

August 27, 2025

**Memorandum #2025-112**

**TO: Hampton Roads Chief Administrative Officers**

**BY: Mary Bunting, Chair**

**RE: Hampton Roads Chief Administrative Officer (CAO) Committee Meeting -  
September 3, 2025**

The next meeting of the Hampton Roads Chief Administrative Officer (CAO) Committee is scheduled for **Wednesday, September 3, 2025, beginning at 11:30 AM**. This meeting will be held in the Chesapeake Room of the Chesapeake Conference Center located at 700 Conference Center Dr, Chesapeake, VA 23320. The agenda and related materials are attached.

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Attachments

**Chief Administrative Officers:**

Mary Bunting, HA  
Chris Price, CH  
Carol Steele, GL  
Don Robertson, IW  
Scott Stevens, JC  
Alan Archer, NN  
Patrick Roberts, NO  
Randy Wheeler, PQ  
Steven Carter, PO

Michael Stallings, SM  
Brian Thrower, SH  
Kevin Hughes, SU  
Melissa Rollins, SY  
Patrick Duhaney, VB  
William Saunders, WN  
Andrew Trivette, WM  
Mark Bellamy, YK

**Hampton Roads  
Chief Administrative Officer (CAO) Committee Meeting  
Agenda**

**Wednesday, September 3, 2025  
11:30 AM**

**Chesapeake Room, Chesapeake Conference Center  
700 Conference Center Dr., Chesapeake, VA 23320**

**1) Call to Order**

**2) Approval of Agenda**

**3) Public Comment**

Members of the public will be provided with an opportunity to address the CAOs. Comments will be limited to three minutes per speaker.

**4) Approval of Minutes**

The summary minutes of the CAO Committee meetings held on April 2, 2025 and July 2, 2025 are attached for consideration and approval.

Attachment 4A: CAO Committee Meeting Summary Minutes of April 2, 2025

Attachment 4B: CAO Committee Meeting Summary Minutes of July 2, 2025

**5) Items of Regional Interest**

CAO Committee members will be asked to share any items of regional interest from their locality.

**6) Tax System Modernization**

At the last meeting, committee members requested a briefing on the current tax system and potential modernization opportunities.

Effective and efficient government depends on stable and adequate revenue streams to support programs, services, capital projects, and the overall administration of the government. When tax policy fails to keep pace with structural and economic changes, the reliability and fairness of the tax system can erode. Deductions, exemptions, and credits, while sometimes necessary, can further complicate the system and alter its equity.

To chart a sustainable path forward, it is essential to understand revenue trends, tax base changes, competing tax structures, and the historical context of the current system.

Mr. Greg C. Grootendorst, HRPDC Deputy Executive Director, will provide background on state and local taxation in the Commonwealth as a foundation for discussion on pressing revenue concerns facing local governments in Hampton Roads.

**7) Regional Legislative Agenda**

The HRPDC/HRTPO Legislative Committee met on August 12, 2025, to discuss regional legislative priorities to be considered for approval by the Commission and HRTPO Board in October/November. The membership of this Legislative Committee is as follows:

Shannon Glover, Portsmouth	HRPDC Chair
Michael Hipple, James City County	HRTPO Chair
Jimmy Gray, Hampton	HRPDC Vice-Chair
Rick West, Chesapeake	HRTPO Vice-Chair
Mary Bunting, Hampton	CAO Committee Chair
Chris Price, Chesapeake	CAO Committee Vice-Chair

Mr. Robert A. Crum, Jr., HRPDC/HRTPO Executive Director, will brief the CAO Committee on potential Regional Legislative Agenda items.

**8) Other Business**

**9) Next Scheduled Meeting**

The next regularly scheduled meeting will be held on November 5, 2025, at 11:30 AM and will be hosted by the City of Hampton.

**10) Adjournment**

**Hampton Roads Planning District Commission (HRPDC)  
Chief Administrative Officer (CAO) Committee Meeting  
Summary Minutes of April 2, 2025**

The April 2, 2025 meeting of the Chief Administrative Officer (CAO) Committee was called to order at 11:30 am by CAO Committee Chair Mary Bunting at The Barns of Timberneck, located at 1195 Colonial Trail East in Surry, Virginia.

**CAO Committee Members in Attendance:**

Mark Bellamy	York County
Mary Bunting, Chair	Hampton
Ralph Clayton (for Alan Archer)	Newport News
Azeez Felder (for Al Moor)	Suffolk
Randy Keaton	Isle of Wight County
Rosylen Oglesby	Franklin
Chris Price	Chesapeake
Melissa Rollins	Surry County
William Saunders	Windsor
Michael Stallings	Smithfield
Carol Steele	Gloucester County
Brian Thrower	Southampton County
Randy Wheeler	Poquoson

**CAO Committee Members Absent:**

Steven Carter	Portsmouth
Patrick Duhaney	Virginia Beach
Pat Roberts	Norfolk
Scott Stevens	James City County
Andrew Trivette	Williamsburg

**Executive Director:**

Robert Crum

**Others Recorded Attending:**

Erin Carter, Senator Warner  
Greg Grootendorst, HRPDC  
Diane Kaufman, Senator Kaine  
Anne Seward, The Barns at Timberneck  
John Seward, The Barns at Timberneck  
Peter Stephenson, VRSA

**Welcome and Introductions**

Ms. Melissa Rollins, Surry County Administrator, welcomed the CAO Committee to Surry County and introduced Anne and John Seward, the owners of today's meeting venue, who provided some brief background information on The Barns of Timberneck.

## **Approval of Agenda**

Chair Bunting asked if there were any additions or revisions to the agenda as distributed. There being none, upon motion by Mr. Randy Wheeler and second by Mr. Michael Stallings, the CAO Committee approved the agenda as distributed.

## **Public Comments**

There were no public comments.

## **Approval of Minutes**

Chair Bunting referenced the February 5, 2025 CAO Committee summary minutes that were distributed with the agenda. Upon motion by Mr. Wheeler and second by Mr. Carter, the minutes were accepted as distributed.

## **Emergency Management Sheltering**

Mr. Robert Crum noted that at the February meeting of the CAO Committee, the CAO Chair and Vice Chair were authorized to send correspondence to state leadership to request state assistance in addressing critical sheltering needs in the Hampton Roads region. He noted that a copy of this correspondence was attached to the agenda for the Committee members' information. Mr. Crum briefly reviewed the letter that was sent to Governor Youngkin, Lieutenant Governor Earle-Sears, and Hampton Roads Caucus members. He noted that the letter requested assistance in the following areas related to emergency sheltering:

- Increasing Shelter Capacity
- Increasing Shelter Staffing
- Working with Localities in the Utilization of State Shelters
- Implementation of a Shelter Registration System

Mr. Crum noted that since the letter was circulated, he has heard from several Hampton Roads Caucus members who are interested in addressing the issue of emergency sheltering. CAO Committee members noted that this is an important first step and that we all need to continue working with our General Assembly members to stress the importance of state assistance. The CAO Committee members noted that the issue of emergency sheltering cannot be addressed by local jurisdictions alone, and that evacuation plans and sheltering strategies must cross regional and sometimes state boundaries. For example, if Hampton Roads were to evacuate, we would be looking to shelter in Richmond or points further west. Likewise, Outer Banks/North Carolina residents may be looking to shelter in Hampton Roads. The importance of the I-64, Route 58, and Route 460 corridors as evacuation routes was also noted. It was the consensus of the CAO Committee that we need to continue working with our state partners to encourage increased state assistance in the area of emergency sheltering.

## **Letter from Regional Organizations on Federal Policies**

Mr. Crum shared with the CAO Committee that a coalition of seven regional organizations recently sent correspondence to the Hampton Roads Congressional Delegation to share perspectives on current federal policy matters and how they may affect the Hampton Roads region. He noted that a copy of this correspondence and supporting materials was distributed in advance of today's meeting with the agenda materials. Mr. Crum stressed that the HRPDC/HRTPO did not sign this correspondence since the Commission and Board have not discussed this topic.

Mr. Crum briefly reviewed the correspondence and the attached one-pager entitled "Hampton Roads, Virginia – Epicenter of our Nation's Security Interests." This one-pager notes that our region has over 80,000 military service members, 60,000 federal civilian employees, and serves as America's maritime industrial hub.

CAO Committee members reviewed the information discussed in the letter, noting the importance of following facts and data related to information coming from the federal government. The CAOs stressed that it will be important for all the localities to share information on federal funding programs that will impact localities. Several CAOs shared information on specific federal funding programs they are monitoring. They asked if there were specific areas of concern regarding the operations of the HRPDC/HRTPO.

Mr. Crum shared that one area of concern is related to the HRPDC Emergency Management Program. He noted that the HRPDC serves as the fiscal agent for the Urban Area Security Initiative (UASI) program for our region. As part of this responsibility, the HRPDC works with the region's emergency management professionals to identify and purchase emergency management equipment on behalf of the region's localities. This program requires the HRPDC to incur the costs up front and purchase the equipment using PDC monies. These expenses are then submitted to VDEM, which works with FEMA to reimburse the HRPDC.

Unfortunately, recent activities at the federal level have slowed the flow of federal monies from FEMA to our states. Currently, the HRPDC has approximately \$800,000 of unreimbursed expenses for emergency management equipment that has been delivered to our localities. However, VDEM has indicated that, based on information from FEMA, they don't know when this money will be received to reimburse the HRPDC. Mr. Crum noted that, as a small organization with a standalone bank account, this causes significant cash flow concerns for the HRPDC.

The CAO Committee held discussions on this challenge and noted that there may be a need for the local governments to assist the HRPDC with cash flow pertaining to the purchase of this equipment. Mr. Crum noted that most of these purchases are regional in nature, and the equipment purchased is shared by multiple localities rather than a specific jurisdiction. He distributed photos of equipment that has been purchased through this program and is currently being used by local governments. The CAOs agreed to continue to monitor this situation moving forward.

## **Update on General Assembly Session**

Mr. Crum provided the CAO Committee with an update on the 2025 Virginia General Assembly session and items of interest from the HRPDC/HRTPO Regional Legislative Agenda. Most of the discussion centered on the following topics:

- **HB 2466 – Primary and Secondary Road Fund:** This bill would have established the framework to create a funding mechanism to invest in needed primary and secondary road projects within Hampton Roads. The bill was endorsed by the region as a component of the Regional Legislative Agenda and was approved by both the House and the Senate, but was vetoed by the Governor.
- **State funding for the HRPDC:** Although budget amendments were introduced by both the House and the Senate to increase state funding by \$190,000 each year to the HRPDC, this funding was not included in the state budget recommended by the budget conferees.
- **Economic Development Site Preparation:** Mr. Price joined Mr. Crum in explaining why the proposed state budget does not include adequate funding for site preparation work, which makes it difficult for Virginia to compete with other states.

Mr. Crum asked members of the CAO Committee to share any additional legislative items from their localities. Various CAOs shared information from their localities, including the status/outcome of bills that would expand the use of speed zone cameras.

## **Draft Fiscal Year 2026-2031 Six-Year Improvement Program (SYIP) Funding Reductions**

Mr. Crum provided background information on this item, noting that HRTPO staff recently received the draft Fiscal Year (FY) 2026 – 2031 SYIP budget from the Virginia Department of Transportation (VDOT). The budget for the draft SYIP contained funding reductions in the Carbon Reduction Program (CRP), the Congestion Management and Air Quality (CMAQ) Improvement program, and the Regional Surface Transportation Program (RSTP). He referenced Attachment 8A, which provided detailed information on these reductions.

Mr. Crum reported that in order to align these funding programs with the draft SYIP, funding reductions have been made in the short term to balance the budget. He noted that the Transportation Programming Subcommittee (TPS) met on March 21, 2025 to take the first step in the process by initiating the reductions, referencing Attachment 8B, and then make the reduced projects “whole” with an Administrative Modification once the draft FY 2026-2031 SYIP is finalized in late June 2025.

The TPS will meet again on June 20 to recommend funding transfers that will be needed in order to return the affected projects to their previous funding status. He noted that

Attachment 8C lists the available HRTPO reserve funding available for transfer under the CRP, CMAQ, and RSTP funding programs. He concluded by noting that with a combination of reserve funding sources, there appears to be enough to replace the reduced funding on the projects in the affected fiscal years. He asked if there were any questions from the CAO Committee. There being none, it was agreed that the Committee will continue to monitor this situation through HRTPO and locality staff.

### **Items of Regional Interest**

Each CAO Committee member was provided an opportunity to share items of regional interest in a roundtable-style format.

### **Next Scheduled Meeting**

The Chair noted that the next regularly scheduled meeting of the CAO Committee will be held on May 7, 2025 and will be hosted by Virginia Beach.

### **Adjournment**

There being no further business to come before the CAO Committee, the meeting was adjourned at approximately 1:30 pm.

Respectfully submitted

Robert Crum  
Recording Secretary



**Hampton Roads Planning District Commission (HRPDC)  
Chief Administrative Officer (CAO) Committee Meeting  
Summary Minutes of July 2, 2025**

The July 2, 2025 meeting of the CAO Committee was called to order at 11:45 am by CAO Committee Chair Mary Bunting at Two City Center, 11820 Fountain Way, Suite 300, Newport News, VA 23606.

**CAO Committee Members in Attendance**

Mary Bunting, Chair	Hampton
Rosylen Oglesby	Franklin
Carol Steele	Gloucester County
Don Robertson	Isle of Wight County
Scott Stevens	James City County
Alan Archer	Newport News
Randy Wheeler	Poquoson
Michael Stallings	Smithfield
Brian Thrower	Southampton County
Al Moor	Suffolk
Melissa Rollins	Surry County
Andrew Trivette	Williamsburg
Mark Bellamy	York County

**CAO Committee Members Absent**

Chris Price, Vice Chair	Chesapeake
Patrick Roberts	Norfolk
Steven Carter	Portsmouth
Patrick Duhaney	Virginia Beach

**Executive Director:**

Robert Crum	HRPDC
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**Others Recorded Attending:**

Doug Beaver	City of Norfolk
Erin Carter	Senator Mark Warner's Office
Alex Case	Cordillera Applications Group
Annie Eng	Access Point
Alex Frazier	Senator Tim Kaine's Office
Bob Geis	City of Chesapeake
Greg Grootendorst	HRPDC
Gretchen Heal	Hampton Roads Chamber
Blaine Hutchens	Senator Mark Warner's Office
Diane Kaufman	Senator Tim Kaine's Office
Peter Stephensen	VRSA
Cassidy Taylor	Access Point/City of Suffolk
David Westcott	City of Chesapeake
Jerri Wilson	City of Newport News

## **Welcome**

Ms. Bunting thanked Mr. Alan Archer for hosting the CAO meeting. Mr. Archer welcomed the CAO Committee and provided a brief overview of the new office space in City Center.

## **Approval of Agenda**

Ms. Bunting reviewed the proposed agenda for the CAO meeting and asked if there were any adjustments to the agenda as distributed. There being none, Mr. Stallings moved to approve the agenda as presented, Mr. Wheeler seconded, and the motion carried unanimously.

## **Public Comment**

Ms. Bunting asked if there were any members of the public present who wanted to address the CAO Committee. There being no comments, the Public Comment period was closed.

## **Approval of the Minutes**

Ms. Bunting asked if there were any questions on the minutes of the previous meeting; hearing none, Mr. Stallings moved to approve the minutes, Ms. Steele seconded, and the motion carried unanimously.

## **Regional Operational Coordination Tabletop Exercise Briefing**

Mr. Bob Geis of Chesapeake and Mr. Doug Beaver of Norfolk introduced Mr. Alex Case of Cordillera Applications Group to brief the CAOs on a series of emergency management tabletop exercises planned for 2025.

Mr. Case explained that the exercises are designed to strengthen coordination and decision-making during emergency situations through a tiered training approach. An initial staff-level exercise took place on June 24, involving representatives from all 17 jurisdictions as well as other local and regional agencies. The next session is scheduled for July 29 and will engage Deputy City Managers and Assistant County Administrators. A final exercise with Chief Administrative Officers is planned for September 11. These upcoming sessions will utilize regionally relevant scenarios to reinforce internal procedures, enhance cross-jurisdictional understanding, and foster stronger regional collaboration.

## **Items of Regional Interest**

Ms. Bunting opened the discussion on topics of regional interest, emphasizing that a key benefit of CAO meeting agendas is the exchange of information on shared issues, challenges, and best practices across localities. She noted that, at the Executive Director's recommendation, today's regional information-sharing item was moved to the beginning of the agenda. Each CAO then had the opportunity to present an item of regional interest from their locality in a roundtable format.

A summary of items reported out by the CAOs is as follows:

- Surry County staff are working to bring a YMCA to the county
- Mr. Robertson is new to his role as CAO and looks forward to future participation in regional meetings
- The City of Hampton received an “All American City” award for its efforts on resilience
- Virginia 250 will be kicking off at Fort Monroe
- Kevin Hughes of Suffolk will be assuming the role of acting City Manager
- Providing additional benefits for emergency dispatchers is a topic requiring regional attention. Suggestions include personal property tax breaks, adding operators to VRS, and adding dispatchers to the LEOs plan; animal control and park rangers also require consideration
- Gloucester Point Beach restoration project received \$2.4 million to construct a living shoreline

### **Regional Legislative Agenda**

Ms. Bunting initiated the legislative agenda discussion, noting that Bob Crum will begin developing the Regional Legislative Agenda in July to prepare for its consideration and approval by the Commission and HRTPO Board in October and November.

Mr. Crum outlined the timeline and general process necessary for the development of the regional legislative agenda, noting the scope and the significant role it has as a regionally relevant document.

Mr. Crum discussed the following topics specifically:

Primary and secondary road funding  
Regional flood prevention  
Funding for walking and biking trails  
Regional energy supply  
State funding for Planning District Commissions

There was discussion regarding the veteran’s tax deferral program, with a general consensus that this topic requires further discussion. Decisions made by the Commonwealth that have a significant impact on localities can result in questions of equity, hardship, and effective administration. Further discussion resulted in an agreement to discuss tax modernization at the next CAO meeting.

### **HRPDC/HRTPO Committee Structure**

Mr. Crum noted that the HRPDC has numerous committees made up of staff from localities, who offer guidance on a wide range of regional initiatives and programs led by both the HRPDC and the HRTPO. At present, 49 committees, subcommittees, and working groups are facilitated by HRPDC and HRTPO staff; a list of the committees was provided to the CAOs. Mr. Greg Grootendorst and Mr. Crum provided a brief synopsis on several committees and working groups, noting the benefits of collaboration, sharing of best practices, and uniformity in working towards solutions to

common issues. Mr. Al Moor shared some experiences he has had with his involvement in the Directors of Utilities Committee, touching on the benefits of camaraderie with neighboring localities when problem-solving.

### **Hampton Roads 2050 Long-Range Transportation Plan (LRTP)**

Mr. Crum provided the CAO Committee with an update on the 2050 LRTP planning process and highlighted the input needed from each locality to ensure their transportation projects are incorporated into the ranking process of the long-range plan.

### **Other Business**

There was no other business to come before the CAO Committee.

### **Next Scheduled Meeting**

The next regularly scheduled meeting will be held on September 3, 2025, at 11:30 AM and will be hosted by the City of Chesapeake.

### **Adjournment**

There being no further business to discuss, the CAO Committee meeting was adjourned at approximately 1:18 pm.

Respectfully submitted,

Robert Crum  
Recording Secretary