



AGENDA

Executive Committee

September 9, 2021 -- 8 a.m.

James River Board Room- PlanRVA

Members of the public may observe the meeting on our YouTube Channel:

www.youtube.com/PlanRVA

View our complete [Public Participation Guide](#) at

<https://planrva.org/wp-content/uploads/PlanRVA-Public-Participation-Guide-2021-0901.pdf>
for other ways to participate

1. Welcome and Introductions (Winslow)

a. Roll Call of Attendees and Certification of a Quorum (Heeter)

2. Old Business

a. Action Item: Meeting Minutes (page 3)

Requested Action: Motion to accept the meeting minutes from July 8, 2022.

b. Office Space Planning Update (Winslow)

Information Item: Summary of August 12, 2021 Space Planning Worksession.

c. FY2022 Key Imperatives (page 7) (Winslow)

Action Item: Motion to recommend Full Commission approval of FY2022 Key Imperatives.

d. FY2022 Committee Appointments (page 17) (Winslow)

Action Item: Motion to accept Committee Appointment Recommendations for FY2022.

3. New Business

a. Meeting Room Technology Upgrades (Heeter)

Information Item: Status update on quotes received for improvements to James River Board Room and next steps.

b. Branding Update (page 19) (Davey/Heeter)

Action Item: Motion to authorize Executive Director to execute Task Order through Public Engagement and Outreach On-Call Program Master Services Agreement with Hodges Partnership for for Brand Identity activity performed by Brand Federation.

c. Virginia Housing Grant (page 31) (Heeter)

Ashland | Charles City | Chesterfield | Goochland | Hanover | Henrico | New Kent | Powhatan | Richmond

Richmond Regional Planning District Commission | 9211 Forest Hill Avenue, Suite 200 | Richmond, VA 23235

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Action Item: Motion to recommend approval of Resolution 22-01 supporting partnership with Partnership for Housing Affordability to administer regional housing grant and to direct Executive Director to negotiate partnership agreeemnt.

4. Future Meeting Topics

5. Adjourn: Targeted Adjournment is 8:55 am.



**Executive Committee
Zoom Virtual Meeting
Meeting Minutes
July 8, 2021
8:15 a.m.**

Members Present

<u>LOCALITY</u>	<u>NAME</u>	X (attended)
Charles City County	William Coad	X
Chesterfield County	Christopher M. Winslow, Chair	X
City of Richmond	Dr. Cynthia Newbille	X
Goochland County	Neil Spoonhower, Chair	X
Hanover County	Sean Davis, Vice Chair, Canova Peterson	X
Henrico County	Reverend Tyrone Nelson	
New Kent County	Patricia Paige, Secretary	X
Powhatan County	Michael Byerly, Treasurer	X
Town of Ashland	Dr. Daniel McGraw	X

Others Present

Eric Gregory.....Hefty, Wiley & Gore, PC

Staff Present

Martha Heeter.....Executive Director
Diane Fusco.....Office Manager
Sidd Kumar.....Project Coordinator

The PlanRVA Executive Committee meeting was held using electronic communication means. The technology used for this meeting was a web-hosted service created by Zoom. The meeting was available via live stream through YouTube to assure open access for members of the public. All recordings are available on the [Plan RVA YouTube Channel](https://www.youtube.com/PlanRVA) at www.youtube.com/PlanRVA.

Call to Order

Mr. Spoonhower called the PlanRVA Executive Committee meeting to order at approximately 8:15 a.m.

Attendance Roll Call & Certification of a Quorum

Ms. Heeter took attendance by roll call and confirmed a quorum of the body was present.

Meeting Minutes

Mr. Davis made motion to approve the meeting minutes included in the packet. Ms. Paige seconded the motion which was approved by vote of unanimous acclamation.

FY2021 Review

Mr. Spoonhower gave brief remarks summarizing the Commission's and specifically the Executive Committee's accomplishments in FY2021.

Proposal: Immersion 2.0 Executive Committee Conversation

Mr. Winslow introduced the item. Staff coordinated through Mr. Berkey (tenant advisor) to engage Baskervill in developing a scope of work for finalizing the Commission's space needs assessment. The Scope includes a facilitated workshop with members of the Executive Committee to set priorities and parameters for the process. Mr. Spoonhower made a motion to authorize the Executive Director to execute the Scope of Work as presented and to schedule a work session for the Executive Committee (with invitation to Committee chairs and members of the Finance Committee) in August. Dr. Newbille seconded the motion which was carried unanimously.

a. FY2022 Key Imperatives (Winslow)

Ms. Heeter reviewed the key imperatives and asked for comments with intention of bringing back in September for recommendation to the advance to the full Commission for approval.

b. FY2022 Meeting Schedule and Priorities (Winslow)

Ms. Heeter presented a proposed meeting schedule for review by members of the Executive Committee and for recommendation of the full Commission schedule for approval. Mr. Winslow briefly shared his intentions to incorporate a section in the agendas for local updates on innovations in planning; the first will be from Chesterfield in September. Dr. McGraw made a motion to approve the FY2022 PlanRVA Executive Committee meeting schedule and to recommend the FY2022 PlanRVA Regional Commission schedule for approval.

c. FY2022 Committee Appointments (Winslow)

Ms. Heeter gave an overview of the process for appointing members to committees of the Commission. She announced that Mr. Holland and Mr. Davey have agreed to continue serving as Chairs of the Audit, Facilities & Finance and Public Outreach and Engagement Committees respectively.

FY21 members returning to the Commission in FY22 of the Finance Committee are recommended to continue if agreeable for FY22:

- Mr. Holland (Chesterfield)
- Mrs. O'Bannon (Henrico)

- Mrs. Paige (New Kent)
- Mr. Peterson (Hanover)
- Mr. Winslow (ex-officio)

Staff also recommended Mr. Byerly (Powhatan) join the committee in his capacity as Treasurer for FY2022. Mrs. Paige advised her preference to step down from the Finance Committee considering another smaller jurisdiction representative joining (Mr. Byerly). Dr. Newbille also advised that she will coordinate with her peers on Council to identify a representative for the City of Richmond.

FY21 members returning to the Commission in FY22 of the Public Outreach and Engagement Committee are recommended to continue if agreeable for FY22:

- Mr. Davey (Chesterfield)
- Mr. Thornton (Henrico)
- Mr. Winslow (ex-officio)

Staff will work with Chairman Winslow to identify the final proposed slate of members for presentation at the September meeting.

With no other business, the Executive Committee adjourned at 8:55 am.

Imperatives for Fiscal Year 2022

# 1	# 2	# 3	# 4	# 5
Preserve our Financial Position	Manage Core Operations	Build Relevance and Demand for Services	Drive New Initiatives	Advance Special Priorities
<ul style="list-style-type: none"> • Achieve Successful Audit for FY2021 • Establish Top Notch Finance Team • Build a Dynamic Financial Reporting System 	<ul style="list-style-type: none"> • Fulfill requirements for all grant funded programs • Deliver key Work Program priorities • Build organizational capacity to meet growing needs 	<ul style="list-style-type: none"> • Develop and Implement a brand strategy including articulation of value proposition • Increase demand for services • Increase engagement with the Board of Commissioners and locality staff 	<ul style="list-style-type: none"> • Promote Regional Response Fund • Determine Long Term CVTA Staffing Arrangement • Revive Regional Indicators & Prepare Strategic Plan • Grow Emergency Management and Environmental Programs 	<ul style="list-style-type: none"> • Develop a physical presence that aligns with our mission • Build Collaborative Partnerships for efficiency • Innovate Organizational Practices and Procedures

Prioritization of Our Key Imperatives for 2022 Provides Transparency to Ensure Agency Staff and Commissioner Members are Aligned on Timelines and Priorities

#1

Preserve our
Financial Position

Stewardship, Achieving Financial Goals are critical to our ongoing success

- **Achieve a successful Audit**
 - Preserve \$1,000,000 Fund Balance Target
 - Establish Capital Reserve Policy and Targets for indirect cost allocation
 - Support future space needs and related capital investment
- **Establish Finance Team**
 - Assure appropriate capacity for current/future needs
 - Pursue additional training and support resources
 - Formalize Purchasing and Contract Management System
- **Build a Dynamic Financial Reporting System**
 - Elevate and establish appropriate financial management policies and procedures
 - Review current policies and make recommendations for changes
 - Develop analysis tools to monitor indirect and fringe cost recovery, program performance

Q1 FY2022

Q2 FY2022

Q3 FY2022

Q4 FY2022

Successful Audit

Establish Finance Team

Build a Dynamic Financial Reporting System

#2

**Manage Core
Operations**

Meeting Commitments and Accountability Measures preserves organizational integrity

- **Meet timeliness, expenditure and financial compliance requirements for all grant funded programs**
 - Complete 2021 RRTPO Recertification Process, and Reconcile CEFA with VDOT, & Secure FY22 Indirect Cost Plan Approval
 - Finalize project/grant closeout in Rural Transportation, Environmental and Emergency Management Programs
- **Fulfill key Work Program priorities**
 - Finalize Hazard Mitigation Plan, Long Range Transportation Plan
 - Advance Regional Prioritization Tool for RRTPO, CVTA
 - Launch Affordable Housing Capacity Building Program and Regional Indicators
- **Build organizational capacity to meet growing needs**
 - Recruit for open positions: Community Engagement, Data, Administration and Finance
 - Implement Succession Management Plan
 - Develop Training Program for Title VI Compliance, DEI and Professional/Career Development
 - Pursue organizational relationships pursuant to the Community Engagement Strategy and to strengthen Core Operations

Q1 FY2022

Q2 FY2022

Q3 FY2022

Q4 FY2022

Program Compliance

Work Program Priorities

Build Organizational Capacity

#3

**Build Relevance
and Demand**

Quality Services, Communication build relevance & demand

- **Implement Community Engagement Plan**
 - Establish a Brand Strategy including articulation of Value Proposition to Raise the profile of PlanRVA and affiliated entities and Define Convener Role
- **Grow engagement with the Board of Commissioners & locality staff**
 - Continue Better Together Webinar Series
 - Reestablish New Commissioner Orientation, Launch Planning Roundtable highlighting local/regional innovation
 - Implement digital communications tools for Commissioner and stakeholder engagement
 - Schedule visits and updates with local Boards and Councils for regular update and communication
- **Increase demand for services**
 - Foster relationship with Tribal Nations within and connected to our service area
 - Deliver a “Menu of Services” for Locality Contracts for Technical Assistance and Project Management
 - Pursue grant opportunities to address local/regional resiliency priorities

Q1 FY2022

Q2 FY2022

Q3 FY2022

Q4 FY2022

Brand Strategy

Increase Engagement

Increase Demand for Services

Imperative #4

Drive New Initiatives

Responsiveness and Creativity are critical to meeting local & regional needs

- **Continue Support of Developing Regional Initiatives**
 - Coordinate with Community Foundation, EMACV, other partners to promote the Central Virginia Emergency Preparedness and Response Fund
 - Provide Administrative & Technical Staff Support to the Central Virginia Transportation Authority
- **Prepare Regional Strategic Plan**
 - Emphasize Regional Resiliency and Economic Mobility among existing regional efforts (Education, Housing, Transportation and Disaster Response)
 - Initiate Scenario Planning effort and pursue opportunities through EDA and Recovery Funding
 - Reset Regional Indicators developed through Capital Region Collaborative incorporating key efforts such as the Market Value Analysis (MVA)
- **Launch Grantmaking program for Affordable Housing Development**
 - Initiate \$3mm grant award from Virginia Housing in partnership with Partnership for Affordable Housing

Q1 FY2022

Q2 FY2022

Q3 FY2022

Q4 FY2022

Response Fund

CVTA Support

Regional Strategic Plan and Indicators

Affordable Housing Development Grant

Imperative #5

Advance Special Priorities

Flexibility and Adaptability assure readiness to address new challenges

- **Design a physical presence that aligns with our mission: Future Office Space Planning**
 - Future Space Needs Assessment & Market Survey
 - Complete and Implement Office Leasing Plan
- **Build Collaborative Partnerships with other regional entities**
 - Identify opportunities for shared services and staffing for operational efficiencies
- **Monitor Trends and Innovate Organizational Practices and Procedures**
 - Implement Succession Management Plan
 - Establish a Continuity of Operations Plan for the Organization
 - Update Personnel Policies and Review Employee Benefits Programs
 - Implement Best Practices for Improved Access to Meetings and Public Engagement

Q1 FY2022

Q2 FY2022

Q3 FY2022

Q4 FY2022

Future Office Space Planning

Build Collaborative Partnerships

Monitor Trends & Innovate

Imperatives for Fiscal Year 2022

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Prioritization of Our Key Imperatives for FY2022 Provides Transparency to Ensure Agency Staff and Commissioner Members are Aligned on Timelines and Priorities

FY2022 Financial Priorities

Achieve	Achieve Successful Audit for FY2021
Establish	Establish Top Notch Finance Team
Build	Build a Dynamic Financial Reporting System
Increase	Increase demand for services
Develop	Develop a physical presence that aligns with our mission

FY2022 Outreach Priorities

Build	Build Community Engagement Capacity
Implement	Implement Community Engagement Plan
Establish	Establish Brand Identity & Value Proposition
Grow	Grow Engagement through Meaningful Interactions
Increase	Increase Demand for Services

FY2022 Schedule for Priorities



Objective Based Activities



Designated Time to Workshop Specific Ideas



Quarterly Reporting and Evaluation



FY2022

Proposed Committee Appointments

Audit, Facilities & Finance Committee

- Jim Holland (Chesterfield), Chair
- Andreas Addison (Richmond)
- Mike Byerly (Powhatan), Treasurer
- Leslie Haley (Chesterfield)
- Patricia O'Bannon (Henrico)
- Canova Peterson (Hanover)
- Chris Winslow (Chesterfield), ex-officio

Public Outreach & Engagement Committee

- Tim Davey (Chesterfield), Chair
- Jacob Giovia (Richmond)
- Neil Spoonhower (Goochland)
- Frank Thornton (Henrico)
- Charlie Waddell (Hanover)
- Chris Winslow (Chesterfield), ex-officio

PlanRVA

Clarifying the Brand and Generating Stronger Support for the PlanRVA

July 2021

Contact: kelly.okeefe@brandfederation.com

@2021 Brand Federation and Hodges

Partnership

OVERVIEW

Unlocking the full potential of the PlanRVA brand

CLARIFYING THE BRAND AND GENERATING STRONGER SUPPORT

PlanRVA has already established a positive reputation for its work to facilitate collaboration among the nine localities of the greater Richmond region. Through this work, PlanRVA helps civic leaders solve urgent problems, advancing progress for all who call the Richmond Region home.

As the organization moves forward, PlanRVA has an opportunity to clarify its purpose, simplify its messaging in order to amplify its voice in the marketplace.

At Brand Federation and Hodges Partnership, we're proud to have helped dozens of business, civic, educational and nonprofit organizations to develop branding strategies that build on their successes, increase their differentiation from similar institutions and help them get recognition for their strengths.

We will work with PlanRVA leadership to develop clear, actionable ways to clarify and strengthen the brand. And we'll develop and oversee messaging strategies that boost awareness and understanding with target stakeholders.

Great brands are built around promises, so here's our promise to you:

We will work with PlanRVA leadership to develop clear, actionable ways to clarify and strengthen the brand and messaging strategy. Our approach will be thorough, but efficient, and our strategies will be clear and actionable.



DISCOVERY AND IMMERSION

Exploring the intrinsic factors that have led to success for the brand

INTERNAL IMMERSION

To ensure we leverage this investment to the fullest extent possible, the team at Brand Federation and Hodges Partnership will begin with a comprehensive review of all existing stakeholder, constituent, and competitive information provided by PlanRVA.

Our analysis of prior research will be augmented with our own secondary research. The team will conduct a review into public cooperation trends utilizing syndicated research platforms such as Statista and others.

We will also conduct interviews with 4 to 6 internal stakeholders.

Through our discovery, process we will seek to understand:

- The short-term goals and objectives of the organization, with a focus on recent developments
- The long-term vision for the business: Where would you like to be in 10 years?
- Core competencies : What does the organization excel at accomplishing?
- Points of risk: Perceived weaknesses or common complaints?
- Current and desired relationships between the brand and its stakeholders — how the organization is seen and how it would like to be seen
- Areas where the organization is best known and where it needs more recognition
- Any emerging opportunities on the horizon

STAKEHOLDER ENGAGEMENT

Analyzing how the brand is viewed and how best to describe its impact

GAINING AN EXTERNAL PERSPECTIVE

The best way to align PlanRVA, stakeholders around a clear, compelling brand is to engage them in the discussion. We propose to facilitate conversations with PlanRVA leaders and public-sector partners to clarify the brand message and purpose and amplify its voice.

Our team will identify any specific gaps in our knowledge from the discovery work. We will then develop a succinct discussion guide, and conduct 8–10 in-depth interviews with partners and other stakeholders.

The sessions will explore views regarding:

- Their perceptions of PlanRVA's approach, performance and service.
- Things they believe PlanRVA should never change about their focus and services.
- Things they wish PlanRVA would change or services they should add.
- If they were talking to an acquaintance about PlanRVA, how would they describe the role they play in regional cooperation.
- The most noteworthy points of difference between PlanRVA and other regional partnerships, such as the Greater Richmond Partnership.
- How PlanRVA contributes to making our region and each municipality stronger.

This external perspective gathering process will provide a foundation for ensuring PlanRVA is positioned for success today and will fuel the strategy and messaging that follows.

Bringing your brand to life through attributes, key messages, tone of voice, and other elements

RESEARCH SYNTHESIS

A summary of internal and external research with a focus on insights about the organization’s distinguishing characteristics, emerging opportunities and points of leverage.

BRAND CONVICTION

A brief description of the primary brand position and value of the organization; to clarify direction and guide messaging. This serves as the brand’s nucleus.

BRAND EXPERIENCE DRIVERS

These are simple guidelines that help align the constituent experience to enhance differentiation. They are focused on internal behavior, not external messaging.

PURPOSE STATEMENT

Similar to an “elevator speech,” the Purpose Statement is an aspirational expression of the driving force behind the organization and why it matters.

BRAND EXPRESSION

These tonal guidelines express the organization’s personality through the look and feel of the brand. The focus is more on tone of voice than on content.

BRAND STORYLINES

These guides to messaging describe key themes that are important to the communication of the brand and its value across all expressions of the brand.

BRAND MANIFESTO

The Brand Manifesto is an inspirational statement that drives pride in what the organization stands for and an understanding of why it matters.



TRANSITION PLANNING

Our team will help with best practices for generating internal consensus and enthusiasm for the work and transitioning to the new brand system

TRANSITION PLANNING AND IMPLEMENTATION SUPPORT

For the final deliverable, all work will be documented and summarized in a presentation, and a final report will be submitted to the organization for use in its ongoing brand-building and communications programs. Included in the report will be:

- A succinct story for the organization that inspires employees, constituents and partners
- An employee presentation that captures the purpose behind the work PlanRVA does every day to serve constituents and clarifies the brand, point-of-difference and key messages. This presentation should be seen as both a celebration of past performance and a rallying cry for the future.

Brand Transition and Internal Engagement Support

This proposal includes working with PlanRVA to provide senior strategic counsel to help guide implementation of the brand guidelines.

Activities would include, but not be limited to:

- Work with leadership to develop an optimal approach to translating the brand strategy into effective marketing tactics.
- Participation in internal meetings and presentations as needed to gather input on communication approaches and to build support for improvements.
- Review of key metrics and refinement of marketing actions to respond to new opportunities.
- Development of plans to respond to any opposing viewpoints and to respond quickly should setbacks occur along the way.

PROJECT TIMELINE

A disciplined, yet efficient,
process for transitioning
the brand and messaging

Phase 1: Discovery and Internal Immersion	4 Weeks
Phase 2: External Perspective Gathering	4 Weeks
Phase 3: Brand Strategy and Platform	4 Weeks
Total Estimated Timeline for First Three Phases	12 Weeks
Ongoing: Transition Planning and Implementation Support	2 Months (Renewable)



ESTIMATED INVESTMENT

A disciplined, yet efficient,
process for transitioning
the brand and messaging

Discovery and Internal Immersion	8,000
External Perspective Gathering	10,000
Brand Strategy and Platform	20,000
Brand Research and Strategy Total	\$38,000
Implementation Support (5,000 per month. 2 Month Renewable term)	\$12,000
Total	\$50,000

PlanRVA will provide reimbursement for all out-of-pocket and travel expenses incurred in connection with the consulting outlined above, not to exceed \$1,000 without prior approval.

ABOUT US

BRAND FEDERATION PROJECT LEADERSHIP TEAM



Kelly O'Keefe

Managing Partner and CEO

Former Managing Director of the VCU Brandcenter.

Inductee in the Virginia Communications Hall of Fame, Richmond Ad Person of the Year, Virginia Entrepreneur of the Year

Strategic brand advisor to brands, including Capital One, Carmax, GE, ESPN, Dominion Energy, and UPS.

Kelly's commentary on brands and creativity has been featured in dozens of broadcast, online and print-media outlets.



Jon Newman

Co-Founder, Hodges Partnership

For close to four decades, Jon has worked both hemispheres of the communications world – first as an award-winning TV and radio reporter. He jumped into PR as the head of media relations for The Martin Agency where he led a team that regularly produced placements on NBC's TODAY Show, NPR's All Things Considered, The Wall Street Journal and countless other outlets. In 2002 he cofounded The Hodges Partnership and has helped to grow it into one of the country's largest public relations firms.



Rian Chandler-Dovis

VP of Brand Strategy

An adjunct professor at the VCU Brandcenter and an accomplished brand strategist with broad experience in marketing and branding.

Developed strategies for such clients as General Motors, American Express, Samsung, PepsiCo, World Wildlife Fund, AB Inbev and Colgate.

Undergraduate degree from James Madison University and a master's from VCU Brandcenter where she was valedictorian of her class.



Dr. Brian Brown

Senior Brand Advisor

Dr. Brian Brown is adept at bringing the corporate and academic communities together. Prior to embarking on his second career as a professor, he had a 15-year corporate career that included brand management positions at Coca-Cola and AT&T.

Brian is a professor in the department of marketing at VCU, with teaching interests in brand strategy and marketing management. He received his PhD. from Georgia State University, his MBA from Duke University, and his BA at the University of Virginia.



Ashley Devereux

Engagement Strategist

Ashley Devereux is a skilled brand strategist and project manager with nearly a decade of experience across industries, from healthcare and financial services, to CPG and entertainment. She has worked with today's top brands, including CVS, Capital One, National Geographic, Secret Deodorant, Sam's Club, Enfagrow, and Adobe.

She holds a bachelor's degree in business management from Virginia Tech and a master's degree in creative brand management from the VCU Brandcenter.







RESOLUTION

2022-01

WHEREAS PlanRVA was invited to participate in a capacity building program supported by Virginia Housing awarding \$3,000,000 to address regional housing needs; and

WHEREAS PlanRVA is a member organization of the Partnership for Housing Affordability (PHA), a non-profit organization formed as a coalition of public and private sector partnership focused on coordination, education and leadership to champion affordable housing policies and developments that meet the needs of all citizens and strengthen the region's economic vitality, attractiveness, and competitiveness; and

WHEREAS PHA developed a regional Housing Framework to establish a common understanding of the housing needs and opportunities in the Counties of Chesterfield, Hanover and Henrico and the City of Richmond; and

WHEREAS PlanRVA is an avid supporter of the work including the Richmond Regional Housing Framework and has identified the Framework as a foundational document to guide investment of the Virginia Housing Capacity Building funds in the covered communities.

NOW THEREFORE, the Richmond Regional Planning District Commission hereby authorizes the Executive Director to negotiate an implementation partnership agreement with PHA to carry out the requirements of the Virginia Housing Capacity Building Grant.

BE IT FURTHER RESOLVED that the agreement would specify specific terms of the implementation partnership, including funding such that PlanRVA shall retain \$150,000 to fulfill grant administrative responsibilities of the Virginia Housing Award and the remaining \$2,850,000 will be transferred to PHA on a basis specified in the agreement and providing up to \$150,000 to PHA for capacity building and program implementation fees.

ON THIS 9th DAY of SEPTEMBER 2022:

Christopher Winslow, Chair

Witness