet identified locality needs.**

**Situation:**

While the assessment participants were positive about the current staff's enthusiasm and commitment, staff and partners alike noted the need to maximize the benefit of CSPDC to its localities with increased expertise in certain disciplines. Participants identified the need for a designated Housing coordinator/expert, a designated Grant Inventory and Writing system/staff, a Natural Resources professional that could lead/reinstitute flood mitigation, hazard emergency, resilience planning, and other environmental issues, as well as additional staffing in the Transportation and Community Economic Development areas.

**Action Steps:**

1. The CSPDC Executive Director needs to identify a staff/policy committee to discuss the suggested staff training needs and sustainability of bringing on new staff.
2. The committee needs to review each area of need and determine the expertise that is needed.
3. The committee needs to develop a funding strategy to pay for training and on-going salaries for these positions beyond traditional federal and state grants.

**Responsible Parties:**

1. The abovementioned staff/policy committee.
2. The CSPDC Board of Commissioners.

**Timeframe:**

1. To be determined.

**Recommendation: Develop a regional approach to Economic Development that focuses on transportation, housing, and childcare.**

**Situation:**

While economic development is traditionally thought of as locating jobs and it being a locality versus locality competition, repeatedly it was stated that a regionwide approach with a focus on transportation, housing, and childcare would make individual localities and the region more competitive for job creation. Transportation access to jobs, housing for workers, and childcare for working parents are deciding factors for companies' decision on whether to locate or expand in a community or region.

**Action Steps:**

1. The CSPDC needs to update the Comprehensive Economic Development Strategy (CEDS) to reflect this three-pronged approach to remaining economically competitive and include strategies to make these aspects of economic development a major focus for the region.

2. Based on the strategies developed through the CEDS, the CSPDC will work with the Board of Commissioners, Shenandoah Valley Partnership, and the member localities to devise implementation strategies as appropriate.

**Responsible Parties:**

1. CSPDC Executive Director and other appropriate leaders.
2. CSPDC Board of Directors and member localities

**Timeframe:**

1. 2027

**Recommendation: Explore the creation of a Regional Geographic Information Systems (GIS) data and mapping resource center for the water and sewer data and other identified infrastructure of the region's localities.**

**Situation:**

While a few of the larger localities in the CSPDC region have a significant GIS presence, the great majority of localities do not. The inventory of water and sewer and other infrastructure in some cases only exist on personal knowledge. It is important for localities to know not just the location but the condition of their infrastructure. Because of the labor-intensive task of documentation and especially the cost of GIS software, it has been for many cost-prohibitive. This is a challenge that was identified multiple times during the focus groups and is thought to be a task that is regional and a role that CSPDC could lead in.

**Action Steps:**

1. The CSPDC needs to survey the localities to see if there is genuine interest in supporting the development of a regionwide GIS inventory and mapping effort.
2. It will be the responsibility of the CSPDC to develop a projected cost of the development of such an effort.
3. It will be determined by the Board and localities if there is a commitment to moving forward with the development of the inventory and mapping effort.
4. If it is decided to move forward with the development of such a system for the localities of the region, then it be the responsibility to develop a business plan hopefully with the technical guidance of the GIS professionals that exist in some of the member communities.

**Responsible Parties:**

1. CSPDC Executive Director, Board of Commissioners, Localities.

**Timeframe:**

1. To be determined.



## Conclusion

The Agency Assessment reveals a high-performing organization at a critical juncture. CSPDC's core competencies in grant administration and as a regional convener are widely valued, but systemic challenges in staff retention and staff capacity threaten long-term effectiveness.

The path forward requires immediate attention to the need for additional staff and staff training, while building toward a more sustainable operating model that balances regional coordination with meeting specific local needs. Success depends on strong board leadership, genuine staff engagement, and renewed commitment from member localities.

By addressing these priorities systematically, CSPDC can strengthen its position in support of its member jurisdictions while creating a sustainable and rewarding environment for its staff.

Submitted October 20, 2025

Jim Youngquist

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October 10, 2025

**TO:** CSPDC Commissioners

**FROM:** Ann W. Cundy, Executive Director

**SUBJECT:** Board Memo #25-07  
Investments in the Region Report

**Executive Summary**

Each year, CSPDC updates its four-year tally of federal and state grant awards to the region as a record of the investments we bring to our member jurisdictions and the region as a whole.

For FY 2025, we are pleased to share that for every \$1 that our cities and counties invest in the CSPDC via your per capital assessments, we return \$73 in federal and state funding over the four-year reporting period.

**Attachment**

FY 2025 Investments in the Region Report



# INVESTMENTS IN THE REGION

## FY2022—FY2025

For every **\$1** the CSPDC received in local dues, it has leveraged over **\$73** in state and federal funds over the last four years.

# TOTAL INVESTMENTS FY2022—FY2025

**\$70,658,375**

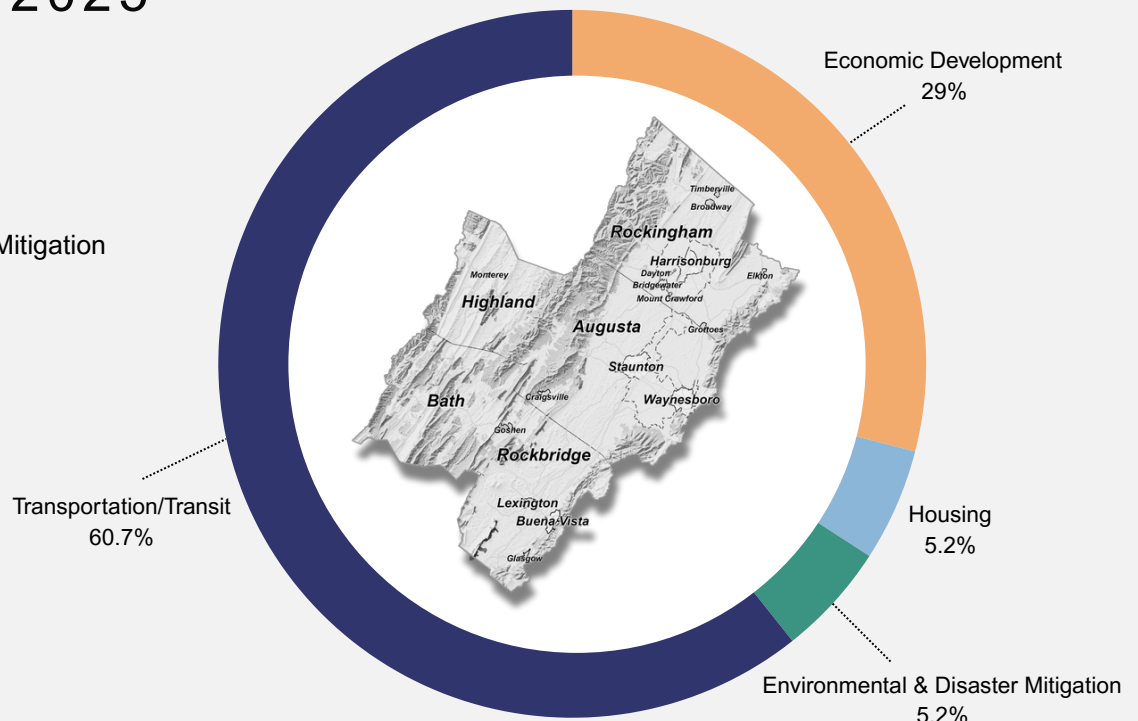
Environmental & Disaster Mitigation  
**\$3,656,718**

Housing  
**\$3,642,500**

Economic Development  
**\$20,479,296**

Transportation/Transit  
**\$42,879,541**

Facilities  
**\$320**



## Investments by Sub-Region

### Rockbridge — Lexington — Buena Vista

| Project                                            | FY22               | FY23             | FY24               | FY25               |
|----------------------------------------------------|--------------------|------------------|--------------------|--------------------|
| Goshen Community Park - RCTA Grant                 |                    |                  |                    | \$20,000           |
| Lexington CDBG Planning Grant                      |                    |                  | \$50,000           |                    |
| Rockbridge Housing Summit - VA Housing Sponsorship |                    |                  |                    | \$15,000           |
| Buena Vista Downtown Revitalization                | \$1,000,000        |                  |                    |                    |
| TAF VIA GOVA Grant                                 | \$550,000          |                  |                    |                    |
| Goshen Community Center Planning Grant             | \$50,000           |                  |                    |                    |
| Goshen Community Service Facility - USDA (CDS)     |                    | \$225,000        |                    |                    |
| TAF VIA ARC NEPA                                   |                    | \$2,500          |                    |                    |
| TAF VIA ARC Grant                                  |                    |                  | \$700,000          |                    |
| TAF VIA IRF Grant                                  |                    |                  | \$1,095,000        |                    |
| Goshen ARC READY Local Governments                 |                    |                  | \$50,000           |                    |
| Goshen Community Service Facility - CDBG CIG       |                    |                  |                    | \$1,250,000        |
| Stillwater Revitalization IRF Grant                |                    |                  |                    | \$1,000,000        |
| Buena Vista TAP - Downtown Revitalization          | \$475,000          |                  |                    |                    |
| Buena Vista US 60 Small Area Plan                  |                    | \$100,000        |                    |                    |
| <b>TOTAL</b>                                       | <b>\$2,075,000</b> | <b>\$327,500</b> | <b>\$1,895,000</b> | <b>\$2,285,000</b> |

## Bath — Highland

| Project                                      | FY22               | FY23            | FY24               | FY25             |
|----------------------------------------------|--------------------|-----------------|--------------------|------------------|
| DHS REMCDP                                   |                    |                 | \$2,000,000        |                  |
| VA Housing Community Impact Grant            |                    | \$15,000        |                    |                  |
| BHNA Universal Broadband Project             | \$7,876,800        |                 |                    |                  |
| Highland Outdoor Recreation Strategic Plan   | \$25,000           |                 |                    |                  |
| Appalachian Community Capital - Highland Inn |                    | \$50,000        |                    |                  |
| Highland Inn Revitalization - Phase II       |                    |                 |                    | \$700,000        |
| <b>TOTAL</b>                                 | <b>\$7,901,800</b> | <b>\$65,000</b> | <b>\$2,000,000</b> | <b>\$700,000</b> |

## Harrisonburg — Rockingham

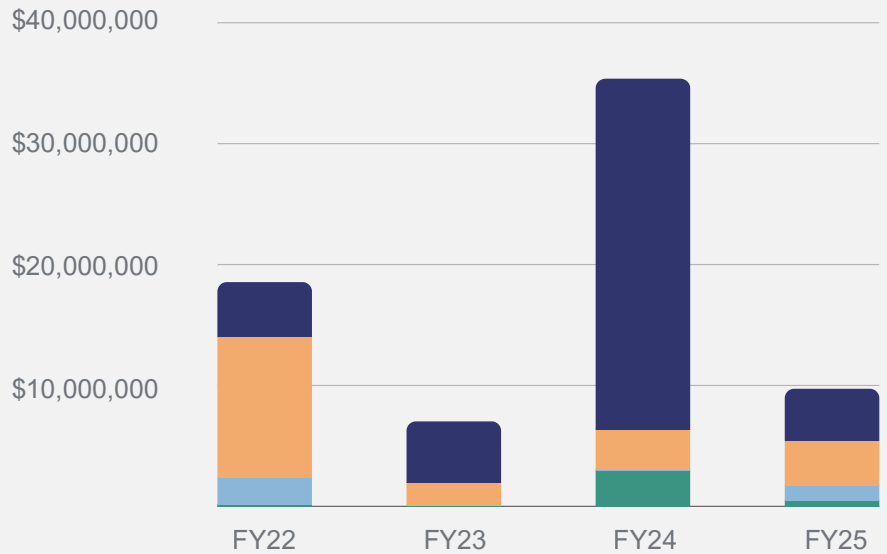
| Project                                                 | FY22             | FY23               | FY24                | FY25           |
|---------------------------------------------------------|------------------|--------------------|---------------------|----------------|
| Mt.Crawford Public Park VOF Grant                       |                  |                    | \$300,000           |                |
| Elkton Downtown Marketplace VOF Grant                   |                  |                    | \$155,000           |                |
| Harrisonburg-Rockingham MPO                             | \$239,919        | \$271,833          | \$282,802           | \$313,066      |
| Mt.Crawford UDA Non-Motorized Infrastructure Evaluation | \$40,888         |                    |                     |                |
| Captain Yancey Road Turn Lane Revenue Sharing           |                  | \$1,500,000        |                     |                |
| Harrisonburg S.Main St. Corridor Safety Improvements    |                  |                    | \$6,165,499         |                |
| Harrisonburg N.Main St. Sidewalk/Bike Lane Improvements |                  |                    | \$5,888,466         |                |
| US 33 & Rockingham Park Way and 276/610                 |                  |                    | \$12,637,735        |                |
| Dayton Downtown Revitalization CDBG Planning Grant      | \$50,000         |                    |                     |                |
| Briery Branch Community Center CDBG Planning Grant      |                  |                    |                     | \$100,000      |
| Bridgewater Fountainhead Water CDBG Planning Grant      |                  |                    |                     | \$80,000       |
| <b>TOTAL</b>                                            | <b>\$330,807</b> | <b>\$1,771,833</b> | <b>\$25,429,502</b> | <b>493,066</b> |

## Staunton — Augusta — Waynesboro

| Project                                                   | FY22               | FY23               | FY24               | FY25               |
|-----------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| VDH Craigsville Water Project                             | \$90,000           |                    |                    |                    |
| Waynesboro South River Preserve Tree Planting             |                    |                    | \$300,000          |                    |
| SVCAL GO2Work GOVA Grant                                  |                    |                    | \$884,500          |                    |
| Afton Virginia Brownfields Assistance Funds (VBAF)        |                    |                    | \$50,000           |                    |
| Staunton-Augusta-Waynesboro MPO                           | \$220,510          | \$247,605          | \$256,860          | \$284,366          |
| Staunton-Augusta-Waynesboro BRITE Transit                 | \$2,118,050        | \$2,537,754        | \$2,806,283        | \$3,495,190        |
| Lewis Street Hub Rehabilitation                           | \$1,094,400        |                    | \$805,150          |                    |
| BRITE ITS Funds                                           | \$107,750          |                    |                    |                    |
| TDP Technical Assistance Grant                            | \$45,000           |                    |                    |                    |
| Afton Express Demonstration Grants                        |                    | \$262,544          |                    |                    |
| RideShare CAPSP Technical Assistance Grant                |                    | \$30,000           |                    |                    |
| Microtransit Feasibility Study Technical Assistance Grant |                    |                    | \$40,000           |                    |
| Afton Express Transit Ridership Incentive Program         |                    |                    |                    | \$51,871           |
| BRITE Transit RTAP Procurement Assistance                 |                    |                    |                    | \$25,000           |
| <b>TOTAL</b>                                              | <b>\$3,675,710</b> | <b>\$3,077,903</b> | <b>\$5,142,793</b> | <b>\$3,856,427</b> |

# PROGRAM AREAS

- Environmental/Disaster Mitigation
- Housing
- Economic Development
- Transportation/Transit
- Facilities



## Regional Investments

| Project                                                    | FY22               | FY23               | FY24             | FY25               |
|------------------------------------------------------------|--------------------|--------------------|------------------|--------------------|
| Chesapeake Bay WIP III                                     | \$58,000           | \$58,000           | \$58,000         | \$58,000           |
| CSPDC Hazard Mitigation Plan                               |                    |                    | 147,000          | \$22,050           |
| Watershed Wellness Mini-Grant Program                      |                    |                    |                  | \$100,000          |
| CSPDC Regional Flood Resilience Plan                       |                    |                    |                  | \$270,000          |
| Water Supply Plan - Upper James River                      |                    |                    |                  | \$11,784           |
| Water Supply Plan - Shenandoah River                       |                    |                    |                  | \$8,884            |
| HOME First Time Homebuyer Program                          | \$37,500           | \$37,500           | \$37,500         | \$40,000           |
| PDC Housing Development Program                            | \$2,000,000        |                    |                  | \$1,200,000        |
| Regional Housing Study                                     | \$200,000          |                    |                  |                    |
| Sponsoring Partnerships & Revitalizing Communities (SPARC) |                    |                    | \$5,000          | \$5,000            |
| State Planning Grant (DHCD)                                | \$89,971           | \$89,971           | \$114,971        | \$114,971          |
| ARC Planning                                               | \$52,248           | \$52,248           | \$53,116         | \$65,700           |
| EDA Partnership Planning                                   | \$70,000           | \$70,000           | \$70,000         | \$70,000           |
| GO Virginia Region 8                                       | \$250,000          | \$250,000          | \$250,000        | \$250,000          |
| GO Virginia Growth & Diversification Plan                  |                    |                    |                  | \$26,000           |
| Southeast Crescent Regional Commission                     |                    |                    | \$22,000         | \$15,000           |
| Shenandoah Valley Sites Enhancement                        | \$821,000          |                    |                  |                    |
| SCCF EDA Build to Scale Grant                              | \$750,000          |                    |                  |                    |
| Go Virginia Airport Grant                                  | \$100,000          |                    |                  |                    |
| ARC Ready Appalachia: READY LDDs                           |                    | \$100,000          |                  |                    |
| SHD Aviation Technology Park                               |                    | \$993,300          |                  |                    |
| Rural Transportation Planning                              | \$58,000           | \$58,000           | \$58,000         | \$58,000           |
| Rideshare                                                  | \$76,000           | \$76,000           | \$76,000         | \$76,000           |
| VRSA Safety Grant                                          |                    |                    | \$320            |                    |
| <b>TOTAL</b>                                               | <b>\$4,562,719</b> | <b>\$1,785,019</b> | <b>\$891,907</b> | <b>\$2,391,389</b> |