



---

April 13, 2026

**MEMO TO:** CSPDC Commissioners

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

**SUBJECT:** April 20, 2026, CSPDC Commission Meeting

The Central Shenandoah Planning District Commission (CSPDC) will hold a meeting on **Monday, April 20th, at 6:30 p.m.** at the **CSPDC Office**. Please note this is an earlier start time than usual due to the full agenda.

Please contact Kimberly Miller (kimberly@cspdc.org) to let us know if you will be able to attend.

\*\*\*\*\*

**AGENDA**

1. Call to Order
2. Public Comment
3. Minutes of February 9, 2026, CSPDC Commission Meeting\*
4. Reports
  - a. Chairperson
  - b. Executive Director
  - c. Treasurer\*
5. Appointment of Executive Committee Members (BAF #26-04)\*
6. Consideration of CSPDC Title VI Plan (BAF #26-05)\*
7. Consideration of Rural Transportation Work Program (BAF #26-06)\*
8. Consideration of Agency Transition to the Virginia Retirement System (BAF #26-07)\*
9. Presentation on the CSPDC Strategic Plan – Dr. R. Grant Tate (Board Memo #26-02)
10. Draft FY27 CSPDC Budget (Board Memo #26-03)

---

11. Other Business

12. Adjournment

---

\*Action Needed

Next CSPDC Commission Meeting: Monday, June 15, 2026, at the CSPDC Office.



**Minutes of the Full Commission**  
**Central Shenandoah Planning District Commission Meeting**  
**Virtual Meeting**  
**February 9, 2026, 6:00 p.m.**

**Attendance: 26**

	<b>Augusta County</b>		<b>Rockbridge County</b>		<b>Staff</b>
✓	Carolyn Bragg		Jay Lewis	✓	Garreth Bartholomew
	Vacant		Chris Slaydon	✓	Zach Beard
✓	Julia Hensley		<b>Rockingham County</b>	✓	Philippe Bone
	<b>Bath County</b>	✓	Sallie Wolfe-Garrison	✓	Jeremy Crute
✓	Lynn Ellen Black		Joel Hensley	✓	Ann Cundy
	<b>City of Buena Vista</b>	✓	Rachel Salatin	✓	Danielle Gannon
✓	Jesse Lineberry	✓	Kim Sandum	✓	Elizabeth Goodlow
	<b>City of Harrisonburg</b>		<b>City of Staunton</b>	✓	Donnie Kern
✓	Laura Dent	✓	Brad Arrowood	✓	Rachel Kinzer
	Nasser Alsaadun	✓	Sharon Angle	✓	Paula Melester
✓	Adam Fletcher		<b>City of Waynesboro</b>	✓	Kimberly Miller
	<b>Highland County</b>	✓	Terry Short	✓	Carrie Sensabaugh
	Henry Budzinski	✓	Leslie Tate	✓	Devon Thompson
	<b>City of Lexington</b>		<b>Others</b>		
	Frank Friedman, Chair				

**Call To Order**

The Commission meeting of February 9, 2026, was called to order at 6:00 p.m. Treasurer Terry Short presided over the meeting in the absence of Chairperson Frank Friedman and due to the current vacancy in the Vice Chair position.

**Public Comment**

Acting Chair Short opened the floor for public comments. There were no public comments.

**Consideration of Minutes**

Acting Chair Short presented the minutes of the meeting held on December 15, 2025. **Mr. Arrowood moved, seconded by Ms. Tate that the minutes be approved as presented. The minutes were approved unanimously.**

**Chair's Report**

Acting Chair Short reported on the following items:

- He introduced Carolyn Bragg as a new Commissioner representing Augusta County and welcomed her to the Commission.
- He noted that the Commission currently has two vacancies on the Executive Committee vacated by Tyson Cooper and Pam Carter. Once commissioner appointments have been made

---

an Executive Committee election will take place at the following meeting, anticipated in April. Following the election, the Executive Committee will meet to elect a new Vice Chair.

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

Ms. Cundy reported on the following items:

1. **Strategic Plan:** Ms. Cundy reported that the PDC has been working on a new strategic plan since last fall with consultant Grant Tate of BBTX. Mr. Tate led a staff retreat in August and a series of trainings and workshops focused on the efficient, productive, and safe use of artificial intelligence in daily work. The plan sets direction for serving member jurisdictions over the next five years and is centered around five strategic pillars: (1) Regional Convening and Shared Intelligence; (2) Jobs-Enabling Foundations of Housing and Transportation; (3) Rural Resilience and Equitable Infrastructure; (4) Operational Excellence; and (5) Financial Sustainability. Mr. Tate will join the Commission in person in April to present the final plan. The PDC will review the draft internally and share it with the Executive Committee prior to that meeting to ensure it reflects the priorities heard from member jurisdictions. Ms. Cundy noted that the strategic plan builds directly on the SERDI Agency Assessment presented by Jim Youngquist in October and serves as the action plan for the findings and recommendations from that process.
2. **Paula Melester Appointment:** Ms. Cundy reported that Director of Transportation, Paula Melester, was appointed to the Virginia Transit Service Delivery Advisory Committee (TISDAC) by the Virginia Department of Rail and Public Transportation. TISDAC is comprised of representatives from across the state and advises DRPT on how transit capital and operating funds are distributed to transit systems throughout the Commonwealth. Ms. Cundy emphasized that this appointment reflects Ms. Melester's credibility with state partners and her deep understanding of how policy translates into transit service on the ground.
3. **Virginia Association of Counties Local Government Day:** Ms. Cundy reported that she attended the Virginia Association of Counties Local Government Day in Richmond the previous week, where the Virginia Association of Planning District Commissions participated jointly. Updates were received from VACO staff regarding bills currently under consideration in the General Assembly. Of particular relevance to the region, there is encouraging movement on bills related to increased funding for early childhood education and childcare. Ms. Cundy also noted that she has joined the Virginia Business Roundtable for Early Education to explore potential opportunities and available funding to advocate for in the region. She further noted that the Commission is watching closely the collective bargaining bills currently before the General Assembly, as she knows many member jurisdictions are as well.
4. **VAPDC Budget Amendments:** Ms. Cundy reported that the Virginia Association of Planning District Commissions, working with several legislators including Delegate Tony Wilt, has introduced two budget amendments of significance to the Commission and its member jurisdictions. The first would increase the state's annual funding to planning district commissions from the current \$119,000 to \$363,000 per year through DHCD. Ms. Cundy noted that member jurisdiction per capita assessments currently more than double the state's contribution, an imbalance not typical of other grant programs, and expressed strong optimism about the amendment. She urged local elected officials on the Commission to

---

contact both the Valley delegation and the members of the House Appropriations Committee to express support. The second budget amendment would increase state funding for water supply plan updates, a project the PDC has been actively working on for member jurisdictions, providing \$500,000 in FY26 to catch up on prior work and \$750,000 in each of FY27 and FY28 to bring the effort to completion. Ms. Cundy indicated she would share talking points with commissioners for both amendments.

5. **Virginia Retirement System (VRS):** Ms. Cundy reported that the results of the actuarial study evaluating the PDC's potential transition to the Virginia Retirement System are favorable, with the employer contribution rate approximately 5% lower than the PDC currently pays under its existing FICA replacement plan. The PDC has been exploring joining VRS as a means of strengthening its benefits package, aligning with member jurisdiction structures, and improving staff recruitment and retention. The Executive Committee will review the details and timeline at its next meeting, and Ms. Cundy indicated she would provide a further update to the full Commission in April.
6. **Bath County CDBG Planning Grant:** Ms. Cundy reported that Bath County has been awarded a \$75,000 Community Development Block Grant (CDBG) planning grant from the Department of Housing and Community Development. PDC staff assisted with the application to address the challenge of vacant and dilapidated housing in the county. The grant will fund a windshield study to be undertaken by PDC staff, followed by engineering inspections with SERCAP partners to identify structures that may be recommended for a subsequent CDBG implementation grant. Ms. Cundy described this as a strong first step toward bringing vacant units back into use and beginning to address Bath County's housing challenges.

### **Treasurer's Report**

Acting Chair Short introduced the Treasurer's report, noting the PDC's continued strong financial position, and referenced the financial statements included in the meeting packet. Mr. Donnie Kern provided additional context, noting two items of importance: first, that the \$221,000 in revenues over expenses reflects an increased figure due to audit adjustments that pulled revenues earned in the prior year into the current year; and second, that deferred revenue is lower than typical due to accelerated spending of local funds through the Bath County CDBG program.

***Ms. Angle moved, seconded by Ms. Black, to approve the Treasurer's Report as presented. The motion carried unanimously.***

### **Consideration of CSPDC FY26 Budget Amendment (BAF #26-01)**

Mr. Kern presented the FY26 Budget Amendment, noting that the packet included detailed notes to assist commissioners in understanding the changes. He highlighted the following key adjustments: the inclusion of Economic Development Administration (EDA) grant funding, which had been too uncertain to include in the original budget and which allowed the PDC to replace higher-risk local funding sources; an increase in projected interest income based on average monthly earnings of approximately \$8,000 per month from VIP investments; increases in contractual services (\$23,000), fuel, travel, and meetings (\$18,000), communication services (\$160), and printing (\$6,700); and a reallocation between capital purchases and maintenance reflecting the final, lower-than-anticipated cost of the HVAC replacement project. Mr. Kern noted that additional capital expenditures are anticipated in February and March that will reduce the current revenues-over-

---

expenses figure. He also noted that this may not be the final budget revision of the year, as the Bath County CDBG program — now in its fifth year — may require further adjustment depending on whether an extension is granted by DHCD. The total net change of the amendment is \$47,212.

***Ms. Sandum moved, seconded by Mr. Arrowood, to approve the FY26 Budget Amendment as presented. The motion carried unanimously.***

**Consideration of SERDI Agency Assessment (BAF #26-02)**

Ms. Cundy reported that Jim Youngquist presented the final draft of the SERDI Agency Assessment to the Commission in October. Following that presentation, the Executive Committee reviewed commissioner comments and made one adjustment: walking back the recommendation to conduct a formal compensation study in favor of periodically benchmarking compensation against local governments and peer organizations. Although finalized in November, the item was held from the December agenda due to the length of that meeting. Ms. Cundy returned the assessment to the Commission to request formal approval.

***Ms. Angle moved, seconded by Ms. Tate, to approve the 2025 SERDI Agency Assessment as presented. The motion carried unanimously.***

**Consideration of Authorization for Executive Director to Execute Contract for Transit Provider (BAF #26-03)**

Ms. Cundy reported that the current BRITE transit service contract with Virginia Regional Transit (VRT) has been in place since 2017, with a final extension exercised for the current fiscal year. The contract expires June 30, 2026. Over the past approximately 18 months, the PDC conducted an open and competitive procurement process for a new transit service provider, with consultant assistance from Kimley-Horn and review support from the Department of Rail and Public Transportation to ensure the RFP would yield strong proposals aligned with the PDC's transit strategic plan objectives.

Two proposals were received. A Proposal Analysis Group comprised of Commissioner Leslie Tate of Waynesboro, a staff member from UVA Transit, and DRPT staff independently scored the proposals and conducted interviews with both firms. The PDC has selected Resource Management Systems (RMS) as the new provider. RMS is already coordinating with Virginia Regional Transit to ensure a smooth transition, and upon contract execution will implement a 90-day on-site transition plan. Ms. Cundy noted that final service rate negotiations have resulted in a cost slightly lower than reflected in the packet. The PDC's procurement policy requires Commission authorization for any contract exceeding \$500,000, and this five-year contract, valued at approximately \$24,123,523, clearly exceeds that threshold.

Mr. Arrowood asked whether the new bus fleet would be replaced all at once and whether that would create a future situation where all buses age out simultaneously. Ms. Melester responded that because the incoming contractor is required to bring its own fleet, and because most vehicles in the current fleet are at or near the end of their FTA-defined useful life, the majority of buses will be brand new on July 1, 2026. However, she clarified that useful life is determined by a combination of mileage, vehicle size, and engine warranties, meaning buses on higher-mileage routes will reach end of life sooner than those on shorter routes, resulting in a naturally staggered replacement cycle in the future. Ms. Cundy added that because the contractor owns, maintains, and is responsible for the fleet, replacement obligations rest with RMS rather than the PDC.

---

**Mr. Arrowood moved, seconded by Ms. Hensley, to authorize the Executive Director to execute a contract with Resource Management Systems for BRITE transit services. The motion carried unanimously.**

**Intergovernmental Reviews (Board Memo #26-01)**

Ms. Cundy noted that the intergovernmental review included in the packet for a VaDEQ wastewater discharge permit for Augusta County Service Authority's Greenville Wastewater Treatment Plant is presented for informational purposes only and requires no action from the Commission.

**Other Business**

There was no other business to come before the Commission.

**Adjournment**

The meeting was adjourned at 6:33 p.m.

Respectfully submitted,



---

Kimberly Miller, Commission Clerk



---

April 13, 2026

**TO:** CSPDC Commissioners

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

**SUBJECT:** Preliminary February 28, 2026, 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 February 28, 2026. The PDC experienced an increase in cash and investments of \$300,203 and an increase in Accounts Receivable of \$126,918. Accounts Payable rose by \$271,102, while deferred revenue decreased by \$67,546 (i.e., expenses not yet incurred). The increase in Accounts Payable is primarily due to an uncleared check issued to VRT for the Transit Program. These represent the major variances compared to June 30, 2025. Fund balances increased by \$294,607 as a result of year-to-date revenues exceeding expenses.

**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 February 28, 2026. Revenues totaling \$5,221,539 were realized for the period, exceeding expenses by \$294,607. Significant renovations and related expenditures occurred in March and are not reflected in this reporting period; as a result, net position (revenues over expenses) is expected to decrease in the next reporting period.

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

Revenues and expenditures by fund are presented for the period ending February 28, 2026 (see page 4).

**CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION**  
**BALANCE SHEET: GOVERNMENTAL FUNDS**

	02/28/26	06/30/25	\$ Δ
<b>ASSETS</b>			
CASH AND INVESTMENTS	\$ 4,272,945	\$ 3,972,742	\$ 300,203
ACCOUNTS RECEIVABLE	1,312,248	1,185,330	126,918
PREPAID EXPENSES	36,517	47,003	(10,485)
<b>TOTAL ASSETS</b>	<b>\$ 5,621,711</b>	<b>\$ 5,205,075</b>	<b>\$ 416,636</b>
<b>LIABILITIES</b>			
ACCOUNTS PAYABLE	\$ 556,614	\$ 285,513	\$ 271,102
ACCRUED PAYROLL AND RELATED LIABILITIES	45,614	46,114	(500)
DEFERRED REVENUE	2,992,593	3,060,139	(67,546)
<b>TOTAL LIABILITIES</b>	<b>\$ 3,594,821</b>	<b>\$ 3,391,765</b>	<b>\$ 203,056</b>
<b>FUND BALANCES</b>			
RESTRICTED AND COMMITTED FUNDS	\$ 668,571	\$ 690,420	\$ (21,849)
OTHER RESOURCES	1,439,346	1,122,890	316,457
<b>TOTAL FUND BALANCES</b>	<b>\$ 2,107,917</b>	<b>\$ 1,813,310</b>	<b>\$ 294,607</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$ 5,702,738</b>	<b>\$ 5,205,075</b>	<b>\$ 497,663</b>

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

	FISCAL YTD 02/28/26	FY26 BUDGET	BUDGET REMAINING
<b>REVENUES</b>			
FEDERAL FUNDING	\$ 2,770,023	\$ 7,016,343	\$ 4,246,320
STATE FUNDING	1,410,846	1,973,381	562,535
LOCAL FUNDING & SERVICES	883,574	1,507,532	623,958
MISCELLANEOUS INCOME	157,096	231,843	74,747
<b>TOTAL REVENUES</b>	<b>\$ 5,221,539</b>	<b>\$ 10,729,099</b>	<b>\$ 5,507,560</b>
<b>EXPENDITURES</b>			
WAGES & BENEFITS	\$ 896,939	\$ 1,431,653	\$ 534,714
CONTRACTED SERVICES	2,043,395	3,221,581	1,178,186
TRAVEL & MEETINGS	255,915	511,023	255,108
COMMUNICATION SERVICES & PRINTING	24,563	32,644	8,081
OTHER OPERATING EXPENSES	197,716	455,211	257,495
CAPITAL PURCHASES & OTHER ACTIVITIES	39,075	148,643	109,568
PASS-THROUGH FUNDS	1,469,329	4,928,344	3,459,015
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,926,932</b>	<b>\$ 10,729,099</b>	<b>\$ 5,802,167</b>
<b>NET CHANGE IN FUND BALANCES</b>	<b>\$ 294,607</b>	<b>\$ -</b>	<b>\$ (294,607)</b>

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

	FISCAL YTD 02/28/26	FY26 BUDGET GENERAL FUND	FY26 BUDGET REMAINING	FISCAL YTD 02/28/26	FY26 BUDGET ARC FUND	FY26 BUDGET REMAINING	FISCAL YTD 02/28/26	FY26 BUDGET EDA FUND	FY26 BUDGET REMAINING	FISCAL YTD 02/28/26	FY26 BUDGET HRMPO FUND	FY26 BUDGET REMAINING	FISCAL YTD 02/28/26	FY26 BUDGET SAWMPO FUND	FY26 BUDGET REMAINING	FISCAL YTD 02/28/26	FY26 BUDGET TRANSIT FUND	FY26 BUDGET REMAINING
<b>REVENUES</b>																		
FEDERAL FUNDING	\$ 918,166	\$4,027,302	\$ 3,109,136	\$ 64,693	\$ 65,700	\$ 1,007	\$ 87,380	\$ 84,000	\$ (3,380)	\$ 136,013	\$ 354,332	\$ 218,319	\$ 150,496	\$ 335,565	\$ 185,069	\$ 1,413,274	\$ 2,149,443	\$ 736,169
STATE FUNDING	558,433	1,017,839	459,406	-	-	-	-	-	-	17,002	44,292	27,290	18,812	41,946	23,134	816,599	869,305	52,706
LOCAL FUNDING & SERVICES	648,562	809,439	160,877	64,693	65,700	1,007	33,842	56,000	22,158	17,002	44,292	27,290	18,812	41,946	23,134	100,662	490,156	389,494
USE OF MONEY & PROPERTY	82,197	114,538	32,341	-	-	-	-	-	-	-	-	-	-	-	-	74,679	117,306	42,627
OTHER INCOME	220	-	(220)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 2,207,579</b>	<b>\$ 5,969,118</b>	<b>\$ 3,761,540</b>	<b>\$ 129,386</b>	<b>\$ 131,400</b>	<b>\$ 2,014</b>	<b>\$ 121,222</b>	<b>\$ 140,000</b>	<b>\$ 18,778</b>	<b>\$ 170,017</b>	<b>\$ 442,915</b>	<b>\$ 272,899</b>	<b>\$ 188,121</b>	<b>\$ 419,457</b>	<b>\$ 231,336</b>	<b>\$ 2,405,214</b>	<b>\$ 3,626,210</b>	<b>\$ 1,220,995</b>
<b>EXPENSES</b>																		
WAGES & BENEFITS	\$ 405,613	\$ 747,853	\$ 342,240	\$ 83,917	\$ 83,300	\$ (617)	\$ 53,163	\$ 88,043	\$ 34,880	\$ 73,940	\$ 139,595	\$ 65,655	\$ 88,432	\$ 154,830	\$ 66,398	\$ 191,873	\$ 218,032	\$ 26,159
CONTRACTED SERVICES	100,573	125,935	25,362	180	250	70	440	1,400	960	51,480	198,400	146,920	49,743	158,270	108,527	1,840,979	2,737,326	896,347
TRAVEL & MEETINGS	22,622	61,723	39,101	5,443	6,900	1,457	1,781	2,905	1,124	3,332	10,988	7,656	1,889	9,850	7,961	220,848	418,657	197,809
COMMUNICATION & PRINTING	16,092	33,506	17,414	222	-	(222)	-	160	160	-	1,958	1,958	8	1,758	1,750	8,240	19,478	11,238
OTHER EXPENDITURES	146,616	393,134	246,518	182	1,800	1,618	40,851	6,114	(34,737)	6,513	26,367	19,854	6,485	21,980	15,495	36,144	130,243	94,099
INDIRECT CHARGES	(230,923)	(321,378)	(90,455)	39,441	39,150	(291)	24,987	41,378	16,391	34,752	65,608	30,856	41,563	72,768	31,205	90,180	102,474	12,294
PASS-THROUGH FUNDS	1,469,329	4,928,345	3,459,016	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 1,929,922</b>	<b>\$ 5,969,118</b>	<b>\$ 4,039,196</b>	<b>\$ 129,386</b>	<b>\$ 131,400</b>	<b>\$ 2,014</b>	<b>\$ 121,222</b>	<b>\$ 140,000</b>	<b>\$ 18,778</b>	<b>\$ 170,017</b>	<b>\$ 442,916</b>	<b>\$ 272,899</b>	<b>\$ 188,121</b>	<b>\$ 419,457</b>	<b>\$ 231,336</b>	<b>\$ 2,388,264</b>	<b>\$ 3,626,210</b>	<b>\$ 1,237,946</b>
<b>NET CHANGE IN FUND BALANCES</b>	<b>\$ 277,657</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,951</b>	<b>\$ -</b>	<b>\$ -</b>



---

April 13, 2026

**TO:** CSPDC Commissioners

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

**SUBJECT:** Board Action Form #26-04  
Appointment of Executive Committee Members

**Recommendation**

Appoint Commission members to fill the unexpired terms of the two vacant positions on the Executive Committee.

**Executive Summary**

Former CSPDC Executive Committee members Pam Carter (Augusta County) and Tyson Cooper (City of Buena Vista) are no longer appointed representatives of their respective member jurisdictions and have vacated their roles on the CSPDC Executive Committee. The CSPDC Commission members must appoint new Executive Committee members to fill the unexpired terms, which will expire June 30, 2028. Appointments will be made at the April 20, 2026, Commission meeting.

CSPDC Bylaws provide the following guidance for the appointment of Executive Committee vacancies:

There will be an Executive Committee of seven (7) Commissioners, each from a different member political jurisdiction. Any interim vacancy on the Executive Committee will be filled by an appointment made by the Full Commission.

Two of the following CSPDC Commissioners representing different jurisdictions not already represented on the Executive Committee are eligible to be appointed to fill the vacant seats. Eligible Commissioners are: Carolyn Bragg, Augusta County; Julia Hensley, Augusta County; Lynn Ellen Black, Bath County; Jesse Lineberry, Buena Vista; Nassar Alsaadun, Harrisonburg; Laura Dent, Harrisonburg; Adam Fletcher, Harrisonburg; and Henry Budzinski, Highland County.



April 13, 2026

**TO:** CSPDC Commissioners

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

**SUBJECT:** Board Action Form #26-05  
Approval of the CSPDC Title VI Plan

**Recommendation**

Approve the updated CSPDC Title VI Plan.

**Executive Summary**

The CSPDC administers and staffs its rural transportation program, SAWMPO, and HRMPO, and previously maintained separate Title VI Plans for each program. All three plans are subject to State review every three years. Following the most recent review period, the CSPDC determined that a single agency-wide Title VI Plan could address federal Title VI requirements for each program. The updated plan consolidates those requirements while preserving each program’s existing obligations, including public participation requirements and demographic review.

**Compliance Review**

In January 2026, VDOT conducted SAWMPO and HRMPO Title VI compliance reviews and issued a letter of findings identifying required changes to the Title VI Plan. Though the plan was not out of compliance during the review period, the identified corrections must be made by April 20, 2026 to remain compliant. Failure to complete the corrections could result in suspension or termination of the MPO’s federal funding assistance.

The letter of findings includes two requirements related to recently rescinded federal Executive Orders. The first is the removal of all references to Executive Order 12898, including the term “environmental justice” from the plan. The second is the removal of all references to Executive Order 13166, including the term “Limited English Proficiency (LEP).” It should be noted that the underlying requirement to ensure non-discrimination on the basis of language access remains law under Title VI of the Civil Rights Act of 1964, independent of the rescinded Executive Order.

---

The letter of findings also recorded one deficiency related to SAWMPO's Title VI discrimination complaints process and form. Staff have sought clarification from VDOT's Civil Rights officers, and the Title VI Plan will be amended as appropriate once that clarification is received.

### **Public Comment**

The updated Title VI Plan was approved for public release by the SAWMPO and HRMPO Policy Boards on March 18, 2026, and subsequently released for a 14-day public comment period. The public comment period has now closed. The SAWMPO and HRMPO Policy Boards considered approval of the plan at their meetings on April 15<sup>th</sup> and 16<sup>th</sup>. The Plan is now presented to the Full Commission for agency-wide approval.

### **Attachments**

Resolution of Approval  
[CSPDC Title VI Plan](#)  
VDOT Letter of Findings



---

## RESOLUTION

### Approving and Adopting the Title VI Plan

**WHEREAS**, Title VI of the Civil Rights Act of 1964 (U.S.C. 200D) provides that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance; and

**WHEREAS**, the Federal Highway Administration requires that any organization that is the recipient of Federal financial assistance shall have an adopted Title VI Plan and Policy; and

**WHEREAS**, the Central Shenandoah Planning District Commission is the recipient of Federal Highway Administration funding for the administration of the Harrisonburg-Rockingham Metropolitan Planning Organization, the Staunton-Augusta-Waynesboro Metropolitan Planning Organization, and the Rural Transportation Program.

**NOW THEREFORE, BE IT RESOLVED**, that the Central Shenandoah Planning District Commission does hereby approve and adopt the Title VI Plan dated April 16, 2026.

**Adopted by the CSPDC this 20th day of April 2026.**

**ATTEST:**

---

Frank Friedman  
CSPDC Chairperson

---

Kimberly Miller  
Clerk of the Commission



# COMMONWEALTH of VIRGINIA

## DEPARTMENT OF TRANSPORTATION

Stephen C. Brich, P.E.  
Commissioner

1401 East Broad Street  
Richmond, Virginia 23219

(804) 786-2701  
Fax: (804) 786-2940

January 20, 2026

Ms. Ann Cundy  
Executive Director  
Central Shenandoah PDC  
112 MacTanly Place  
Staunton, VA 24401

Dear Ann:

This letter is in reference to Central Shenandoah Planning District Commission's 2025 Title VI compliance review conducted by the Virginia Department of Transportation (VDOT). As a result of your PDC Title VI Compliance Review, VDOT has found deficiencies in the implementation of your responsibilities under the Title VI Program. The following deficiencies must be corrected by April 20, 2026.

List of Deficiencies:

1. Public Involvement

Requirement: Executive Order 12898 is a directive to provide minority and low-income populations access to information and opportunities for public participation in the decision making process that may impact human health and the environment. Sub-recipients are required to ensure meaningful access to the information and opportunities for inclusive public participation of minority and low-income population.

Corrective Action: Though the plan was non-deficient and compliant during the reporting period, please remove references to EO 12898 throughout the plan to achieve current compliance.

Requirement: Executive Order 13166 ensures access to programs, services and activities for persons whose primary language is not English that may have difficulty reading, writing, speaking or understanding English. Sub-recipients are required to ensure meaningful access to the information and opportunities for inclusive public participation of individuals who are Limited in English proficiency.

Page 2  
Ann Cundy  
January 20, 2026

Corrective Action: Though the plan was non-deficient and compliant during the reporting period, please remove references to EO 13166 throughout the plan and eliminate the use of the LEP term replacing it with FHWA acceptable terminology such as “Language Access”. The Language Access Plan and other referenced content need to remain part of the Implementation Plan to achieve current compliance.

2. Other

Requirement: Recipients and sub-recipients shall have a procedure in place for the filing of Title VI discrimination complaints. The process conforms to the FHWA complaints procedures found in the FHWA Title VI Complaints Q and A? The procedure shall be made available to participants, beneficiaries, and other interested parties.

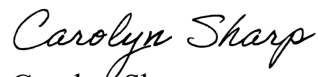
Corrective Action: Ensure the Title VI discrimination complaints process and complaint form follows VDOT/FHWA procedures only.

Please know that VDOT requires a stand-alone Title VI Program and Plan which *excludes* all other federal funding agencies.

Your failure to take actions regarding the above deficiencies could result in your federal funding assistance being canceled, terminated, or suspended. Please take the required corrective actions by April 20, 2026.

If you have any questions regarding this letter, please contact me at 540-521-0587.

Sincerely,



Carolyn Sharp  
Civil Rights Manager  
Staunton District  
Civil Rights Division  
Virginia Department of Transportation

cc: Queen Crittendon  
VDOT Civil Rights Division Administrator



April 13, 2026

**TO:** CSPDC Commissioners

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

**SUBJECT:** Board Action Form #26-06  
Consideration of FY27 Rural Transportation Planning Grant Application

**Recommendation**

Approve the Resolution authorizing application for the FY27 Rural Transportation Planning Grant.

**Executive Summary**

CSPDC has prepared its annual Rural Transportation Planning Grant application for FY27 funding. The program will provide \$58,000 and CSPDC will provide a \$14,500 match. The match is financed through the use of member assessment revenues.

These funds will be used for program administration, transportation-related grant writing for member localities, transportation planning assistance offered to our rural localities, rural long-range transportation planning, completion of a rural corridor or intersection plan, assistance and support of the state's efforts related to transportation planning, including data collection and development of performance measurements in transportation planning, and bicycle and pedestrian planning.

**Attachments**

FY27 Rural Transportation Planning Grant Resolution  
[FY27 Rural Transportation Planning Work Program](#)



---

## RESOLUTION

### Authorizing Application for Rural Transportation Planning Assistance Program for the Central Shenandoah Planning District Commission

**WHEREAS**, the Virginia Department of Transportation, hereafter referred to as the Department, is seeking assistance in transportation planning related matters for the Central Shenandoah Planning District to comply with the provisions of 23 U.S.C 135; and

**WHEREAS**, Rural Transportation Planning Assistance Program (RTPA) funds in the amount of \$58,000 are being made available to the Central Shenandoah Planning District Commission, hereafter referred to as the Commission, for the period of July 1, 2026 to June 30, 2027; and

**WHEREAS**, the Commission and affected localities shall provide the local share match of \$14,500 and enter into an Agreement with the Department to utilize RTPA funds.

**NOW THEREFORE, BE IT RESOLVED**, by the Commission that the Executive Director is directed for and on behalf of the Commission to furnish such documents and other information as may be required to complete the Agreement with the Department and to administer such funds made available, certifying that they shall be administered in accordance with provisions of 23 CFR Part 420, State Planning and Research Program Administration.

**Adopted by the CSPDC this 20th day of April 2026.**

**APPROVED:**

**ATTEST:**

\_\_\_\_\_  
Frank Friedman  
CSPDC Chairperson

\_\_\_\_\_  
Kimberly Miller  
Clerk of the Commission



---

April 13, 2026

**TO:** CSPDC Commissioners

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

**SUBJECT:** Board Action Form #26-07  
Agency Transition to the Virginia Retirement System

### **Recommendation**

Approve the following resolutions, in order: (1) Resolution to Authorize the Executive Director to Terminate the Empower Money Purchase Pension and the Government 457(b) Plans; (2) Resolution to Obtain Social Security Coverage For Employees; (3) Resolution to Join the Virginia Retirement System; and (4) Resolution to Authorize Tax-Deferred Employee Contributions for Past Service Credit with VRS.

### **Executive Summary**

CSPDC currently provides retirement benefits through Empower, which administers two plans: a Money Purchase Pension Plan (MPP) and a 457b plan. The employer contributes 13.85% of covered payroll toward retirement plus 1.45% for Medicare, employees have no Social Security coverage, and there is no pension component—employees bear all investment risk. Short- and long-term disability and life insurance are provided through Lincoln Financial Services.

We have been exploring a transition to VRS as an opportunity to strengthen our employee benefits package, bring staff into the Social Security system, and reduce the agency's overall retirement contribution burden. An actuarial cost study prepared by Gabriel, Roeder, Smith & Company (GRS) in January 2026 confirmed that the cost to join VRS is lower than we anticipated. The Executive Committee reviewed the GRS findings at its February meeting and recommended moving forward.

### **VRS Hybrid Retirement Plan**

Under VRS, most CSPDC employees will participate in the Hybrid Retirement Plan, which combines a defined benefit pension (1.0% benefit multiplier) with a defined contribution component. The three employees with prior VRS service under Plan 2 will rejoin at that tier.

---

Key features of the transition include:

**Social Security:** Both employees and the agency would enter the Social Security system for the first time.

**Virginia Local Disability Program (VLDP):** VLDP provides short- and long-term disability coverage for Hybrid plan members, with a one-year waiting period. During that period, all current employees will maintain coverage through Lincoln. The three Plan 2 employees, who are not eligible for VLDP, will receive VLDP-equivalent disability coverage through Lincoln on an ongoing basis.

**Group Life Insurance:** The agency will retain Lincoln's life insurance, which is the most affordable option.

### Transition Timeline

Each step in the transition depends on completion of the one before it. Commission approval on April 20 starts the clock:

**April/May – Employee Counseling:** VRS will coordinate individual counseling sessions for all employees following Commission approval.

**June 15 – Empower Plans Terminate:** Both Empower plans terminate at 11:59 p.m. on June 15, aligned with the end of the pay period. The liquidation process will begin immediately after: all participants (14 current and 25 former employees) will receive distribution election forms and instructions. Participants who do not respond by the established deadline can be forced out. VRS requires written confirmation that both plans have been closed and no contributions are being made before Social Security enrollment can proceed.

**June 30 – Social Security Coverage Begins:** CSPDC must be without a primary retirement plan for at least one day before joining Social Security. With the Empower plans terminated on June 15, Social Security coverage becomes effective June 30. Social Security must be in effect before VRS enrollment begins.

**July 1, 2026 – VRS Coverage Effective:** This target date aligns with the start of the new fiscal year and simplifies budgeting for the transition.

### Attachments

- a. Resolution for Authorization for Executive Director to Terminate the Empower Money Purchase Pension and the Government 457(b) Plans
- b. Resolution to Obtain Social Security Coverage For Employees
- c. Resolution to Join the Virginia Retirement System
- d. Resolution to Authorize Tax-Deferred Employee Contributions for Past Service Credit
- e. GRS Actuarial Cost Study (January 7, 2026)



---

## RESOLUTION

### Central Shenandoah Planning District Commission Resolution AUTHORIZING THE EXECUTIVE DIRECTOR TO TERMINATE THE MONEY PURCHASE PENSION PLAN AND THE GOVERNMENTAL 457(b) PLAN

**WHEREAS**, the Central Shenandoah Planning District Commission (the "CSPDC") has sponsored and maintained the Central Shenandoah Planning District Commission Money Purchase Pension Plan (Plan ID: 22346) (the "MPPP") and the Central Shenandoah Planning District Commission 457 Plan (Plan ID: 22347) (the "457(b) Plan") for the benefit of its employees; and

**WHEREAS**, the CSPDC has determined that a change in its employee benefit structure necessitates the termination of both the MPPP and the 457(b) Plan (collectively, the "Plans"); and

**WHEREAS**, the termination of the Plans is a business decision and a settlor function, and the CSPDC desires to take all steps necessary to formally and properly terminate the Plans in accordance with applicable federal laws and regulations; and

**WHEREAS**, FuturePlan by Ascensus ("FuturePlan") serves as the third-party administrator for the Plans and has provided plan termination documentation required to effectuate the termination of the Plans; and

**WHEREAS**, the CSPDC desires to authorize its Executive Director to execute all documents necessary to carry out the termination of the Plans.

**NOW, THEREFORE BE IT RESOLVED** by the Central Shenandoah Planning District Commission:

1. The CSPDC hereby elects to terminate the Money Purchase Pension Plan and the Governmental 457(b) Plan, with an effective termination date of June 15, 2026, at 11:59 p.m.
2. The CSPDC authorizes its Executive Director, Ann Cundy, to execute on behalf of the CSPDC all documents reasonably necessary to effectuate the termination of the Plans, including without limitation the Authorization to Terminate Qualified Retirement Plan, the Authorization of Plan Termination Fees, and the Choice of Paying Agent and Acceptance of Agreement, as provided by third-party administrator, FuturePlan, and any other documents required by FuturePlan or any other service provider in connection with the termination of the Plans.

- 
3. The CSPDC authorizes the payment of fees and expenses reasonably associated with the termination of the Plans, to the extent permitted by applicable law and the respective plan documents.
  4. The CSPDC authorizes its Executive Director to take all actions and execute such additional documents as are reasonably necessary, to carry out the purposes of this Resolution.

**Adopted by the CSPDC this 20th day of April 2026.**

APPROVED:

ATTEST:

---

Frank Friedman  
CSPDC Chairman

---

Kimberly Miller  
Clerk of the Commission

**RESOLUTION FOR OBTAINING SOCIAL SECURITY COVERAGE FOR EMPLOYEES  
OF POLITICAL SUBDIVISIONS OF THE COMMONWEALTH OF VIRGINIA**

**WHEREAS**, Old Age, Survivors, Disability and Hospital Insurance (Social Security) coverage is available to public employees through Section 218 of the Social Security Act and Title 51.1, Chapter 7 of the Code of Virginia, as amended; and

**WHEREAS**, it is deemed to be desirable that the Central Shenandoah Planning District Commission obtain said Social Security coverage for its employees;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Central Shenandoah Planning District Commission that this Resolution and attached Plan and Agreement be approved and that Ann Cundy, Executive Director be, and hereby is authorized to execute on behalf of the Central Shenandoah Planning District Commission the following Social Security coverage contract, or Plan and Agreement, with the Virginia Retirement System, Virginia's agency responsible for the administration of Social Security coverage under the Commonwealth of Virginia's Section 218 Agreement.

**BE IT FURTHER RESOLVED**, that the proper fiscal officers be, and they are, hereby authorized to establish such systems of payroll deductions, under said Social Security coverage, from the wages of employees and officers and to report and pay such deductions to the Internal Revenue Service in such amounts and at such times as required by applicable state and federal statutes and regulations.

**IT IS FURTHER RESOLVED**, that the following services or positions are hereby designated as those which are to be excluded from Social Security coverage:

**No Exclusions Applicable**

This Resolution shall be in full force and effect upon passage and approval, for all intents and purposes, except that active coverage shall be effective as of June 30, 2026.

I, **Frank Friedman, Chairman of the Board of Commissioners**, of the Central Shenandoah Planning District Commission do hereby certify that the foregoing was adopted and recorded on April 20, 2026.

✓

\_\_\_\_\_  
Frank Friedman

\_\_\_\_\_  
*CSPDC Chairman*  
Title

\_\_\_\_\_  
April 20, 2026  
Date

# PLAN AND AGREEMENT FOR OBTAINING SOCIAL SECURITY COVERAGE FOR POLITICAL SUBDIVISIONS OF THE COMMONWEALTH OF VIRGINIA

Central Shenandoah Planning District Commission  
112 MacTanly Place  
Staunton, VA 24401

The Central Shenandoah Planning District Commission does hereby apply to the Board of Trustees of the Virginia Retirement System of the Commonwealth of Virginia, hereinafter called "State Agency", pursuant to the provisions of Title 51.1, Chapter 7 of the Code of Virginia, as amended, to extend the insurance system established by Title II of the Social Security Act to services performed by individuals as employees of the Central Shenandoah Planning District Commission.

The Central Shenandoah Planning District Commission submits for the State Agency's approval this Plan and Agreement to become effective on the date hereinafter stated.

## I. Definitions

For the purpose of this Plan and Agreement:

(a) The term "employee" means an employee as defined in Section 210(j) of the Social Security Act, Section 3121(d) of the Internal Revenue Code and Section 51.1-700 of the Code of Virginia, as amended; and shall include an officer of the Central Shenandoah Planning District Commission.

b) The term "wages" means all remuneration for employment as defined in Section 51.1-700 of the Code of Virginia, as amended, and Section 3121(a) of the Internal Revenue Code.

(c) The term "employment" means any service performed by an employee as defined in Section 51.1-700 of the Code of Virginia, as amended, and Section 3121(b) of the Internal Revenue Code.

(d) The term "services" includes all services performed by individuals as employees of the Central Shenandoah Planning District Commission, except:

(1) Any service performed by an employee in a position covered by a retirement system on the date this agreement is made applicable to the employee's coverage group, unless and until the conditions prescribed under Section 218(d) of the Social Security Act have been met.

(2) Service performed by an individual, who is employed to relieve such individual from unemployment.

(3) Service performed in a hospital, home or other institution by a patient or inmate thereof.

(4) Covered transportation service (as defined in Section 210(k) of the Social Security Act).

(5) Service (other than agricultural labor or service performed by a student) excluded from employment by any provisions of Section 210(a) of the Social Security Act, other than paragraph (7) of such section.

(6) Service performed by an individual as an employee serving on a temporary basis in case of fire, storm, snow, earthquake, flood, or other similar emergency.

## II. Services Covered

This Plan and Agreement includes all services which constitute employment and are performed in the employ of the Central Shenandoah Planning District Commission by employees thereof except:

### **No Exclusions Applicable**

## III. Administration of the Plan

The Central Shenandoah Planning District Commission agrees and has heretofore authorized and directed the appropriate officers and employees to do and perform all things found necessary by the State Agency to the proper and efficient administration of the Plan, including but not limited to the maintenance of employment records relating to both services and salaries, required contributions by both the Central Shenandoah Planning District Commission and its employees and other data required by the State Agency or the Commissioner of Social Security, to make such reports in such form and containing such information as the State Agency may from time to time require, and to comply with such provisions as the State Agency or the Commissioner of Social Security may from time to time find necessary to assure the correctness and verification of such reports.

## IV. Contributions

(a) The Central Shenandoah Planning District Commission shall pay to the Internal Revenue Service, with respect to wages as defined in Section 51.1-700 of the Code of Virginia, as amended, and Section 3121(a) of the Internal Revenue Code, contributions equivalent to the sum of the taxes which would be imposed by Section 3101 and 3111 of the Internal Revenue Code if the services covered by this Plan and Agreement constituted employment as defined in Section 3121(b) of such Code. The Central Shenandoah Planning District Commission agrees to insure the source and the payment of such contributions imposed by this Plan and Agreement and to specifically provide for the payment of such contributions in the Central Shenandoah Planning District Commission budget for each and every year this Plan and Agreement is in place.

(b) The Central Shenandoah Planning District Commission agrees that it shall impose upon each of its employees, as to services which are covered by this Plan and Agreement, a contribution with respect to wages, not exceeding the amount of the tax which would be imposed by Section 3101 of the Internal Revenue Code if such services constituted employment within the meaning of such Code, and to deduct the amount of such contribution from wages as and when paid. It is further understood that the contributions so collected shall be paid in partial discharge of the liability of the Central Shenandoah Planning District Commission, but that failure to make such deduction shall not relieve the employee or the Central Shenandoah Planning District Commission from liability therefore.

## V. Modification

The Plan and Agreement is irrevocable but may be modified, at the request of the Central Shenandoah Planning District Commission, to include coverage groups or services in addition to those not included by this Plan. Such modification must be consistent with Title 51.1, Chapter 7 of the Code of Virginia, as amended, and the provisions of Section 218 of the Social Security Act.

## VI. Effective Date:

This Plan and Agreement shall be effective as of June 30, 2026.

This Plan and Agreement is entered and submitted by the Central Shenandoah Planning District Commission on April 20, 2026.

BY: ✓ \_\_\_\_\_  
(Signed)

Frank Friedman, Chairman  
Central Shenandoah Planning District  
Commission

**WITNESS:**

✓ \_\_\_\_\_  
(Signed)

✓ Kimberly Miller, Clerk of the Commission  
(Name and Title)

---

***To Be Completed by the Commonwealth of Virginia State Social Security Administrator***

*The foregoing Plan and Agreement is approved and accepted.*

DATE: \_\_\_\_\_, \_\_\_\_\_

BY: \_\_\_\_\_  
(Signed)

Patricia S. Bishop  
Director  
Virginia Retirement System  
Commonwealth of Virginia

**WITNESS:**

\_\_\_\_\_  
(Signed)

ZaeAnne M. Allen  
Employer Relationship Manager: Employer Coverage  
Virginia Retirement System  
Commonwealth of Virginia



---

**RESOLUTION**  
**Central Shenandoah Planning District Commission Resolution**  
**ELECTION TO JOIN VRS**

**WHEREAS**, subject to the approval of the Virginia Retirement System (“VRS”) Board of Trustees, Code of Virginia § 51.1-130 permits a political subdivision of the Commonwealth of Virginia to make an irrevocable election to join VRS and to provide retirement benefits for its eligible employees as the term is defined in Code of Virginia § 51.1-132.

**NOW, THEREFORE, BE IT RESOLVED:**

1. The Central Shenandoah Planning District Commission (the “Employer”), a political subdivision of the Commonwealth of Virginia, acting by and through the CSPDC Board of Commissioners hereby irrevocably elects to join VRS and provide VRS retirement benefits for its eligible employees effective the first day of July 2026 (“Join Date”);
2. That the Employer agrees that in the event the Employer ceases operations or ceases to be a political subdivision of the Commonwealth of Virginia and withdraws from VRS under § 51.1-124.12 of the Code of Virginia the Employer will comply with all of its statutory obligations under § 51.1-124.12 of the Code of Virginia, as may be amended from time to time, at the time of the Employer’s withdrawal, including:
  - a. Providing written notification of its termination date and a certified copy of an ordinance or resolution adopted by the Employer’s governing body establishing its termination date at least 90 days before the Employer’s termination date;
  - b. Either (i) establishing a qualified retirement plan, as defined in § 401(a) of the Internal Revenue Code for the Employer’s employees or (ii) endeavoring to identify a replacement employer that participates in VRS and will agree to assume all liabilities for retirement benefits for the Employer’s employees;
  - c. In the event that the Employer does not establish a qualified retirement plan or no replacement employer agrees to assume, as applicable, all assets and liabilities of the Employer’s plan for retirement benefits for the Employer’s employees within 90 days of the termination date, paying to VRS the funds necessary to make up any insufficiency in the assets required to provide benefits to the Employer’s employees under § 51.1-124.12 of the Code of Virginia; and
  - d. Pay to VRS all expenses required under § 51.1-124.12 of the Code of Virginia.

- 
3. The Employer agrees to pay the required employer contribution rate on or before the date required by law;
  4. The Employer agrees to pay the required employer cost for participation of its employees in VRS for up to four years (see below) \* service rendered with the Employer prior to the Join Date, for which credit is authorized and established in a manner prescribed by VRS;  
\* In this blank insert the appropriate wording to describe the amount of prior service being granted by your entity (e.g., no, all, up to five years, etc.)
  5. The Employer agrees that its eligible employees who are VRS members shall be required to pay member contributions on a salary reduction basis in accordance with Code of Virginia §§ 51.1-144 and 51.1-169 and § 414(h) of the Internal Revenue Code;
  6. The Employer agrees to comply with all applicable laws and regulations, as well as VRS policies, procedures, and determinations in accordance with VRS' statutory authority set forth in the Code of Virginia, as it may be amended from time to time.

**NOW, THEREFORE**, the officers of the Employer are hereby authorized and directed in the name of the Employer to carry out the provisions of this resolution and to pay to the Treasurer of Virginia from time to time such sums as are due to be paid by the Employer for this purpose.

**Adopted by the CSPDC this 20th day of April 2026.**

---

Frank Friedman  
CSPDC Chairman

#### EMPLOYER CERTIFICATE

I, Kimberly Miller, Clerk of the Commission of the Employer, certify that the foregoing is a true and correct copy of a resolution passed at a lawfully organized meeting of the Employer held at Staunton, Virginia at 6:30 p.m. on April 20, 2026. Given under my hand and seal of the Employer this 20th day of April, 2026.

---

Signature



---

## RESOLUTION

### Central Shenandoah Planning District Commission Resolution AUTHORIZATION FOR TAX-DEFERRED EMPLOYEE CONTRIBUTIONS TO VRS FOR PAST SERVICE CREDIT UNDER § 414(h) OF THE INTERNAL REVENUE CODE

**WHEREAS**, the Central Shenandoah Planning District Commission (the "Employer"), acting by and through the Board of Commissioners, desires to provide its employees with tax-deferred treatment for the permissible purchase of past service credit pursuant to § 414(h) of the Internal Revenue Code (IRC) with respect to their member contributions to the Virginia Retirement System (VRS); and

**WHEREAS**, this tax-deferred treatment is authorized under Code of Virginia § 51.1-142.2, as amended from time to time; and

**WHEREAS**, VRS keeps track of such tax-deferred member contributions, and treats such contributions as employee contributions for all purposes of VRS.

**NOW, THEREFORE BE IT RESOLVED** that effective the first day of July, 2026, or, if later, the date the member executes a binding and irrevocable salary reduction agreement relating to the past service permitted to be purchased, the Employer shall be deemed to have "picked up" all or a portion of the member contributions of its employees to VRS based on the terms of the salary reduction agreement, and such contributions shall be treated as employer contributions in determining tax treatment under IRC 414(h) (the "Pick Up Arrangement");

1. The binding salary reduction agreement to be executed by the member shall include the following: (a) the beginning and ending date of the election, (b) the amount of the salary reduction on a pay period by pay period basis, (c) the total amount of contributions expected to be involved, (d) a statement that the member may not receive the contributed amounts instead of having them paid by the Employer to VRS, and (e) an agreement that the member will not purchase the service credit through a lump sum payment during the period in which the salary reduction agreement is in effect;
2. The member may revoke the salary reduction agreement only in the event of an unforeseeable emergency as that phrase is used and defined in IRC § 457 and applicable Treasury Regulation and if such a revocation is made, the member may not make a new salary reduction agreement during the member's period of employment;

- 
3. Such contributions, although designated as member contributions, are to be made by the Employer in lieu of member contributions;
  4. The tax-deferred member contributions shall be paid from the same source of funds as used in paying the wages to affected employees;
  5. Member contributions made by the Employer under the Pick Up Arrangement shall be treated for all purposes other than income taxation, including but not limited to VRS benefits, in the same manner as member contributions made prior to the Pick Up Arrangement;
  6. Nothing herein shall be construed to permit or extend an option to VRS members to receive the contributions under the Pick Up Arrangement made by the Employer directly instead of having them paid to VRS; and
  7. Notwithstanding any contractual or other provisions, the wages of each VRS member who is an employee of the Employer shall be reduced by the amount of member contributions picked up by the Employer on behalf of such employee pursuant to the foregoing resolution.

**NOW, THEREFORE,** the officers of Employer are hereby authorized and directed in the name of Employer to carry out the provisions of this resolution and to pay to the Treasurer of Virginia from time to time such sums as are due to be paid by Employer for this purpose.

**Adopted by the CSPDC this 20th day of April 2026.**

APPROVED:

---

Frank Friedman  
CSPDC Chairman

CERTIFICATE

I, Kimberly Miller, Clerk of the Commission of the Employer, certify that the foregoing is a true and correct copy of a resolution passed at a lawfully organized meeting of the Employer held at Staunton, Virginia at 6:30 p.m. on April 20, 2026. Given under my hand and seal of the Employer this 20th day of April, 2026.

---

Signature



January 7, 2026

Ms. Ann W. Cundy  
Executive Director  
Central Shenandoah Planning District Commission  
112 MacTanly Place  
Staunton, VA 24401

**Re: Central Shenandoah Planning District Commission – Cost Study to Join the Virginia Retirement System with a Proposed Effective Date of January 1, 2027**

Dear Ms. Cundy:

As allowed under Title 51.1, Chapter 1, Article 5 of the Code of Virginia, the Central Shenandoah Planning District Commission, a Political Subdivision of the Commonwealth of Virginia, is considering joining the Virginia Retirement System (VRS). This report includes a determination of liabilities and contribution rates to join the VRS with a proposed effective date of January 1, 2027. A single scenario was studied including:

- Joining VRS - Earning Prospective Service Only

This valuation assumed the continuing ability of the employer (Plan Sponsor) to make the contributions necessary to fund this plan. A determination regarding whether or not the plan sponsor is actually able to do so is outside our scope of expertise and was not performed.

This report has been prepared by actuaries who have substantial experience valuing public employee retirement systems. To the best of our knowledge, the information contained in this report is accurate and fairly presents the actuarial position of the municipality as of the valuation date. All calculations have been made in conformity with generally accepted actuarial principles and practices and in conformity with the Actuarial Standards of Practice issued by the Actuarial Standards Board.

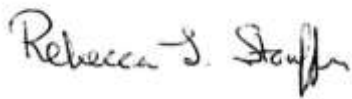
This report may be provided to parties other than the Central Shenandoah Planning District Commission only in its entirety and only with the permission of the Central Shenandoah Planning District Commission. GRS is not responsible for unauthorized use of this report.

Ms. Ann W. Cundy  
January 7, 2026  
Page 2

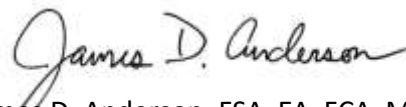
Rebecca L. Stouffer and James D. Anderson are Members of the American Academy of Actuaries (MAAA) and meet the Qualification Standards of the American Academy of Actuaries to render the actuarial opinions contained herein.

The signing actuaries are independent of the plan sponsor.

Sincerely,  
Gabriel, Roeder, Smith & Company



Rebecca L. Stouffer, ASA, FCA, MAAA



James D. Anderson, FSA, EA, FCA, MAAA

RLS/JDA  
Enclosures

cc: Rory Badura, VRS  
Sara Denson, VRS  
ZaeAnne Allen, VRS  
Andrew Feagans, VRS  
Richard C. Koch, Jr., GRS  
Michael D. Kosciuk, GRS



# Virginia Retirement System

## New VRS Employer

### Central Shenandoah Planning District Commission

---

**Proposed Provisions:**

The Central Shenandoah Planning District Commission is considering joining VRS effective January 1, 2027. As a result, members would be eligible for retirement benefits through the pension plan.

Members would be enrolled with benefits according to their VRS eligibility date, as described in the Code of Virginia Title 51.1, Chapter 1. Members with no prior VRS service would have an entry date of January 1, 2027, and would be enrolled in the hybrid retirement program, with benefits as described in the summary of benefits at the end of this report and the Code of Virginia § 51.1-169.

In addition to retirement benefits through the pension plan, hybrid plan members are required to be enrolled in the Virginia Local Disability Plan (VLDP) – a pooled managed disability plan for all local plan hybrid members in lieu of disability retirement.

**Data:**

This report is based upon a census as provided by the municipality and VRS staff. The census included fourteen records, four of which have prior VRS vesting service. We checked the data for internal reasonability, but did not audit the data. Below we present a summary of the data used in this report.

Data Summary	Prospective Service Only
Active Members	
Plan 1 General Members	0
Plan 2 General Members	3
Hybrid General Members	11
Plan 1 Hazardous Duty Members	0
Plan 2 Hazardous Duty Members	<u>0</u>
Total	14
Active - Average Age (Years)	43.6
Active - Average Benefit Service (Years)	0.0
Active - Average Vesting Service (Years)	2.1
Annual Covered Payroll	\$ 1,055,456



# Virginia Retirement System

## New VRS Employer

### Central Shenandoah Planning District Commission

---

#### Summary:

When contemplating joining VRS, the employer may consider several factors including the:

- The employer normal cost rate, which represents the long-term cost of the plan benefits, (next page - 1(c));
- Accrued liability and the number of years to pay off the impact (next page - 2(e) and Important Comment 1.);
- Employer defined benefit contribution rate (next page - 1(h));
- Initial required contribution (next page - 3); and
- Illustrative defined benefit employer contribution dollar (next page - 1(j)).

Participating in VRS on a prospective service basis is estimated to:

- Result in an annual employer contribution rate of **2.69%** of payroll, for pension plan benefits, applied to actual payroll at time of reporting to VRS;
- Require approximately **\$28,400** in employer contributions, for pension plan benefits, during the first year based on current annual covered payroll;
- Result in an annual employer contribution of **0.79%** of payroll for VLDP benefits, applied to actual payroll at time of reporting to VRS;
- Require approximately **\$6,500** in employer contributions, for VLDP benefits, during the first year based on current annual covered payroll; and
- Result in a total estimated first year required employer contribution of approximately **\$34,900**.

**Note that the contribution rates shown above are for the Defined Benefit (DB) portion of the pension plan. There is a separate employer contribution requirement related to the Defined Contribution (DC) portion of the hybrid plan. The minimum mandatory employer Defined Contribution (DC) rate to the hybrid plan is 1.00% of covered payroll of active hybrid members. In addition, active hybrid plan employees may make voluntary employee contributions to the DC portion of the hybrid plan, with a required employer contribution match on a portion of the voluntary contributions. If all Hybrid members make the maximum voluntary employee contribution to the DC portion of the hybrid plan, the employer DC rate would be 3.50% of covered payroll of active hybrid members.**



# Virginia Retirement System

## New VRS Employer

### Central Shenandoah Planning District Commission

**Results:**

	Prospective Service Only (1)
1. Actuarially Determined Employer Contribution (ADEC):	
(a) Total Normal Cost Rate	6.65%
(b) Member Contribution Rate	<u>4.18%</u>
(c) Employer Normal Cost Rate = (1a) - (1b)	2.47%
(d) Amortization Charge/(Credit) <sup>1</sup>	0.00%
(e) Administrative Expenses	0.22%
(f) Additional Funding Contribution <sup>2</sup>	0.00%
(g) Plan Surcharge <sup>3</sup>	<u>0.00%</u>
<b>(h) Employer Defined Benefit Contribution Rate<sup>4</sup></b> = max ( (1c) + (1d) + (1e) + (1f) + (1g), 0)	<b>2.69%</b>
(i) Annual Covered Payroll	\$ 1,055,456
<b>(j) Illustrative Defined Benefit Employer Contribution Dollar</b> = (1h) x (1i)	<b>28,392</b>
(k) Amortization Period (Years)	N/A
2. Development of the Unfunded Accrued Liability	
Present Value of Future Benefits:	
(a) Active Employees	\$ 382,816
(b) Inactive Members	<u>0</u>
(c) Total Present Value of Future Benefits	\$ 382,816
(d) Present Value of Future Normal Cost - Active Employees	<u>382,816</u>
(e) Total Accrued Liability = (2c) - (2d)	\$ 0
<b>3. Initial Required Contribution</b>	<b>0</b>
4. Unfunded Accrued Liability = (2e) - 3	\$ 0
5. Funded Ratio = 3 / (2e)	N/A
6. Estimated First Year Employer Contribution	
(a) Illustrative Defined Benefit Employer Contribution Dollar = (1j)	\$ 28,392
(b) Initial Required Contribution Dollar = 3.	<u>0</u>
(c) Total Estimated First Year Employer Contribution = (6a) + (6b)	\$ 28,392
<b>Virginia Local Disability Plan (VLDP)</b>	
7. Actuarially Determined Employer Contribution (ADEC):	
(a) Hybrid Member Payroll	\$ 824,033
(b) Current VLDP Employer Rate	<b>0.79%</b>
(c) Illustrative Annual VLDP Employer Contribution Dollar = (7a) x (7b)	\$ 6,510

<sup>1</sup> Includes timing adjustment factor of 1.018041.

<sup>2</sup> Some participating political subdivisions include an Additional Funding Contribution to allow the use of the 6.75% investment return as the single equivalent interest rate assumption for purposes of GASB Statement Nos. 67 and 68.

<sup>3</sup> The Plan Surcharge applies to plans below 75% funded in order to maintain a total employer contribution at the same level as the previous rate setting actuarial valuation.

<sup>4</sup> The employer defined contribution rate to the hybrid plan is required in addition to the employer defined benefit contribution rate shown above.

Valuation Results may be volatile year-to-year for divisions with a small number of participants.



## Risk Commentary

Determination of the accrued liability, the employer contribution, and the funded ratio requires the use of assumptions regarding future economic and demographic experience. Risk measures, as illustrated in this report, are intended to aid in the understanding of the effects of future experience differing from the assumptions used in the course of the actuarial valuation. Risk measures may also help with illustrating the potential volatility in the accrued liability, the Employer Defined Benefit Contribution Rate and the funded ratio that result from the differences between actual experience and the actuarial assumptions.

Future actuarial measurements may differ significantly from the current measurements presented in this report due to such factors as the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions due to changing conditions; increases or decreases expected as part of the natural operation of the methodology used for these measurements (such as the end of an amortization period, or additional cost or contribution requirements based on the Plan's funded status); and changes in plan provisions or applicable law. The scope of an actuarial valuation does not include an analysis of the potential range of such future measurements.

Examples of risk that may reasonably be anticipated to significantly affect the plan's future financial condition include:

1. **Investment Risk** – actual investment returns may differ from the expected returns;
2. **Asset/Liability Mismatch** – changes in asset values may not match changes in liabilities, thereby altering the gap between the accrued liability and assets and consequently altering the funded status and contribution requirements;
3. **Salary and Payroll Risk** – actual salaries and total payroll may differ from expected, resulting in actual future accrued liability and contributions differing from expected;
4. **Longevity Risk** – members may live longer or shorter than expected and receive pensions for a period of time other than assumed; and
5. **Other Demographic Risks** – members may terminate, retire or become disabled at times or with benefits other than assumed resulting in actual future accrued liability and contributions differing from expected.

The effects of certain trends in experience can generally be anticipated. For example, if the investment return since the most recent actuarial valuation is less (or more) than the assumed rate, the cost of the Plan can be expected to increase (or decrease). Likewise, if longevity is improving (or worsening), increases (or decreases) in cost can be anticipated.



## Risk Commentary (Continued)

### PLAN MATURITY MEASURES

Risks facing a pension plan evolve over time. A young plan with virtually no investments and paying few benefits may experience little investment risk. An older plan with a large number of members in pay status and a significant trust may be much more exposed to investment risk. Generally accepted plan maturity measures include the following:

	<u>Prospective Service Only</u>
1. Ratio of the market value of assets to total payroll	N/A
2. Ratio of actuarial accrued liability to payroll	0.0
3. Ratio of actives to retirees and beneficiaries	N/A

### RATIO OF MARKET VALUE OF ASSETS TO TOTAL PAYROLL

The relationship between assets and payroll is a useful indicator of the potential volatility of contributions. For example, if the market value of assets is 2.0 times the payroll, a return on assets 5% different than assumed would equal 10.0% of payroll. A higher (lower) or increasing (decreasing) level of this maturity measure generally indicates a higher (lower) or increasing (decreasing) volatility in plan sponsor contributions as a percentage of payroll. Many systems have ratios between 5 and 7. Ratios significantly above that range may indicate difficulty in supporting the benefit level as a level % of payroll.

### RATIO OF ACTUARIAL ACCRUED LIABILITY TO PAYROLL

The relationship between actuarial accrued liability and payroll is a useful indicator of the potential volatility of contributions for a fully funded plan. A funding policy that targets a funded ratio of 100% is expected to result in the ratio of assets to payroll and the ratio of liability to payroll converging over time. Many systems have ratios between 5 and 7. Ratios significantly above that range may indicate difficulty in supporting the benefit level as a level % of payroll.

### RATIO OF ACTIVES TO RETIREES AND BENEFICIARIES

A young plan with many active members and few retirees will have a high ratio of active to retirees. A mature open plan may have close to the same number of actives to retirees resulting in a ratio near 1.0. A super-mature or closed plan may have significantly more retirees than actives resulting in a ratio below 1.0.



## Important Comments

1. The VRS funding policy includes the following requirement for pension plans for new employers.

“Any new employer must have a funded status of at least 75 percent for pension benefits. Any past service that is granted by the employer or purchased at the time the employer joins VRS must be at least 75 percent funded at the join date with the remaining amount amortized over no more than 10 years.”

As a result of this funding policy the Central Shenandoah Planning District Commission would not be required to make an initial required contribution.

2. The proposed benefit may affect the risk profile of the Plan. At this time, we do not believe additional risk assessment is necessary.
3. The administration expense was assumed to be equal to the overall aggregate administrative expense among all political subdivisions participating in VRS. In future valuations, actual administrative expenses for the Plan will be used as prior year information is available.
4. This report describes the financial effect of the proposed benefit plan. No statement contained within is a recommendation in favor of or in opposition to the proposed benefit plan.
5. If you have reason to believe that the information provided in this report is inaccurate, or is in any way incomplete, or if you need further information in order to make an informed decision on the subject matter of this report, please contact VRS prior to making such decision.
6. Actuarial assumptions and methods do not determine the cost of the benefits provided; they only impact the pattern of employer contributions. The calculations are based upon assumptions regarding future events, which may or may not materialize. The calculations are also based on present and proposed benefits as disclosed in this report. If you have reason to believe that the assumptions that were used are unreasonable, that the plan provisions are incorrectly described, that important plan provisions relevant to this proposal are not described or that conditions have changed since the calculations were made, you should contact VRS prior to relying on information in the report.
7. The reader of this report should keep in mind that actuarial calculations are mathematical estimates based on current data and assumptions about future events (which may or may not materialize). Please note that actuarial calculations can and do vary from one valuation year to the next, sometimes significantly, if the group valued is very small. As a result, the cost impact of a benefit or assumption change may fluctuate over time as the demographics of the group changes.

## Important Comments (Continued)

8. The date of the valuation was January 1, 2027. This report is intended to describe the financial effect of the proposed benefits on the pension plan in isolation. Except as otherwise noted, potential effects on other benefit plans were not considered. The actual impact of the proposed plan(s) will change over time as actual experience emerges. Cost studies do not predict the result of future actuarial valuations. Rather, cost studies give an indication of the cost of the proposed benefits only, without comment on the complete end result of future valuations.
9. This report is based upon a census as provided by the municipality and VRS staff. We checked the data for internal reasonability, but did not audit the data. We are not responsible for the accuracy or completeness of the information provided by the municipality and VRS staff.
10. This report is based upon actuarial assumptions and methods used in the June 30, 2025 actuarial pension valuation. For a full list of the assumptions and methods used, please refer to the [Appendix](#) available on the VRS website.
11. Future actuarial measurements may differ significantly from the current measurements presented in this report due to such factors as the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions due to changing conditions; increases or decreases expected as part of the natural operation of the methodology used for these measurements; and changes in plan provisions or applicable law. The scope of this supplemental actuarial valuation does not include an analysis of the potential range of such future measurements.
12. Valuation results are developed through the use of multiple models.

Valuation liabilities were prepared using ProVal's valuation model, a software product of Winklevoss Technologies. We are relying on the ProVal model. We performed tests of the ProVal model with this assignment and made a reasonable attempt to understand the developer's intended purpose of, general operation of, major sensitivities and dependencies within, and key strengths and limitations of the ProVal model. In our professional judgment, the ProVal valuation model has the capability to provide results that are consistent with the purposes of the valuation and has no material limitations or known weaknesses.

Financial results were prepared using our financing and projection model which, in our professional judgment, has the capability to provide results that are consistent with the purposes of the valuation and has no material limitations or known weaknesses. We performed tests to ensure that the model reasonably represents that which is intended to be modeled.

## Important Comments (Concluded)

13. Unless otherwise indicated, a funded status measurement is based upon the actuarial accrued liability and the actuarial value of assets. The measurement is:
- a. Inappropriate for assessing the sufficiency of plan assets to cover the estimated cost of settling the plan's benefit obligations.
  - b. Inappropriate for assessing benefit security for the membership.
  - c. Dependent upon the actuarial cost method which, in combination with the amortization policy and asset valuation method, affects the timing and amounts of future contributions. The amounts of future contributions will differ from those assumed in this report due to future actual experience differing from assumed.

A funded status measurement of 100% is not synonymous with no required future contributions. If the funded status were 100%, the Plan would still require future normal cost contributions (i.e., the cost of the active membership accruing an additional year of service credit).

14. The results of separate actuarial valuations generally cannot be added together to produce a correct estimate of the employer contributions. The total can be considerably greater than the sum of the parts due to the interaction of various plan provisions and assumptions used.

## Virginia Retirement System Brief Summary of Main Benefit Provisions

	Non-Hazardous Duty Employee			Hazardous Duty Employee (Law Enforcement Officer (LEO), Fire, and/or Emergency Medical Technician (EMT))	
	Plan 1 (Vested as of 1/1/2013)	Plan 2 (Non-Vested as of 1/1/2013 and new members after 1/1/2013 until 1/1/2014)	Hybrid (Hired on/after 1/1/2014 or by member election)	Plan 1 (Vested as of 1/1/2013)	Plan 2 (Non-Vested as of 1/1/2013 and new members after 1/1/2013)
Normal Retirement Eligibility	Age 65 with at least 5 years of service	Social Security Normal Retirement Age with at least 5 years of service	Social Security Normal Retirement Age with at least 5 years of service	Age 60 with at least 5 years of service	Age 60 with at least 5 years of service
Early Retirement Eligibility	Age 50 with at least 10 years of service or age 55 with at least 5 years of service	Age 60 with at least 5 years of service	Age 60 with at least 5 years of service	Age 50 with at least 5 years of service	Age 50 with at least 5 years of service
Early Retirement Reduction	Benefit reduced for each year age is before age 65 or for each year service at retirement is less than 30, whichever provides greater benefit	Benefit reduced for each year age is before Social Security Normal Retirement Age	Benefit reduced for each year age is before Social Security Normal Retirement Age	Benefit reduced for each year age is before age 60 or for each year service at retirement is less than 25, whichever provides greater benefit	Benefit reduced for each year age is before age 60 or for each year service at retirement is less than 25, whichever provides greater benefit
Unreduced Early Retirement	Age 50 with at least 30 years of service	Age plus service equals 90 points	Age plus service equals 90 points	Age 50 with at least 25 years of service	Age 50 with at least 25 years of service
Final Average Compensation (Averaging Period)	Highest 36 consecutive months	Highest 60 consecutive months	Highest 60 consecutive months	Highest 36 consecutive months	Highest 60 consecutive months
Benefit Multiplier	1.70%	1.65% (1.70% for service before 1/1/2013)	1.00%	1.70% or 1.85%	1.70% or 1.85%
Automatic Cost-of-Living Adjustment (COLA) (Delay differs by Plan)	COLA increase is calculated at as the first 3% of the CPI Index, plus half of each percent from 3% to 7%  Maximum COLA of 5%	COLA increase is calculated at as the first 2% of the CPI Index, plus half of each percent from 2% to 4%  Maximum COLA of 3%	COLA increase is calculated at as the first 2% of the CPI Index, plus half of each percent from 2% to 4%  Maximum COLA of 3%	COLA increase is calculated at as the first 3% of the CPI Index, plus half of each percent from 3% to 7%  Maximum COLA of 5%	COLA increase is calculated at as the first 2% of the CPI Index, plus half of each percent from 2% to 4%  Maximum COLA of 3%
Member Contributions To Defined Benefit To Defined Contribution (DC)	5.00% N/A	5.00% N/A	4.00% 1.00% Mandatory May contribute up to 4.00% additional, 5.00% total to the DC plan; with an employer match.	5.00% N/A	5.00% N/A
Hazardous Duty Supplement (Payable to Social Security Normal Retirement Age, if eligibility conditions are met.)	No	No	No	Yes	Yes





April 13, 2026

**TO:** CSPDC Commissioners

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

**SUBJECT:** Board Memo #26-02  
Draft 2026–2030 Strategic Plan

### **Executive Summary**

The attached document is the draft 2026–2030 Strategic Plan for the Central Shenandoah Planning District Commission, titled “Forging a Digital Region.” The Plan covers the five-year period from 2026 through 2030 and includes a long-range outlook to 2035.

The Executive Committee reviewed this draft at its March 4th meeting and wholeheartedly recommended it be shared with the full Commission. Dr. R. Grant Tate, lead consultant from BBTx Consultants, will present the Plan at today’s meeting.

### **Development Process**

Staff engaged BBTx Consultants to lead the development of this Plan. The consultant drew on the following as primary inputs:

- a. CSPDC’s existing long-range plans across all program areas.
- b. The 2025 SERDI Agency Assessment recommendations.
- c. Regional demographic and economic data, including the 2023 Comprehensive Economic Development Strategy (CEDs) update.

The Executive Team worked closely with the consultant to review and refine the content. All PDC staff also completed a BBTx-facilitated training on the productive use of AI tools as part of this engagement. That work is directly reflected in the Plan’s internal modernization goals.

### **Plan Overview**

The Plan establishes five strategic goals, in priority order. The first three address CSPDC’s external role as convener, analyst, and implementation partner. The final two strengthen the internal capacity and financial sustainability required to deliver on that role consistently.

---

**Goal 1: Serve as the region’s trusted convener and information hub.** CSPDC’s whole-system vantage point—across jurisdictions, programs, and partners—enables early identification of emerging challenges and support for coordinated regional responses.

**Goal 2: Strengthen housing and transportation as core jobs enablers.** Workforce availability, housing supply, and mobility are treated as a single ecosystem challenge, with CSPDC supporting coordinated funding strategies and project identification across member localities.

**Goal 3: Close the rural resilience gap.** Targeted support for the region’s least-resourced communities on broadband, utilities, hazard mitigation, and grant implementation—areas where individual localities cannot efficiently build specialized capacity on their own.

**Goal 4: Modernize CSPDC operations for high performance.** Implementation of a two-tier OKR system to connect strategy to execution, responsible integration of AI-supported productivity tools, and strengthened staff development and succession planning.

**Goal 5: Build a sustainable financial model.** A “Platform + Projects” funding structure to reduce structural dependence on project-specific grants, build operating reserves, and support the multi-year planning the region’s work increasingly demands.

Each goal includes specific, measurable progress indicators for the plan period.

### **Action Requested**

No formal action is required at this meeting. Staff requests that the Commission receive Dr. Tate’s presentation and offer any questions or comments on the draft Plan. Staff will incorporate Commission feedback and bring the final Plan forward for adoption at the Commission meeting on June 15th.

### **Attachment**

[Draft 2026–2030 CSPDC Strategic Plan](#)