



Photo: Half Way House Restaurant,
Chesterfield County

PlanRVA Executive Committee



If you wish to participate in this meeting virtually, please register through this **ZOOM WEBINAR LINK**

NOTES

This meeting is open to the public. Members of the public are invited to attend virtually. Please alert PlanRVA staff at PlanRVA@PlanRVA.org if electronic transmission of this meeting fails for the public. Please refer to our [Statement Regarding Virtual Meeting Participation by Members of the Public](#) for more information.

Check out our complete [Public Participation Guide](#) online to learn about the different ways you can stay connected and involved.

Meetings are also live streamed and archived on our YouTube Channel at [Plan RVA - YouTube](#).

Members of the public are invited to submit public comments either verbally or in writing. Written comments can be submitted through the Q&A/Chat function on Zoom by email to PlanRVA@PlanRVA.org.

Powered By:



PlanRVA is where the region comes together to look ahead. Established in 1969, PlanRVA promotes cooperation across the region's nine localities and supports programs and organizations like the Richmond Regional Transportation Planning Organization, Central Virginia Transportation Authority, the Emergency Management Alliance of Central Virginia, Lower Chickahominy Watershed Collaborative and Don't Trash Central Virginia.



e: PlanRVA@PlanRVA.org

p: 804.323.2033

w: www.PlanRVA.org

PlanRVA Executive Committee Meeting Agenda

Thursday, September 25, 2025 – 8:30 a.m.
PlanRVA's James River Boardroom, 424 Hull Street, Suite 300
and via Zoom (webinar link located on agenda cover page)

A. Call to Order, Welcome & Opening Remarks *(10 minutes)*

1. **Pledge of Allegiance**
2. **Roll Call & Certification of a Quorum** *(Janice Scott)*
3. **Confirmation of Member Participation from a Remote Location** *(Chair Jordan Stewart)*
Requested action (if there are member requests to participate remotely): confirm that the Chair's decision to approve or disapprove the member(s) request to participate from a remote location was in conformance with the PlanRVA Policy for Meetings Held Through Electronic Communication Means; and, the voice of the remotely participating member(s) can be heard by all persons at the primary or central meeting location (by voice vote).
4. **Recognition of Guests** *(Chair Jordan Stewart)*
5. **Consideration of Amendments to the Agenda** *(Chair Jordan Stewart)*
6. **Public Comment Period** *(Chair Jordan Stewart)*

B. Administrative Items *(25 minutes)*

1. **Approval of June 12, 2025, Meeting Minutes** *(Rev. Roscoe Cooper)* – page 4
Requested action: approve the meeting minutes as presented (by voice vote).
2. **Closed Session** *(Chair Jordan Stewart)*
Requested action: convene in closed session pursuant to Virginia Freedom of Information Act Section 2.2-3711 (A) (29), for the purpose of discussing personnel matters, during which all recording of the meeting will cease (by voice vote).

Certification of Closed Session *(Chair Jordan Stewart)*

Requested action: certify that, to the best of their knowledge, only public matters lawfully exempted from open meeting requirements and that only such public business matters as were identified in the motion by which the closed session was convened, were heard, discussed, or considered (by roll call vote).

C. FY2026 Key Imperatives and Work Program Priorities (30 minutes)

1. Update & Implement Regional Strategic Plan and Core Plans: RVA Rising Declaration of Cooperation – page 6

Chair Jordan Stewart and Martha Shickle will provide an overview of the RVA Rising effort as it relates to PlanRVA's Regional Strategic Vision and Annual Work Program for FY2026.

Requested action: authorize the Executive Director to sign the Declaration of Cooperation.

2. Compliance & Agency Sustainability: Succession Management Plan Update – page 18

Martha Shickle will present the recommended update to the Commission's Succession Management Plan following discussion at the April Executive Committee meeting.

Requested action: recommend approval of the updated Succession Management Plan at the November 13, 2025, full Commission meeting.

3. FY26 Committee Assignments

Chair Jordan Stewart will review her plans for committee assignments for FY26 and request consensus from the Executive Committee.

Discussion item.

4. Convene the Region: Future Meeting Topics

Chair Jordan Stewart will lead the Executive Committee in a discussion of future meeting topics for FY2026. Ms. Shickle will provide an overview of the new meeting agenda format, time permitting.

Discussion item.

D. Adjournment

Next meeting:

November 13, 2025, at 8:30 a.m.

PlanRVA's James River Boardroom

424 Hull Street, Suite 300, Richmond, VA 23224

PlanRVA Executive Committee Meeting Minutes

June 12, 2025 – 8:30 a.m.

PlanRVA James River Boardroom, 424 Hull Street, Suite 300,
Richmond, VA 23224 and via Zoom

Members and Alternates Present (X), Virtual (V):

LOCALITY	NAME	X (attended)
Town of Ashland	Dr. Daniel McGraw, Chair	X
Charles City County	Byron Adkins, Treasurer	X
Chesterfield County	Jim Ingle	X
Goochland County	Neil Spoonhower	
Hanover County	Sean Davis	X
Henrico County	Reverend Tyrone Nelson	X
New Kent County	Jordan Stewart, Vice Chair	X
Powhatan County	Steve McClung	
City of Richmond	Dr. Cynthia Newbille, Secretary	X

The technology used for the PlanRVA Executive Committee meeting was a web-hosted service created by Zoom and YouTube Live Streaming and was open and accessible for participation by members of the public. A recording of this meeting is available on our [Plan RVA YouTube Channel](#).

Welcome and Introductions

Chair Daniel McGraw called the meeting to order at 8:38 a.m. and welcomed all attendees

Pledge of Allegiance

The Pledge of Allegiance was led by Chair McGraw.

Roll Call and Certification of a Quorum

Janice Scott, PlanRVA, took roll call of attendees and certified that a quorum was present.

A. Administration Items

1. Confirmation of Member Participation from a Remote Location

There were no members requesting to participate remotely.

2. Agenda Amendments / Approval

There were no requests for amendments to the agenda.

3. Public Comments

There were no public comments received or requests to address the Committee.

4. Approval of Meeting Minutes

a. April 10, 2025, Meeting Minutes

On motion by Sean Davis, seconded by Jim Ingle, the members of the PlanRVA Executive Committee voted to approve the April 10, 2025, meeting minutes as presented (voice vote).

b. May 8, 2025, Meeting Minutes

On motion by Byron Adkins, seconded by Sean Davis, the members of the PlanRVA Executive Committee voted to approve the May 8, 2025, meeting minutes as presented (voice vote).

B. New Business

1. Personnel Matters

Closed Session- Discussion of Personnel Matters

On motion by Cynthia Newbille, seconded by Jordan Stewart, the members of the PlanRVA Executive Committee voted to enter closed session under FOIA Sect. 2.2-3711(A)(1) to discuss personnel matters concerning Commission employees (voice vote).

Committee members entered closed session at 8:41 a.m. Tyrone Nelson arrived at 8:42 a.m. At the conclusion of the closed session, Chair McGraw called the meeting back to order at 9:27 a.m.

Certification of Closed Session

On motion by Sean Davis, seconded by Jordan Stewart the members of the PlanRVA Executive Committee voted to certify that, to the best of their knowledge, only public matters lawfully exempted from open meeting requirements and that only such public business matters as were identified in the motion by which the closed session was convened, were heard, discussed, or considered (roll call vote).

On motion by Sean Davis, seconded by Cynthia Newbille, the members of the PlanRVA Executive Committee voted to offer a 9% salary increase to the Executive Director (voice vote).

2. FY26 Meeting Schedule

Due to time constraints, this item was not heard.

3. RVA Rising Update

Due to time constraints, this item was not heard.

C. Adjournment

Chair McGraw adjourned the meeting at approximately 9:30 a.m.



Declaration of Cooperation

Purpose of Cooperation: A Regional Vision and Common Agenda

RVA Rising is a growing collaboration of business, community, and government organizations across RVA coming together to align and contribute resources toward cultivating more equitable economic opportunities for all residents of the region. Led by ChamberRVA, the Community Foundation for a greater Richmond, Richmond Memorial Health Foundation, the Richmond Regional Planning District Commission (PlanRVA), and the United Way of Greater Richmond & Petersburg, this Regional Partner Alliance is committed to contributing human and financial resources to align key initiatives identified as critical to ensuring sustainable economic opportunity. This Declaration is intended to memorialize the commitment of the Regional Partner Alliance’s inaugural members, demonstrate the organizations' commitment to a long-term collaboration, and establish a framework for additional partners to join the effort.

Our Purpose

To ensure opportunity is not defined by one’s zip code, race, or background.

Our Mission

Serve as a catalyst to align and accelerate transformative action and strengthen our region’s progress toward inclusive multi-generational economic mobility.

Our Vision

A thriving, resilient RVA where everyone can achieve their fullest economic potential.

Our Guiding Principles

RVA Rising promotes strategic, data-driven decision making and investment, drawing on previous community efforts and refining these foundations into a cohesive, action-oriented agenda. Lessons learned from prior initiatives have informed our structure and goals, creating a pathway for more substantial momentum. To guide our collective work, the Regional Partner Alliance commits to the following principles.

Our Partners are aligned with a unified purpose and vision. Lessons learned from our previous initiatives have informed our structure and goals. RVA Rising has created a clear and widely endorsed vision. This shared “why” unites all stakeholders in pursuit of a common objective—building a region where everyone can achieve upward mobility and economic stability.

Community engagement must be consistent, comprehensive, and authentic. The formation of RVA Rising is grounded in community engagement, prioritizing solutions that will drive economic mobility. By involving residents, stakeholders, and community leaders, we strive to foster a sense of shared ownership and commitment across the region.

We embrace a distributed leadership model that is Inclusive and incorporates diverse voices. RVA Rising promotes partnership and alignment, focusing on actively bringing together diverse perspectives. By aligning government, nonprofits, businesses, community organizations, and community residents, RVA Rising has established a robust network of collaborators dedicated to unified action toward shared goals.

We rely on our expert-led anchor organizations to deliver programs while supporting a unified framework. The RVA Rising framework is organized around well-defined focus areas, each guided by experts who bring specialized knowledge and insights. This structure ensures that high-quality, informed strategies guide our work.

We are committed to providing a data-driven approach with clear accountability metrics. RVA Rising anchors its work in data that not only measures long-term progress but also defines shared priorities, informs strategy, and equips civic leaders. Our approach includes identifying key drivers of economic mobility, integrating community voice, and aligning cross-sector action around common indicators. We support transparent, accountable progress by leveraging tools that visualize connectivity, track outcomes, and guide investment. Through regular evaluation and adaptive learning, RVA Rising ensures clarity from complexity and moves the region toward sustained, measurable change.

Details of the Regional Partner Alliance

The Parties of this Declaration of Cooperation are:

ChamberRVA
Community Foundation for a greater Richmond
PlanRVA
Richmond Memorial Health Foundation
United Way of Greater Richmond & Petersburg

Agreement of Cooperation

Duties of all Parties: Leadership Capabilities

RVA Rising’s collective impact model relies on each Regional Partner Alliance organization playing an initiative-taking and sustained role across six mutually reinforcing civic functions. These functions are not discrete tasks, but essential muscles that enable the Regional Partner Alliance to power and sustain systemic change.

1. Integrate Diverse, Complementary Teams

Commit to Systems Navigation: Clarify organizations’ role relative to others in the ecosystem and support coordination across partners to achieve deeper impact than any one organization could alone.

Support Functional Integration: Contribute to the Regional Partner Alliance’s shared operational functions—including community engagement, data analysis, governance, communications, and policy advocacy—to avoid duplication and ensure coherence.

Align Strategies to Common Priorities: Adopt common frameworks to ensure organizations’ initiatives align with regional goals.

2. We Help the Region Work from a Shared Playbook

Partnering across the region to build a shared understanding: RVA Rising provides data-driven narratives of the challenges and opportunities facing inclusive economic growth. We help craft clear, consistent messages rooted in both data and lived experience.

Work together with Partners to develop shared measures that track progress: By aligning strategies to common goals and using a shared approach to community engagement, we ensure our efforts move in the same direction and reflect the voices of those most impacted.

3. Activate Key Leaders and Institutions

Ensure Executive-Level Commitment: Ensure the participation of C-suite leaders and governing board members in RVA Rising’s Regional Leadership Advisory Board to guide long-term vision, hold peer organizations accountable, and champion the work publicly.

Facilitate Strategic Staff Engagement: Dedicate senior staff or functional leaders (e.g., policy, workforce) to the Regional Partner Alliance’s pillar, committee, and workgroup structures, providing real-time insights and shaping solutions.

Champion System-Level Change: Go beyond project participation to help shift organizational practices—such as procurement, hiring, or investment strategies—in alignment with the Regional Partner Alliance’s goals.

4. Mobilize Resources Strategically

Advance Resource Development and Alignment: Secure, align, or reallocate financial resources—including grants, pooled funds, in-kind support, or policy advocacy—to build the necessary infrastructure of RVA Rising, advance shared strategies, and address systemic gaps.

Strengthen Capacity-Building Contributions: Identify opportunities to strengthen capacity within the Regional Partner Alliance—whether through technical assistance, staffing support, or targeted investments in high-potential partners.

Drive Performance-Based Investment: Commit to transparent and performance-based approaches to resource allocation, focused on advancing the Regional Partner Alliance’s outcomes and lifting effective practices and partners.

5. Promote Collective Communications and Accountability

Develop and Commit to Shared Messaging Standards: Adhere to a joint communications protocol to ensure consistency, credit-sharing, simplicity, and clarity in public messaging. Avoid competitive narratives that misrepresent RVA Rising as the work of a single organization.

Foster Transparent Reporting and Feedback Loops: Participate in open evaluation processes and use feedback to refine strategies. Share both successes and lessons learned to strengthen the regional effort.

Prioritize Public Education and Engagement: Engage audiences—including members, clients, employees, or residents—in understanding and supporting RVA Rising’s agenda and progress.

6. Connect Networks and Build Trust

Foster Deliberate Cross-Sector Relationship Building: Proactively connect disconnected actors across sectors—business, education, workforce, philanthropy, and neighborhoods—particularly those historically excluded from regional decision-making.

Bridge Civic Divides: Create sustained spaces for relationship-building between executive leaders and grassroots voices, between employers and workforce talent, and between anchor institutions and local entrepreneurs.

Cultivate Trust Across Differences: Prioritize relationship-first approaches that establish shared language, norms, and empathy across political, racial, sectoral, and geographic divides.

Adopt a Common Set of Standards for Community Engagement: Participate in training to build capacity for effective community engagement by organizations and among partners.

Organizational Commitments

All Members of the Partner Alliance will commit to the following in 2025 to support our shared deliverables:

ALIGNMENT, LEADERSHIP AND GOVERNANCE

- Commit the CEO/Executive Director and a board member designated by the Chair to serve on the Regional Leadership Advisory Council
- Commit a senior staff member to participate in additional leadership groups.
- Align organizational strategic planning and board priorities with the RVA Rising framework. Build a collective understanding and sense of urgency when appropriate
- Broker regional relationships and collaboration amongst nonprofits, philanthropy, government, businesses, and residents.
- Support governance by participating in cross-pillar leadership discussions and strategy-setting activities
- Recruit organization stakeholders and partners to participate in ongoing RVA Rising activities
- Collaborate with fellow RVA Rising leadership partners to shape long-term planning for sustainability

DATA, METRICS, AND ACCOUNTABILITY

- Champion data-informed strategy development across the ecosystem
- Support the research of evidence-based practices and national benchmarks. and regional progress

POLICY AND SYSTEMS CHANGE

- Share and promote a common agenda across the region
- Contribute to the design and refinement of policies and processes relevant to inclusive economic mobility
- Collaborate with partners to develop a regional policy agenda to support priorities and actions
- Provide resources and technical support to advance economic mobility strategies through collective impact, change management, meeting facilitation, advocacy, and data management

- Support leadership and staff development in change management, systems alignment, and results-based accountability

INVESTMENT, BUDGET AND FUNDRAISING

- Collaborate to design and execute a targeted fundraising strategy for RVA Rising structure and ongoing operations
- Seek support from national and local funders to underwrite initiatives that increase economic mobility
- Contribute to the identification of pooled resources and co-investment opportunities among partners

COMMUNICATIONS, MARKETING AND PUBLIC EDUCATION

- Facilitate community learning about the RVA Rising agenda, solutions, and outcomes
- Share success stories and elevate partners to foster continued engagement and credibility
- Communicate progress and impact through organizational channels to reach a broad audience of human service, business, civic leaders, and donors

COMMUNITY ENGAGEMENT

- Align organizational community engagement activities with principles established through RVA Rising
- In collaboration, engage employers, educators, providers, and communities in ongoing planning and implementation sessions
- In collaboration, facilitate inclusive conversations and ensure that policy and program design reflect community input and regional needs

Signature Page
Declaration of Cooperation

This Declaration of Cooperation is entered into and agreed upon by the undersigned parties. By signing below, each party affirms their commitment to the principles and actions outlined in the Declaration.

Name	Title	Organization	Signature	Date
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

A Statement of Work (SOW) for each Regional Partner Alliance organization is provided as an appendix summarizing the committed contributions to advance the RVA Rising agenda through December 2026. Each is designed to complement the others, resulting in achievements that surpass those of any single organization. Future operating year updates to the SOWs will be incorporated herein by reference and shared among members of the Regional Partner Alliance to maintain effective communication and coordination.

CHAMBER RVA

DATA, METRICS, AND ACCOUNTABILITY

- Participate in the data working group to support the development and ongoing refinement of clear metrics and KPIs to guide and evaluate progress
- Maybe add: Support dissemination of upward mobility metrics to the business community to encourage data-informed practice.

POLICY AND SYSTEMS CHANGE

- Develop a regional policy agenda in alignment with RVA Rising priorities and actions
- Facilitate structured policy dialogues between business leaders and cross-sector partners to align on systems-level reforms that advance workforce equity and economic competitiveness.
- Activate business advocacy networks to support adoption of the shared regional policy agenda.

COMMUNICATIONS, MARKETING AND PUBLIC EDUCATION

- Communicate regularly with Chamber membership and board through established convenings (e.g., InterCity Visits, Regional Action Summit, Board Meetings) and communications

COMMUNITY ENGAGEMENT

- Lead regional employer engagement to build commitment for equitable hiring, retention, and advancement practices
- Represent business in developing policy and advocacy approaches in support of a region-wide policy agenda

COMMUNITY FOUNDATION FOR A GREATER RICHMOND

ALIGNMENT, LEADERSHIP AND GOVERNANCE

- Anchor and incubate the RVA Rising operating structure for three years with leadership support from the Regional Partner Alliance.
- Provide management and staffing support to execute the strategy
 - a. Design operating policies and processes related to the RVA Rising organization
 - b. Staff and support the Regional Leadership Advisory Council
 - c. Provide project management and tracking for the RVA Rising organization

- d. Commit the Chief Impact Officer to serve on additional leadership groups

DATA, METRICS, AND ACCOUNTABILITY

- Share staffing resources with PlanRVA to lead data working group formation

INVESTMENT, BUDGET AND FUNDRAISING

- Fund the development of the operating infrastructure for 2 years (2025 and 2026)
 - a. Manage accounts for RVA Rising infrastructure as well as grantmaking to partner organizations for their sponsorship of critical organizational initiatives
 - b. Manage budget preparation, accounts payable, and monthly reconciliation of funding
- Create and execute a fundraising strategy in partnership with other Regional Partner Alliance leaders.
 - a. This includes local and national funding opportunities to support the RVA Rising infrastructure and collaborative projects
- Manage grant application process and the submission of outcomes reports

COMMUNICATIONS, MARKETING AND PUBLIC EDUCATION

- Lead communications and marketing functions
 - a. Create brand standards and collateral and coordinate messaging with other Regional Partner Alliance communications leaders to reinforce unified RVA Rising branding and public awareness
 - b. Provide infrastructure to manage the website, social media, and news releases
 - c. Create and coordinate presentations, community updates, and reports
- Manage external communications with subject matter experts and consultants

COMMUNITY ENGAGEMENT

- Create and provide resources and technical support to leaders of grassroots organizations so they can further develop their leadership voice.

PLAN RVA

ALIGNMENT, LEADERSHIP AND GOVERNANCE

- Produce the following regional plans (subject to funding availability) as components of Pathways to the Future, RVA's regional strategic plan
 - Comprehensive Climate Action Plan for Air Quality
 - Comprehensive Economic Development Strategy
 - Long Range Transportation Plan
 - Natural Resources Plan
 - Richmond-Crater Multi-Region All-Hazard Mitigation Plan
- Develop, maintain & support infrastructure designed to promote cross-organization collaboration and coordination

- a. Establish and maintain shared workspace for team members to share documents, track progress, and efficiently communicate

DATA, METRICS, AND ACCOUNTABILITY

- Staff data working group and ongoing analysis of the Regional Indicators
 - Launch and maintain regional indicators dashboard
 - Produce various focused data analyses based on priorities and locality-identified needs, such as locality profiles and Market Value Analysis
 - Continue to invest in development of Scenario Planning tool to support future planning projections and impact of built environment

POLICY AND SYSTEMS CHANGE

- Evaluate impacts of federal and state policy changes relative to funding and priorities related to the pillars
 - Advance regional agenda supporting federal reauthorization of surface transportation program
 - Advance effort to achieve Economic Development District Designation from US EDA
- Represent local elected officials in developing policies and advocacy approaches in support of a region-wide policy agenda

INVESTMENT, BUDGET AND FUNDRAISING

- Identify grant opportunities (leveraging Southeastern Regional Crescent Local Development District Funding)
- Will assist and coordinate with local governments to align financial resources to support key initiatives and capacity

COMMUNICATIONS, MARKETING AND PUBLIC EDUCATION

- Communicate regularly with Plan RVA Commissioners and member localities through established convenings and communications
- Support communication with local governments at elected leadership and staff levels, including Community Engagement Professionals in local government

COMMUNITY ENGAGEMENT

- Collect and maintain a repository of region-wide community surveys
- Conduct, compile and share community input surveys as needed

RICHMOND MEMORIAL HEALTH FOUNDATION

ALIGNMENT, LEADERSHIP AND GOVERNANCE

- Guide RMHF's work by the Social Determinants of Health (SDOH) framework and support cross-sector collaboration around key drivers, including housing, food security, transportation, environmental health, education, and economic opportunity
- Promote community-led solutions as primary pathways for regional health equity strategies

- Support governance infrastructure by partnering with local philanthropic institutions and funders who are committed to advancing health and racial equity in the Richmond region
- Coordinate with health systems experts to ensure alignment between community priorities and institutional systems change

INVESTMENT, BUDGET AND FUNDRAISING

- Manage targeted investments that support:
 - Health and social safety net partners
 - Community priorities
 - Youth leadership initiatives

POLICY AND SYSTEM CHANGE

- Promote civic engagement that identifies policy and advocacy priorities that reduce health disparities
- Invest in capacity building for rural, BIPOC, and community-based organizations and leaders to advance economic mobility strategies, focusing on Racial justice and health justice frameworks, Civic engagement and policy advocacy skills, and Data literacy and participatory evaluation

COMMUNICATIONS, MARKETING AND PUBLIC EDUCATION

- Share staffing resources to inform and execute communications and marketing functions and leverage the following activities to ensure public accountability:
 - Annual community briefings and feedback sessions
 - Public reporting of outcomes and lessons learned
 - Regular scorecard updates and community dashboards

COMMUNITY ENGAGEMENT

- Implement a parallel community engagement process that:
 - Treats community members as subject matter experts on health and racial equity
 - Includes community-led forums to define regional health priorities
 - Establishes a Community Advisory Body to co-design initiatives and provide direct input on health strategies and outcomes
- Prioritize youth empowerment by collaborating with youth-serving organizations that promote civic engagement and leadership pathways, including candidacy for elected office
- Integrate racial equity into institutional policies and practices, and advocate for systems transformation across public health, philanthropy, and healthcare sectors

UNITED WAY

ALIGNMENT, LEADERSHIP AND GOVERNANCE

- Provide leadership and planning support to the Regional Leadership Advisory Council
 - a. Develop proposed meeting cadence and content

b. Support recruitment of membership and onboarding

DATA, METRICS, AND ACCOUNTABILITY

- Align United for ALICE to RVA Rising with United Way's simulation and awareness campaign, piloting of ALICE@Work (contingent upon funding), and contributing ALICE index data to RVA Rising data collective

POLICY AND SYSTEMS CHANGE

- Serve as the Harwood Institute for Public Innovation project manager for technical assistance and training to RVA Rising Regional Partner Alliance organizations and RVA Rising coalition members. Collaborate with Regional Partner Alliance organizations to secure funding for the project. {Pending funding and final project agreement}

COMMUNICATIONS, MARKETING AND PUBLIC EDUCATION

- Share staffing resources to inform and execute communications and marketing functions
- Communicate regularly with United Way partners and board through established convenings (e.g., Executive Director Roundtable, Board Meetings, Campaign, Donor Events (when appropriate), and regular communications

COMMUNITY ENGAGEMENT

- Engage employers, educators, providers, and communities in ongoing planning and implementation sessions
- Facilitate inclusive conversations and ensure that policy and program design reflect community input and regional needs

PlanRVA – Succession Management Plan

Revised 2025

Governance & Decision Rights

Plan authority. The Commission (Governing Board) authorizes the Commission Chair to implement the Executive Director (ED) succession procedures in the event of a planned or unplanned absence. The Executive Director is authorized to implement this plan for all other positions, consistent with Personnel Policy. The Executive Committee serves as the Personnel Committee and advises the Chair/ED on circumstances not explicitly covered.

Amendments. The ED may update this section as organizational needs evolve. Any ED succession provisions must be reviewed by the Executive Committee and approved by the Commission before adoption.

Financial oversight during ED absence. The Audit, Facilities & Finance Committee will review the financials and confer with the Executive Committee to make any necessary adjustments.

Definitions

Planned absence: Known in advance (e.g., vacation, sabbatical, approved leave).

Unplanned absence: Arises unexpectedly (e.g., illness, emergency).

Temporary absence: The incumbent is expected to return.

Short-term absence: ≤ 30 days.

Medium-term absence: 31–90 days.

Long-term absence: > 90 days.

Permanent absence: It is determined that the incumbent will not return.

Interim appointee: An Individual appointed to fulfill duties temporarily until the incumbent returns or a permanent replacement is hired.

Triggers & Notification Protocol

In an unplanned ED absence, the ED (or representative) notifies the Commission Chair; together they determine the communication timeline (including RRTPO Chair as appropriate).

For unplanned or long-term ED absences, the Commission Chair convenes the Executive Committee as soon as feasible to affirm or adjust procedures in this plan.

Strategy by Duration

Short-term (≤ 30 days): Activate a Temporary Staffing Strategy—reassign duties among existing staff to cover essential responsibilities.

Medium-term (31–90 days): Determine whether the Temporary Staffing Strategy remains sufficient; consider interim role assignments and/or contracted support for critical gaps.

Long-term (>90 days) or Permanent: Evaluate interim coverage and initiate recruitment for a permanent replacement (internal candidates are considered in all cases).

Executive Director Succession - Eligible Interim Appointment Pathways

The Executive Committee may recommend to the Commission one of the following:

- An existing senior staff member (with the option to split duties if needed).

- The Commission Chair (who would take temporary leave from the Commission).

- An Executive Committee member or other current Commissioner (who would take temporary leave).

- An external interim ED under contract or an employment agreement.

If an Interim ED is hired/appointed, the Commission Chair and Executive Committee will negotiate a contract or employment agreement with a defined scope, term, authority, deliverables, and compensation.

Reporting, Authority & Decision Limits (Interim ED)

An Interim ED reports to the Commission Chair. If the Chair serves as Interim ED, the Vice Chair becomes Chair. An Interim ED has full day-to-day authority equivalent to the ED for operations and administration.

Decisions requiring consultation with the Chair and/or Executive Committee:

- Hiring and terminations.

- Significant financial commitments or deviations from the approved budget/work program.

- Taking on new projects beyond the Work Program.

- Public policy positions on behalf of the organization.

Compensation

Internal interim appointees are eligible for an interim pay adjustment and/or an end-of-service bonus based on assignment length and resources.

If the Interim ED role is filled externally or by a Commissioner appointee, terms of the engagement will be established via contract or employment agreement.

Communications Plan

Within 48 hours of appointment of the Interim ED, the Commission Chair and Interim ED will finalize a communications plan detailing audiences, messages, timelines, and messengers.

Below is a sample list of target audiences & owners of the related communication:

- All PlanRVA Staff — Commission Chair
- Local government administrators — Commission Chair
- State/federal funders — Interim ED (cc: Chair)
- Regional partners/affiliates (RRTPO, CVTA, EMACV) — Interim ED (cc: Chair)
- State/regional/national associations (VAPDC, VAMPO, SERDI, NADO, AMPO) — Interim ED (cc: Chair)

Within 5 business days, PlanRVA staff will issue a press release or direct notifications, as appropriate.

Evaluation of Interim ED

An initial performance review will occur at 30–45 days, then every 90 days until the permanent ED is in place, at which time the ED will be subject to the annual performance review process determined by the Executive Committee.

Temporary Staffing Strategy

The following role coverage matrix is drawn from the current structure and assignments. It is activated for short-term (≤ 30 days) absences and adapted as needed for longer durations. As staffing assignments change within the organization, the Executive Director may update these recommendations with concurrence from the Executive Committee. As the proposed role coverage matrix identifies recommendations for temporary staffing, changes are not subject to Commission approval and will be evaluated on an annual basis.

Executive Director – Essential Function

- Oversee operations and staff
- Coordinate planning & programming across REME, Community Development, Transportation
- RRTPO leadership
- Technical staff support & data strategy
- Community engagement & board support
- Strategic oversight & priorities
- Representation to external bodies
- Commission administration & support

Temporary Coverage

- CFAO acts on behalf of the ED.
- REME Planning Director coordinates Program Directors; reports to CFAO during ED absence.
- Director of Transportation serves as Interim RRTPO Director; eligible for appointment as Interim RRTPO Secretary.
- Director of Data & Technology (reports to CFAO during ED absence).
- Sr Community Engagement Manager and Executive and Board Operations Manager report to CFAO.
- REME Planning Director advises CFAO.
- Program Directors as assigned.
- CFAO with Executive and Board Operations Manager.

Recruitment & Selection of Permanent Replacements

Internal candidates are always considered regardless of whether postings are internal-only or open to external applicants. Candidate evaluation is based on demonstrated knowledge, skills, and abilities, as evidenced by relevant experience and training.

Cross-Training & Knowledge Management

All Director-level positions are responsible for identifying critical functions in their respective area of supervision and ensuring cross-training coverage and documentation.

Written procedures will be developed and maintained for every critical function of the organization (e.g., payroll, grant reimbursements, IT continuity, procurement, records) and reviewed regularly for consistency with best practices, organizational goals and current and anticipated future needs.

The ED and CFAO will maintain a record of key organizational accounts, vendors, contracts, and access details. Access to these is limited to ED, CFAO, and designated roles determined by the ED for continuity and auditability.

Records, Signatories & Access

This SMP is available to Commissioners, Director-level staff, and the auditor, per document retention policy.

At all times, Commission Chair, Treasurer, and the CFAO, in addition to the ED, hold signature authority for checks and contracts.

The Executive Director maintains continuity of IT managed services, security, and licensing assignments, with identified cross-trained backups coordinated by the Director of Data and Technology.

Approvals & Version Control

The initial approval of PlanRVA's Succession Management Plan occurred on April 13, 2022.

The current version of PlanRVA's Succession Management Plan simplifies the scope and content of the Plan to include actions necessary to address a vacancy in the ED Role. Other sections of the original SMP have been extracted for inclusion in PlanRVA's operational procedures to better maintain accountability and separation of responsibility between the governing body and executive leadership.