

A close-up photograph of a person's hands playing a mandolin. The person is wearing a light blue, textured button-down shirt. The mandolin is a light-colored wood with a dark fretboard. The background is a soft-focus bokeh of green and yellow lights. The text '2018-2019' is overlaid in a green, sans-serif font, underlined.

2018-2019

ANNUAL REPORT



NRVRC
new river valley regional commission

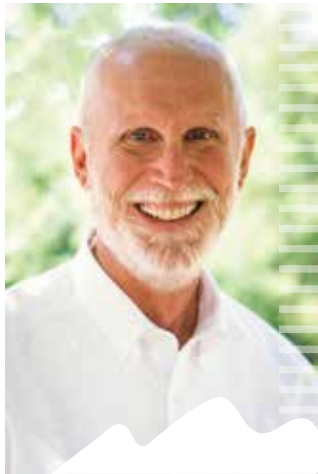


CHAIR'S MESSAGE

Welcome to the New River Valley Regional Commission Annual Report for Fiscal Year 2018-2019! This publication embodies some of the many accomplishments of the Regional Commission that serves all residents of the New River Valley. It also reflects the collaborative spirit that defines our region as we celebrate the Commission's 50th Anniversary in 2019. A few of the many highlights include:

- Added the Town of Pembroke as a new Regional Commission member, increasing collaboration in the NRV.
- Convened the Mayors/Board of Supervisors Chairs to discuss mutual issues and opportunities throughout the region.
- Nearing completion of Millstone Kitchen, a shared-use commercial kitchen, located in the old Price's Fork Elementary School.
- Coordinated the New River Watershed Roundtable, which brings together many diverse parties with interests centered around the New River and its tributaries.
- Began reformatting the NRV Data Dashboard, which puts data on many issues into an easy-to-understand presentation and allows users to explore and interact with NRV-specific data covering many subjects.
- Completed the NRV Early Childhood Needs Assessment through the Smart Beginnings NRV program with engagement from numerous partners.
- Helped coordinate the first convening of the Valley to Valley Trail Initiative, a bike/pedestrian connection between the New River Valley and the Roanoke Valley.
- Continuing to work with several partners to bring passenger rail service to the New River Valley.
- Recognized three individuals with the Friend of the Valley, Citizen of the Valley, and Champion of the Valley awards, signifying exceptional contributions to the betterment of the New River Valley.

The New River Valley Regional Commission staff and board members are pleased to share these, and many other accomplishments during the past year.



We look forward to achieving even more in Fiscal Year 2019-2020 to continue contributing to shared success throughout the region.

Michael Harvey
Chair
Fiscal Year 2018-2019

FY2018-2019 COMMISSIONERS

FLOYD COUNTY

Mr. Michael Maslaney,
Vice-Chair
Mr. Justin Coleman

GILES COUNTY

Mr. Richard McCoy
Mr. Leon Law, Treasurer

MONTGOMERY COUNTY

Mr. Steve Fijalkowski
Mr. Michael Harvey, Chair

PULASKI COUNTY

Mr. Charles Bopp
Dr. Doug Warren

CITY OF RADFORD

Mr. David Horton
Dr. Helen Harvey

TOWN OF BLACKSBURG

Mr. Joel Herbein
Ms. Susan Anderson

TOWN OF CHRISTIANSBURG

Mr. Harry Collins
Mr. Hil Johnson

TOWN OF FLOYD

Mr. Michael Patton

TOWN OF NARROWS

Mr. Tom Garrett

TOWN OF PEARISBURG

Ms. Susie Journell

TOWN OF PEMBROKE

Mr. Robert Lawson

TOWN OF PULASKI

Mr. Larry Clevinger
Mr. Tyler Clontz
Mr. James Ratcliffe

TOWN OF RICH CREEK

Mr. William Kantsios

RADFORD UNIVERSITY

Ms. Ashley Schumaker

VIRGINIA TECH

Ms. Catherine Potter
Mr. Chris Kiwus

NEW RIVER COMMUNITY COLLEGE

Ms. Angie Covey

REGIONAL Cooperation

Regional Convening

The New River Valley Regional Commission Board of Directors hosted a dinner at Virginia Tech – Lane Stadium in Blacksburg, VA to honor their annual award recipients. Mr. John Smolak, the Director of Economic Development for American Electric Power (AEP) received the Friend of the Valley award. Dr. Raymond Smoot, community leader, received the Citizen of the Valley award. Mr. Nick Rush, 7th District Virginia House of Delegates, received the Champion of the Valley award.



New River Valley HOME Consortium

The New River Valley HOME Consortium was created in 2007 and utilizes an annual funding allocation from the U.S. Department of Housing and Urban Development to construct or rehabilitate affordable housing for low-to-moderate income households in the New River Valley. In the 12 years it has been active, the HOME Consortium has:



Constructed or rehabilitated

358 homes

(rental and owner-occupied)



Expended **\$7,008,356**

of HOME funds and leveraged

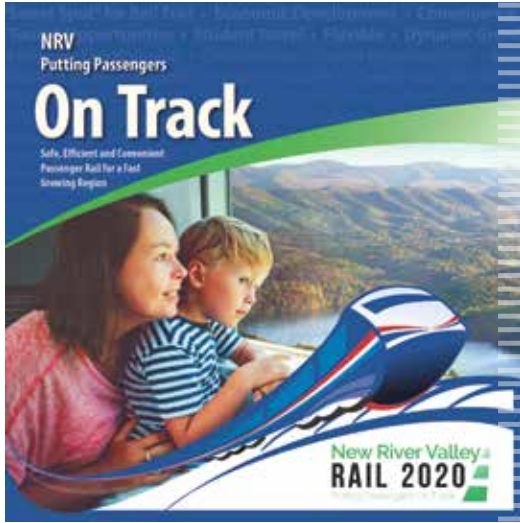
\$35,125,957 of other state, federal, or local funds, which represented a **1:5** leveraging ratio.



Created a 501(c)(3) arm called

NRV Home

to facilitate projects not already being addressed by other agencies. NRV Home helped to create the NRV Timebank



Passenger Rail

Within the initial 12-months of service (November 2017 – October 2018), total ridership in Roanoke was 56,360. Amtrak originally projected the new service might add 38,000 ons/offers along the entire route, between Roanoke and Alexandria. In 2019, regional partners explored how to fund and operate a new passenger rail service in Christiansburg. Partners in the New River Valley proposed to establish the NRV Passenger Rail Authority to collectively own and operate the station.

New River Watershed Roundtable

The Regional Commission continues to provide leadership and dialogue on regional watershed issues through the reestablished New River Watershed Roundtable. In August 2018, the Watershed Roundtable, a subcommittee of the Regional Commission, coordinated the New River Valley's third regional river clean-up.



5 tons
of trash

130 tires
325 bags
of trash

removed, over

13 miles
cleaned

with help from

350 people.

Economic DEVELOPMENT & Human Services



Comprehensive Economic Development Strategy (CEDS) Annual Update

As part of the FY19 CEDS process, Regional Commission staff solicited new or updated economic development projects for inclusion in the CEDS and convened the CEDS Committee. The committee proposes new projects and reviews CEDS report content. In addition, the committee provides input and updates on developments over the last year as well as on future economic trends that may have implications for the CEDS economic development goals and strategies.

FY19 CEDS outcomes:



At least **28 projects** from the CEDS project list were underway during 2018, including 6 technical assistance projects, 7 facility rehab/construction projects, 6 infrastructure projects, and 6 planning projects.



At least **220 jobs** created/retained as a result of projects underway.



At least **\$12 million** in public and private investment devoted to CEDS projects.





Aging in Place Leadership Team

In the fall of 2018, the Aging in Place Leadership Team was awarded a grant through the Geriatric Training & Education Institute to create a video training series to accompany the Aging in Place workbook. The AIP Leadership Team hosted a training workshop on the video series with 20 interested facilitators in attendance.

More information about the workbook and video series can be found at nrva.org/aging-in-place

Old Price's Fork School Comprehensive Community Revitalization Project

- All 16 apartments have been leased and a waiting list has been created for additional interested residents. Sixteen additional units will be constructed on the site in 2020.
- Millstone Kitchen, the shared-use commercial kitchen, is now taking applications for future kitchen users.
- Moon Hollow Brewery anticipates being open in the fall of 2019.
- The Price's Fork Leadership Team officially incorporated into a 501(c)(3) called Live, Work, Eat, Gather, Inc. in order to provide ongoing guidance and support for the Old School collaborative project.
- The project anticipates the creation of 49 new jobs within the region.
- A website was created to share more information about the project: oldschoolpricesfork.org.





SMART
BEGINNINGS®

New River Valley

Smart Beginnings NRV

Smart Beginnings works to advance school readiness throughout the New River Valley, so children can have a great start in life and reach their full potential. In FY 19, the NRV was awarded a Mixed Delivery Preschool Grant and a Preschool Development Grant through the Virginia Early Childhood Foundation to increase access and quality in early childhood care and education programs.

Mixed Delivery Preschool Grant

- 6 early childhood care and education programs
- Comprehensive quality improvement and professional development resources and support
- New career studies certificate model with New River Community College

Preschool Development Grant

- 62 early childhood care and education programs
- Foundational quality improvement and professional development resources and support
- Building networks to support and strengthen our early childhood care and education system and programs

Smart Beginnings NRV developed the NRV Early Childhood Regional Assessment in 2018. Key findings include:

- Overall, families in the NRV have healthy pregnancies and healthy babies. The NRV has high rates of early childhood poverty and high rates of abuse and neglect – risk factors that negatively impact healthy development.
- In the NRV, almost 1 in 5 children enter kindergarten unprepared, more than the Virginia average.
- The NRV has misaligned supply and demand for quality childcare. There are locality-specific childcare deserts. There are region-wide infant and toddler care capacity gaps in both private and public programs. The cost of childcare is another barrier that prevents some parents from working and going to school to advance economically.
- Access and capacity gaps, cost barriers, and the preference of many to be stay-at-home parents heighten the importance of informal early education and socialization, coupled with empowering parents to nurture healthy development and be their child's first and best teacher.
- The NRV has an early childhood workforce crisis – a severe shortage of qualified early educators, primarily due to poverty-level pay. The early educator shortage and teacher turnover are negatively impacting the quality of our early care and education programs and therefore the children they serve.

Broadband Deployment

The Commission activated three projects due to finish in FY20 to further broadband deployment in the region.

Western Giles County Broadband Deployment project valued at over
\$800,000.

- 1.** Partnered with private wireless internet service provider Gigabeam, who is matching the grant with a **\$266,256 investment**
- 2.** Funded in part (**\$589,444**) by the Virginia Telecommunications Initiative (VATI) grant program
- 3.** Service will cover the better part of western Giles County and make high-speed internet access available to **2,380 households** and **60 businesses** at affordable rates.

Broadband Plan for Montgomery County and Radford

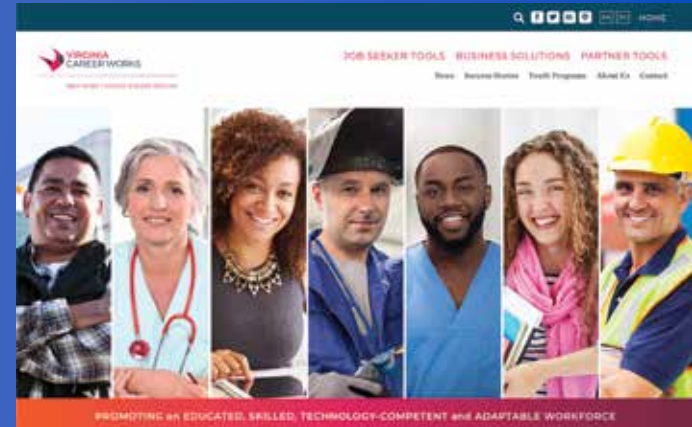
Montgomery County and the City of Radford kicked off a study for asset inventory and broadband implementation strategies to support the deployment of high-speed internet to residents in need of this critical infrastructure. The residential and business survey was launched in April with nearly 1,600 responses by the end of the fiscal year.

Pulaski and Giles County Rural Resident Broadband Deployment
 Appalachian Regional Commission (ARC) funding to launch broadband service in the eastern part of Giles County and the northeastern area of Pulaski County has been recommended for approval. The project at completion will have the capacity to serve 3,900 households at speeds of up to 50 Mbps.

Regional Housing Study

The Regional Housing study is well underway, with the final plan anticipated to be complete in the beginning of 2020. Project partner, the Virginia Center for Housing Research at Virginia Tech, has

- Conducted two trainings for Commission and local government planning staff on data collection and analysis,
- Analyzed local and regional data from the American Community Survey for data points and trends regarding topics such as incomes, median rent and owner costs, and housing gap analysis,
- Held monthly Leadership Team meetings and quarterly Consortium meetings to keep all project partners up to date with progress, to review preliminary data, to seek guidance, and to answer questions,
- Obtained assessment data from all five localities to analyze effects of the recession and the increase or decline of property values,
- Received 1,156 citizen responses so far from the online housing survey,
- Began targeted focus group discussions with homebuilders, realtors, lenders, housing service providers, the faith-based community, economic development officers, K-12 educators, healthcare providers, and others.



New River Valley/Mount Rogers Workforce Development Board

The Commonwealth of Virginia's workforce system went through a branding change in Plan Year 18. The NR/MR WDB shared in that process. The region is now referred to the Virginia Career Works New River/Mount Rogers Region. A website update was part of this branding process:

vcwnewrivermrogers.com.

Pathways to the American Dream Project *(January 2017 through December 2020)*

The New River/Mount Rogers Workforce Investment Area Consortium Board was awarded \$6 million in H-1B Job Training Grant funds from the Department of Labor's Employment and Training Administration to coordinate and manage a multi-partner/multi-jurisdictional collaborative.

This grant plans to serve 1,100 individuals by December 2020. Through June 30, 2019 the project has served:

928 participants

of this number, **98** are employed workers (needing additional skills/training), and **830** are un/underemployed workers.

831 have completed training and earned credentials, and

613 have obtained or advanced in employment
(others are still in job search)

Median wage currently is

\$22.50



Heart of Appalachia Economic Transition Project

NR/MR WDB is partnering with the Southwest Virginia WDB, The Southwest Virginia Alliance for Manufacturing's Center of Excellence, and GENEDGE in a regional business development initiative called the Heart Project. The goal of the Heart Project is to connect businesses and manufacturers, impacted by the fluctuations within the coal industry, with new opportunities.

The HEART project ended June 30, 2019; below are the outcomes for the NR/MR Region:



20 businesses received direct services

61 businesses received indirect services



144 jobs retained

48 jobs created



\$50,534,000 Impact
(based on business survey)

- Sales Impact of **\$42,135,000**
- Investment Impact of **\$7,623,000**
- Cost savings of **\$776,000**

Business Services

As the region's designated Workforce System Convener, the NR/MR WDB provides businesses easy access to solutions to meet workforce needs without having to navigate the bureaucracy of dozens of program providers.

This program year the WDB:



- Partnered in **6 multi-company job fairs**
- Organized **11 company-specific recruiting events**
- Hosted **7 business workshops**/networking events for businesses
- Arranged/hosted **13 business facility tours** (for workforce partners to learn about the business)
- Over **960 business accounts** entered into the system
- Over **1,219 business services** logged

Certified Work Ready Communities

The NR/MR WDB, in partnership with the Southwest Virginia Workforce Development Board, is supporting the 21 jurisdictions of SWVA that are working towards Work Ready Community status. This Regional Certified Work Ready Communities effort is critical to meeting present and future workforce needs as well as to support activities geared for diversifying the economy in the region to ensure its economic health and wellbeing.

Workforce Innovation and Opportunity Act (WIOA) Programs

The Adult and Dislocated Worker Program, under Title I of the Workforce Innovation and Opportunity Act of 2014, is designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help businesses find the skilled workers they need to compete and succeed in the marketplace. WIOA youth funds are targeted at young people who are in or out of school to assist them in their career and educational development, though the new law moves the focus from "in-school" to "out-of-school" youth.

Outcomes from July 1, 2018 to June 30, 2019 are:



Dislocated Workers

- Individuals that Received Individualized Career Services: **232**
- Placement Rate: **89%**
- Avg. Wage at Placement: **\$15.42/hour**



Adult Program

- Individuals that Received Individualized Career Services: **238**
- Placement Rate: **86%**
- Avg. Wage at Placement: **\$12.53/hour**



Youth Program

- Individuals that Received Individualized Career Services: **213**
- Placement Rate: **85%**
- Avg. Wage at Placement: **\$11.21/hour**



NRV Data Dashboard

Regional Commission staff continued updating the NRV Data Dashboard, available at nrvdata.org. This regional data resource contains data visualizations related to over ten different topics. The purpose of this tool is to provide regional data in an intuitive and interactive way.

Key Impacts:

 **10** different topics

 **38** different data visualizations

Christiansburg ARC Planning Grant

The Regional Commission is working with the Town of Christiansburg on a Planning Grant through the Appalachian Regional Commission. The planning work will focus on the commercial areas of Downtown, Midtown, and Cambria.



Created a public survey to capture feedback on the three commercial areas and received  **817 responses**

Six meetings held for business and property owners within the Downtown, Midtown, and Cambria areas with  **42 attendees**



Hosted a **lemonade stand** in conjunction with Downtown Christiansburg, Inc.'s "Movies Off Main" community event and solicited **20 responses** to open-ended prompt questions

Prepared a series of **informative maps** documenting ground-level and multi-story building use, location of sidewalks, parking availability, and vacancy

New River Valley Development Corporation Revolving Loan Fund

Regional Commission staff continues to provide staff support for the NRV Development Corporation Revolving Loan Fund (RLF). The loan fund received several inquiries this year from businesses in Pulaski County, Radford, Floyd, and Giles County. Currently, the Development Corporation is servicing loans to businesses located in Floyd County (3) and the City of Radford (1). **The loan fund has approximately**



\$60,000 lent
to customers, with
approximately
\$30,000
available to lend.

Downtown Revitalization in the New River Valley

Regional Commission staff is assisting multiple communities with downtown revitalization projects through the **Virginia Department of Housing and Community Development (DHCD) Community Development Block Grant (CDBG)** program. The CDBG program provides grants for planning and implementation of improvements to “Main Street” commercial districts, helping to rehabilitate blighted buildings and construct public space improvements with the goals of attracting visitors, customers and investors to downtown commercial districts and supporting downtown business success.

The Town of **Narrows** and the Town of **Pulaski** have begun work on CDBG downtown revitalization projects, with each town receiving a **\$700,000** grant to pursue their downtown development projects. In Pulaski, up to 15 buildings will receive façade improvements, with three under construction currently. Additional façades and public space improvements, including a pocket park on Main Street and walkway on Peak Creek, will be completed in 2020. In Narrows, up to 7 buildings

will receive façade improvements, and public space improvements including a trail along Wolf Creek and farmer’s market upgrades, also slated for construction in 2020. Narrows also received an Appalachian Regional Commission grant to redevelop a vacant property into an outfitter business. The Town of Pearisburg and the Town of Rich Creek are completing planning grant activities that will lead to similar investments from the CDBG program. Together, these projects will bring more than \$3 million in investment to commercial buildings, infrastructure and public spaces in the towns.

Recently, these towns and several others in the NRV have increased their engagement in **DHCD’s Virginia Main Street program**, which helps towns to develop marketing, business development, and downtown improvement strategies using the nationally-recognized “Main Street approach” to downtown commercial district development. In addition to the towns that are pursuing CDBG projects currently, the towns of **Christiansburg** and **Pembroke** and the **City of Radford** have all engaged with the Main Street program.



Regional Tourism Convening

Regional Commission staff collaborated with the local Destination Marketing Organizations throughout the year and worked primarily on updating the NRV Trail Guide, a regional guide that details several hiking, biking and water trails throughout the New River Valley.



\$2,500

investment from Virginia Tourism Corporation

15,000

trail guides printed and distributed

6

regional DMO meetings coordinated

Recognition



Federal Testimony

On April 9, 2019 Kevin Byrd provided testimony before the U.S. House of Representatives Subcommittee on Economic Development, Public Buildings, and

Emergency Management. The hearing was titled, *Building Prosperity: The Economic Development Administration's Role in Economic Development and Recovery*. Mr. Byrd's participation in the hearing was supported by the National Association of Development Organizations (NADO) for which he currently serves as the First Vice President.



NRVRC Receives Best Place to Work Award

The Regional Commission was recognized as the Best Place to Work for the governmental category by the Montgomery County Chamber of Commerce's inaugural Best Places to Work awards program! The Commission also placed among the top five overall for medium-sized employers.



VAPDC President's Award

The Virginia Association of Planning District Commissions (VAPDC) honored Kevin Byrd with the President's Award. The VAPDC President's Award is intended to recognize an individual who has been involved directly in planning district commission activities and who has contributed significantly to promoting regional planning and VAPDC activities in Virginia. Mr. Byrd was recognized for his leadership in guiding the process for VAPDC to hire the first executive director for the association.



Montgomery County Chamber 2018 Distinguished Business Leader Award

The Montgomery County Chamber of Commerce recognized Kevin Byrd with the 2018 Distinguished Leader Award at their annual meeting.

Planning & TECHNICAL Assistance

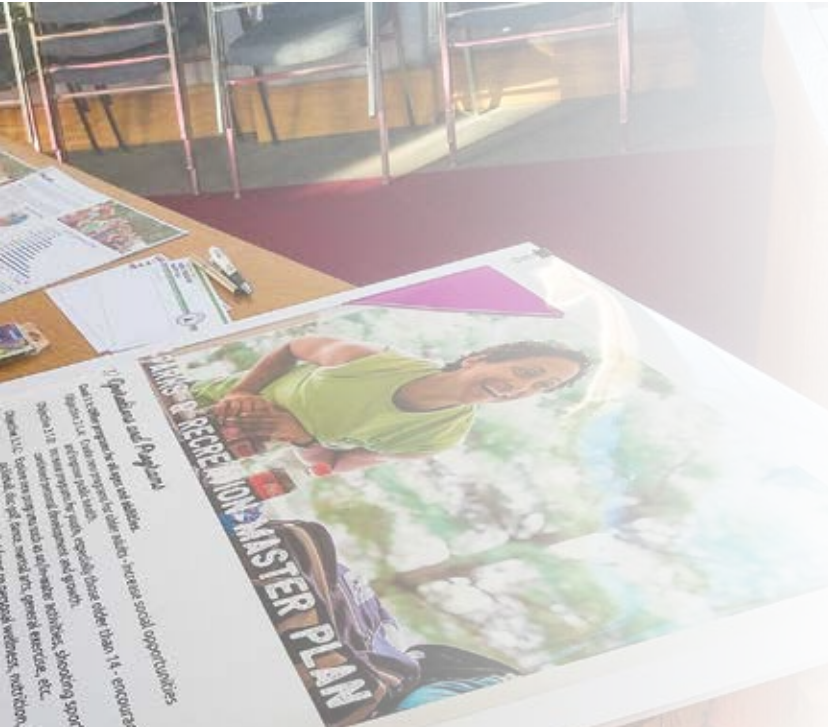
Pulaski County Parks and Recreation Master Plan

- The first edition plan establishes a vision for parks and recreation and will guide future investments and program development. Over **450 survey responses**, a half-dozen public meetings, and a half-day workshop with county staff shaped the planning objectives.



GIS Partnership – New River Health District

- The Regional Commission renewed their partnership with the New River Health District (NRHD) for a fifth year. Projects during FY19 included analyzing the proximity of WIC (Women, Infants and Children) participants to Dollar Generals, locating hot spots of STI (Sexually Transmitted Infections) outbreaks, and mapping the locations of rabies-positive incidents.



Town of Pulaski Land Development Guide

The Town of Pulaski is preparing a Land Development Guide in order to better communicate the land development review procedures, zoning ordinance, applications requirements, and decision process. The guide will be presented in a brochure format with photographs, diagrams, and drawings to serve as a reference for developers, consultants, landowners and the general public.



What is most important to Pulaski County residents?

- Employment Opportunities
- High Quality Education
- Access to Healthcare
- Infrastructure



Pulaski County Comprehensive Plan

The Pulaski County Planning Commission, in partnership with the Regional Commission, is redesigning and updating the Comprehensive Plan. The plan will be a blueprint for the county's future. A community survey was conducted to gather public input which received **866 responses**.

Town of Floyd Zoning Ordinance

The Town of Floyd is rewriting their zoning ordinance. The purpose is to include new permitted uses and make the ordinance less complex, so it is clear and easy to read. Diagrams and illustrations have been incorporated to clarify definitions and communicate requirements graphically.



Transportation



Ride Solutions

- **Bike Valet** – Free and secure bike parking for community events throughout the year: Sustainability Week Bike Parade, Brew Do, Fork & Cork, and NRVBA Bike Swap with over 150+ bikes parked and secured by volunteers
- **NRV Job Fair Expo in April** – Over 350 job seekers and 50+ businesses reached about the RIDE Solutions value for employees and employers
- **Other community and employer events (5)** - Virginia Tech Corporate Research Center picnic exhibit for over 1,500 tenant employees; Montgomery County Chamber Expo; Hokie Wellness brown bag session; Roam the Huck guided bike ride; FloydFest Carpool Campaign
- **RIDE Solutions launched a Real-time Carpool Matching Service** in April 2019. The new platform is an on-demand carpool matching system. Users can download the app or use the website to establish a profile. The system offers rewards when users log trips and earn points for carpooling, cycling, walking, taking the bus, and telecommuting. Local businesses can also offer rewards in the app by contacting RIDE Solutions staff.

Current app NRV user stats:

958 commuters in the NRV **112** employers

Since implementation:

27,052 reduced vehicle miles,
1,280 trips reduced

active users accumulated a savings of **\$15,690**



Old Hensley Road

The Town of Floyd requested technical assistance through the Regional Commission's Rural Transportation Work Program to evaluate Old Hensley Road in the downtown area. The Regional Commission provided staff time to analyze the existing conditions and develop visualizations of potential improvements. The project involved coordination between property owners, VDOT, Town Council representatives, and town staff.

Multi-Region's Alternative Transportation Social

On August 30, 2018, partners from the New River Valley and Roanoke-Alleghany regions met for an afternoon to discuss bicycle accommodations, pedestrian infrastructure, transit, and passenger rail. This year the event was held at the Blacksburg Farmer's Market.






Volunteer



CONTRIBUTIONS



Staff at the Regional Commission is committed to serving communities through our work, and by volunteering our time and expertise to organizations throughout the region.

To the right is a list of entities with which the staff volunteered their time over the past year.

American Red Cross
Boy Scouts of America
ReNew the New
Kiwanis Club
Wonder Universe Children's Museum
Trout Unlimited – New River Valley Chapter
Literacy Volunteers of the NRV
Montgomery County Christmas Store
Blacksburg Farmer's Market
Giles Early Education Project
Pulaski County Christmas Store
Our Daily Bread
Blacksburg Striders
Gaye W. Whitaker Memorial Fund
Wyldlife – Young Life NRV



DIRECTOR'S MESSAGE

Typically, our charge at the Regional Commission is to look forward, assisting our members with challenges and opportunities on the horizon. This past year we spent time reflecting on the past since 2019 marked the Commission's 50th Anniversary! Throughout 2019, we recognized the milestone in numerous ways. In February, the Virginia General Assembly adopted a resolution commending the Commission's 50 Years of Service. For our annual dinner event in May, we created posters with themes from each decade highlighting significant projects supported by the agency. In October, we will be asking each of our members to adopt a resolution recognizing the anniversary since the agency was chartered on October 9, 1969.

During this reflection, it was apparent the members of the Regional Commission have utilized the structure provided by the agency to establish many impactful regional solutions for issues such as community corrections, industrial park development, water and waste water systems, small business development, foreign trade zone designation, broadband planning and implementation, economic development, natural resources, hazard mitigation, emergency services, cultural heritage development, human services, outdoor recreation asset development, water quality planning, transportation infrastructure, housing, downtown revitalization, tourism marketing, financial services, analytical mapping services, early childhood education, organizational development and capacity building among elected and appointed officials.



Looking forward, the agency continues to be well positioned to serve the members' needs well into the future.

Perhaps the best indicator of future success is acknowledgement the Regional Commission is doing things well as an organization. In 2018 the Regional Commission received the Best Place to Work Award from the Montgomery County Chamber of Commerce. The nominating process was based on a survey completed by both the employees and the employer. Firms with scores that correlated were ranked highest. This recognition is in large-part based on how the employees shape the agency, how our board members are engaged and how our members inform the agency work program.

As we embark on the next decade of service in 2020, do not hesitate to call on the Regional Commission to assist with challenges and opportunities on your horizon. We are proud of the 50 years of regional collaboration and we strive to serve daily.

Kevin Byrd
Executive Director



FINANCE REPORT

Year Ended June 30, 2019

REVENUES

Grants and Appropriations

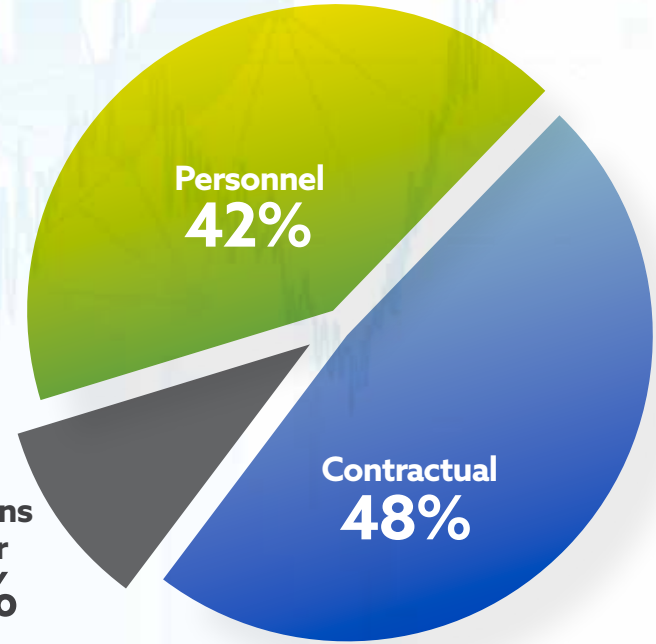
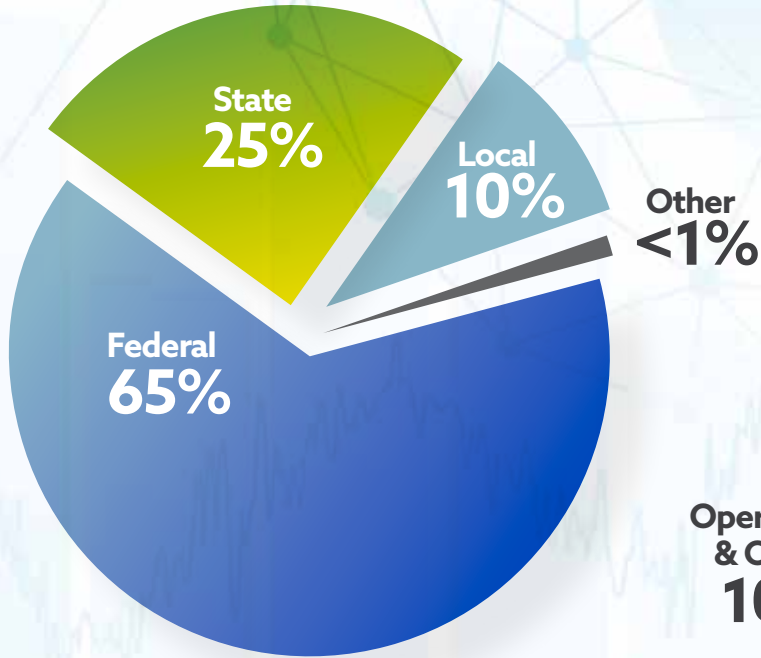
Federal	2,384,760
State	919,121
Local	376,274
Other	5,777
Total	\$3,685,932

EXPENDITURES

Personnel	1,551,104
Contractual	1,767,458
Operations & Other	353,768
Total	\$3,672,330

REVENUES

EXPENDITURES





NRVRC

new river valley regional commission

6580 VALLEY CENTER DR. SUITE 124
RADFORD, VA 24141

NRVRC.ORG

