

**AGENDA**

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, AUGUST 1ST |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ FIRST FLOOR CONFERENCE ROOM

107 N. KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes – June 4th || ACTION
3. Treasurer’s Report || ACTION
4. Target Business Update || ACTION
  - *Review and endorsement of targeted business. Principal marketing point with State, Corporate Real Estate Individuals and Site Selectors*
5. Legislative Event || DISCUSSION
  - *Discussion on feedback from legislators*
6. Regional Economic Development Organization || INFORMATION
  - *Status of the City of Winchester and Clarke County with entity and first activity, site selector familiarization tour*
7. 2<sup>nd</sup> Quarter Performance Measures || INFORMATION
8. Such other business as may come before this Authority

MINUTES  
ECONOMIC DEVELOPMENT AUTHORITY  
| THURSDAY, JUNE 4, 2019 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, June 4, 2019, at 8:00A.M. in the County Administration Building, First Floor Conference Room, 107 North Kent Street, Winchester, Virginia.

**PRESENT:** Stan Crockett, Doug Rinker, Gary Lofton, John Riley, Bryan Fairbanks, Bob Claytor and Heather McKay

**STAFF:** Patrick Barker and Donna McIlwee, Frederick County Economic Development Authority, Jay Tibbs, Deputy County Administrator, and Michael Bryan, Attorney

**GUEST:** Eric Lawrence, Executive Director, Frederick Water

**MEETING CALLED TO ORDER:** Chairman Crockett called the meeting to order at 8:00 a.m.

Prior to the presentation of agenda items, Mr. Claytor asked that we all remember D-Day and those who fought and died in that battle.

**APPROVAL OF MINUTES**

The minutes from the May 9, 2019, meeting were presented.

On motion duly made by Mr. Riley and seconded by Mr. Lofton, the minutes were approved by the following recorded vote:

J. Stanley Crockett	Aye
Robert Claytor	Aye
Bryan Fairbanks	Aye
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Aye
Doug Rinker	Aye

**TREASURER'S REPORT**

Mr. Barker submitted the following report:

Checking Account - Bank of Clarke County as of May 31, 2019 - \$1805.77.

Savings Account - Scott & Stringfellow as of May 31, 2019 - \$1,212,611.23.

On motion of Mr. Crockett, seconded by Ms. McKay, the Treasurer's Report was approved as submitted by the following recorded vote:

J. Stanley Crockett	Aye
Robert Claytor	Aye
Bryan Fairbanks	Aye
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Aye
Doug Rinker	Aye

### **REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**

Mr. Barker discussed the creation of a regional economic development organization (RDO) exclusively and solely to facilitate, strengthen and expand our interaction with site selectors and business attraction managers with the Virginia Economic Development Partnership and how it will be organized. He presented a draft resolution and charter creating this RDO and stated that VEDP had agreed with its organization and may use as a model for other areas where there is no regional RDO. Staff is seeking the Authority's approval of the resolution and charter.

Mr. Fairbanks asked why the entire northern region of the State had never established an RDO. Mr. Riley stated it was because they did not want to share resources with competitive areas.

Mr. Lofton stated some counties do not put much effort into industrial development and would this inaction hamper us in any way. Mr. Barker stated the creation of an RDO will give us a bigger and broader seat at the table with VEDP and enhance our access to State resources.

Mr. Lofton proposed that paragraph 2 of the Resolution be changed to read "the EDAs intend to create the....."

Mr. Fairbanks stated he appreciates how structured the RDO will be and that the information was provided to Board members prior to the meeting for review.

Mr. Riley made a motion to approve the Resolution, as amended, and the charter. Mr. Rinker seconded the motion and it was approved by the following recorded vote:

J. Stanley Crockett	Aye
Robert Claytor	Aye
Bryan Fairbanks	Aye
Gary Lofton	Aye
Heather McKay	Aye



John Riley                      Aye  
Doug Rinker                    Aye

**LEGISLATIVE EVENT**

Mr. Barker summarized the proposed agenda for a legislative event as prepared by staff. The targeted date is either Friday, September 27, or Friday, October 11. After arrival and introductions at the Winchester Regional Airport at 1 p.m., the participants would drive to an area manufacturer for a tour with students. While enroute, significant business events that showcase the area as a premier business location and other points of interest would be showcased. Following the tour, the group would drive to a local agribusiness facility for a business roundtable and reception. At the roundtable, they will hear from key local businesses about current needs and why they chose to locate in Frederick County. Proposed legislative bills and budgetary priorities will also be part of the discussion. As best as possible, food and drinks for the reception would be locally sourced. The event would conclude at 4:30 and participants returned to the airport. Staff is seeking the Authority’s feedback regarding the proposed itinerary.

Mr. Lofton asked why an afternoon was chosen. His thoughts were morning activities followed by a luncheon. This was the concept followed by a previous legislative event here and it worked well. He suggested a Tuesday, Wednesday or Thursday morning.

Ms. McKay pointed out that one of the proposed dates, September 27, was chosen so we could showcase WoW!

Mr. Barker stated that staff will contact some of those who would be invited to see what day and concept would be best for them.

Mr. Crockett asked that remarks made during discussion of this event be incorporated in the event planning.

**FREDERICK WATER PRESENTATION**

Eric Lawrence, Executive Director, Frederick Water, gave a presentation to the Board covering Frederick Water’s short- and long-term plans for infrastructure to serve clients, how they stand now to serve current business targets, summary of events for the Opequon Water Supply Initiative, and the new settlement agreement with the quarry.

**2<sup>nd</sup> QUARTER PERFORMANCE MEASURES**

Due to time constraints, Mr. Barker stated he would email this information to Board members.



**SUCH OTHER BUSINESS AS MAY COME BEFORE THIS AUTHORITY**

Due to the holiday, there will be no Board meeting in July.

**ADJOURN**

There being no further business to come before this Authority, the meeting was adjourned at 9:05 a.m.

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Stan Crockett  
Chairman

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Jay Tibbs  
Secretary

**TREASURER'S REPORT SYNOPSIS**  
**ECONOMIC DEVELOPMENT AUTHORITY**  
 June 30, 2019

**BANK OF CLARKE COUNTY**

<b>Beginning Balance - as of May 31, 2019</b>		<b>\$1,805.77</b>
Total Deposits	\$15,000.00	
Total Disbursements	-\$8,212.00	
<b>BALANCE AS OF June 30, 2019</b>		<b>\$8,593.77</b>

**SCOTT & STRINGFELLOW**

<b>Beginning Balance - as of May 31, 2019</b>		<b>\$1,212,611.23</b>
Total Deposits	\$7,482.90	
Total Disbursements	-\$15,000.00	
<b>BALANCE AS OF June 30, 2019</b>		<b>\$1,205,094.13</b>

**TREASURER'S REPORT**  
**ECONOMIC DEVELOPMENT AUTHORITY**  
**June 30, 2019**

**BANK OF CLARKE COUNTY**

**Beginning Balance - as of May 31, 2019** **\$1,805.77**

**Deposits**

6/26/2019 From Scott & Stringfellow for Operating **\$15,000.00**

**TOTAL DEPOSITS** **\$15,000.00**

**Disbursements**

6/26/2019 FastSigns (Replacement Route 50 Sign) **-\$6,560.00**

6/26/2019 Fresh Cut Lawn Service LLC (Robinson School) **-\$500.00**

6/26/2019 Michael L. Bryan (Legal Fees) **-\$1,152.00**

**TOTAL DISBURSEMENTS** **-\$8,212.00**

**BALANCE AS OF June 30, 2019** **\$8,593.77**



**ECONOMIC DEVELOPMENT AUTHORITY**  
**June 30, 2019**

**SCOTT & STRINGFELLOW**

**Beginning Balance - as of May 31, 2019** **\$1,212,611.23**

**Deposits**

5/31/2019	Interest	\$1,053.59
	Shenandoah Co. Share of Talent Solutions	
6/21/2019	Strategy	\$5,457.00
6/30/2019	Interest	\$972.31

**TOTAL DEPOSITS** **\$7,482.90**

**Disbursements**

6/21/2019	Withdrawal for Operating Costs	-\$15,000.00
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**TOTAL DISBURSEMENTS** **-\$15,000.00**

**BALANCE AS OF June 30, 2019** **\$1,205,094.13**

\*\* \$707,000 of the \$1,212,611.09 represents proceeds from the sale of the Robinson School.





DATE: July 29, 2018

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Targeted Business Update

For over a decade, Frederick County has employed a target industry analysis to analytically identify the County's best fits relative to traded-sector industries – those industries that would most benefit from Frederick County's assets and be willing to expand and/or relocate to the area – and those industries that bring value to Frederick County in the form of investment, jobs, payroll and local purchasing.

This analysis serves several important roles in Frederick County's economic development efforts. First, the County's economic development strategy finds its center with targeted industries selected. Site selectors, corporate real estate leaders and representatives from the Virginia Economic Development Partnership expect communities to provide a list of targeted businesses to show a strategic direction and a proactive nature to business. Additionally, it helps community partners understand where economic development efforts will be targeted.

A brief overview of the methodology is as follows: local industry clusters are identified, along with Frederick County's average wage, then compared to the State's high growth sectors and the region's labor availability to arrive at the selected targeted industries. (Full details of methodology used to identify the targeted industries are included.)

This year's analysis suggests retaining the overall industry targets from last year with minor additions of specific targeted sectors. For example, medical laboratories is recommended for inclusion within Bio Science to accompany In-Vitro Diagnostic Substance Manufacturing.

Per direction, staff analyzed the aerospace sector for inclusion as a business target. Analytically speaking, the aerospace sector did not perform well. It holds, Statewide, a very low location quotient value and demonstrates a very low new job growth projection.

Staff is seeking authority approval of the 2019-2020 Targeted Industry List for Frederick County.

# Target Industry Identification Process

## Frederick County EDA

The following process was utilized to identify target business for Frederick County.

Step 1 || Identify average annual wages for employees working in Frederick County

Step 2 || Cluster Map (LQ) and Large Employers in Frederick County

Step 3 || Discover what industry sectors in Virginia have high growth and average wages at or above Frederick County

Step 4 || Review purchasing leakage from Frederick County for current basic employers

Step 5 || Reviewed detail level data from resulting sectors via Step 3 and 4 who were identified as high growth with wages at or above Frederick County average

Step 6 || Conducted labor availability test for expansion of average size new business location for Virginia in the past 3 years to ensure talent exists to meet industry demand

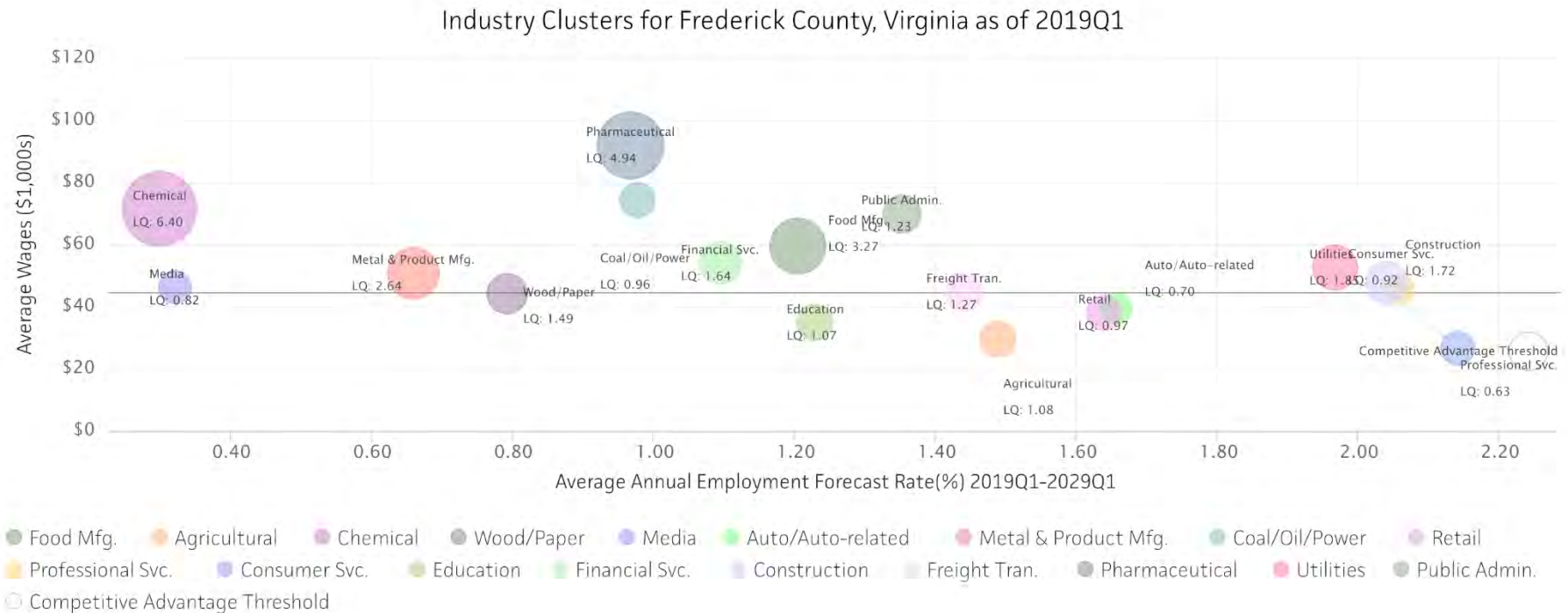
### Step 1 || Identify average annual wages for employees working in Frederick County

Industry Snapshot in Frederick County, Virginia, 2019q1

NAICS	Industry	Current			5-Year History			1-Year Forecast				
		Four Quarters Ending with 2019q1			Total Change	Empl Last 'n' Years		Separations (Approximate)			Growth	
		Empl	Avg Ann Wages	LQ	Empl	1   3   5	Region	Total New Demand	Exits	Transfers	Empl	Avg Ann Rate
Total - All Industries		34,349	\$44,831	1.00	4,284		2.7%	4,335	1,617	2,155	563	1.6%

**Result || \$44,831**

## Step 2 || Cluster Map (LQ) and Large Employers in Frederick County



Source: JobsEQ®, Data as of 2019Q1

## Result || Top Industry Clusters in Frederick County

1. Chemicals | 6.40
2. Pharmaceuticals | 4.94
3. Food Manufacturing | 3.27
4. Metal & Product Manufacturing | 2.64
5. Utilities | 1.85
6. Construction | 1.72
7. Financial Services | 1.64
8. Wood & Paper Manufacturing | 1.49
9. Freight Transportation | 1.27
10. Public Administration | 1.23

**Step 3 || Discover what industry sectors in Virginia have high growth and average wages at or above Frederick County**

- Completed at 3-digit NAICS level
- Focus on basic employers
- Filter some based on known assets
- High growth demand (total approx replacement demand + total growth demand)

Industry Snapshot in Virginia, 2018q3

NAICS	Industry	Current			5-Year History			1-Year Forecast					
		Four Quarters Ending with 2018q3			Total Change	Empl Last 'n' Years		Avg Ann % Chg in Empl	Separations (Approximate)			Growth	
		Empl	Avg Ann Wages	LQ	Empl	1   3	Region		Total New Demand	Exits	Transfers	Empl	Avg Ann Rate
541	Professional, Scientific, and Technical Services	463,296	\$101,706	1.68	30,046		1.4%	46,704	14,990	24,953	6,761	1.5%	
621	Ambulatory Health Care Services	198,154	\$62,910	0.93	26,704		2.9%	21,812	8,229	8,922	4,660	2.4%	
561	Administrative and Support Services	253,435	\$41,366	0.99	30,791		2.6%	31,810	12,547	16,836	2,427	1.0%	
611	Educational Services	368,434	\$44,224	1.08	5,772		0.3%	36,330	16,451	17,694	2,185	0.6%	
624	Social Assistance	102,660	\$28,778	0.88	6,519		1.3%	14,483	6,221	6,114	2,147	2.1%	
722	Food Services and Drinking Places	308,513	\$18,486	0.97	33,552		2.3%	53,240	22,659	28,645	1,936	0.6%	
238	Specialty Trade Contractors	151,056	\$50,439	1.01	10,710		1.5%	16,697	5,380	9,756	1,561	1.0%	
623	Nursing and Residential Care Facilities	83,710	\$31,193	0.89	4,331		1.1%	10,388	4,695	4,655	1,038	1.2%	
237	Heavy and Civil Engineering Construction	40,984	\$56,128	1.28	3,263		1.7%	4,862	1,468	2,628	766	1.9%	
493	Warehousing and Storage	30,146	\$38,245	1.01	10,792		9.3%	4,167	1,382	2,222	563	1.9%	

Result || Top Sectors in Virginia with High Growth and Wages above Frederick County's average

1. Professional, Scientific, and Technical Services
2. Ambulatory Health Care Services
3. Administrative and Support Services
4. Educational Services
5. Specialty Trade Contractors
6. Heavy and Civil Engineering Construction
7. Construction of Buildings
8. Credit Intermediation and Related Activities
9. Insurance Carriers and Related Activities
10. Hospitals
11. Other Information Services
12. Motor Vehicle and Parts Dealers
13. Management of Companies and Enterprises
14. Real Estate
15. Wholesale Electronic Markets and Agents and Brokers
16. Unclassified
17. Support Activities for Transportation
18. Repair and Maintenance
19. Data Processing, Hosting, and Related Services
20. Securities, Commodity Contracts, and Other Financial Investments and Related Activities

**Step 4 || Review purchasing leakage from Frederick County for current basic employers**

## Supply Chain

Buyer Industry: Manufacturing (31) in Frederick County, Virginia

EXPORT

	NAICS	Supplier Industries	Purchases from US Firms	Purchases from In-Region Firms	Purchases from Out-of-Region Firms	Total Supplier Employment (In-Region)	Supplier Location Quotient (In-Region)	% In-Region Purchases
	325211	Plastics Material and Resin Manufacturing	\$87,664,000	\$0	\$87,664,000	0	0.01	0%
	112000	Animal Production (Proprietors)	\$76,185,000	\$503,000	\$75,682,000	7	0.07	1%
	324110	Petroleum Refineries	\$71,465,000	\$0	\$71,465,000	0	0.00	0%
	112120	Dairy Cattle and Milk Production	\$68,246,000	\$0	\$68,246,000	0	0.00	0%
	551114	Corporate, Subsidiary, and Regional Managing Offices	\$86,730,000	\$22,272,000	\$64,458,000	324	0.65	26%
	311119	Other Animal Food Manufacturing	\$39,642,000	\$1,201,000	\$38,441,000	26	3.35	3%
	425120	Wholesale Trade Agents and Brokers	\$39,238,000	\$4,022,000	\$35,216,000	60	0.52	10%

**Results || Top Areas of Significant Out-of Region Purchasing (\$20 million or more)**

- Plastics Material and Resin Manufacturing
- Petroleum Refineries
- Dairy Cattle and Milk Production
- Corporate, Subsidiary, and Regional Managing Offices
- Other Animal Food Manufacturing
- Wholesale Trade Agents and Brokers
- All Other Basic Organic Chemical Manufacturing
- General Freight Trucking, Long-Distance, Truckload
- Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
- Commercial Banking
- Petrochemical Manufacturing
- Paper (except Newsprint) Mills

*These results are for manufacturing buyers only*

**Step 5 || Reviewed detail level data from resulting sectors via Step 3 and 4 who were identified as high growth with wages at or above Frederick County average to discover specific targeted sectors.**

Industry Snapshot in Virginia, 2018q3												
NAICS	Industry	Current			5-Year History		10-Year Forecast					
		Four Quarters Ending with 2018q3			Total Change	Avg Ann % Chg in Empl	Separations (Approximate)			Growth		
		Empl	Avg Ann Wages	LQ			Total New Demand	Exits	Transfers	Empl	Avg Ann Rate	
541512	Computer Systems Design Services	109,260	\$123,458	3.98	9,081	1.8%	115,288	27,900	63,509	23,879	2.0%	
622110	General Medical and Surgical Hospitals	121,129	\$64,367	0.77	4,559	0.8%	97,927	45,697	48,256	3,975	0.3%	
611310	Colleges, Universities, and Professional Schools	80,028	\$52,641	1.00	2,524	0.6%	76,667	32,764	40,278	3,625	0.4%	
621111	Offices of Physicians (except Mental Health Specialists)	71,396	\$91,119	1.01	6,693	2.0%	75,028	28,653	33,113	13,262	1.7%	
445110	Supermarkets and Other Grocery (except Convenience) Stores	70,286	\$25,811	1.04	6,020	1.8%	102,190	47,565	55,385	-760	-0.1%	
928110	National Security	68,911	\$104,679	4.77	1,618	0.5%	57,217	22,491	35,083	-357	-0.1%	
561320	Temporary Help Services	63,121	\$36,132	0.81	7,525	2.6%	82,445	31,070	45,627	5,748	0.9%	
551114	Corporate, Subsidiary, and Regional Managing Offices	74,034	\$127,439	1.24	-915	-0.2%	71,442	25,316	42,948	3,178	0.4%	
561720	Janitorial Services	48,060	\$21,314	1.28	2,158	0.9%	67,798	31,519	31,088	5,191	1.0%	
813110	Religious Organizations	45,390	\$21,578	1.10	-244	-0.1%	50,606	23,630	26,373	603	0.1%	
721110	Hotels (except Casino Hotels) and Motels	45,195	\$26,566	1.03	2,010	0.9%	61,664	28,125	33,840	-301	-0.1%	
541611	Administrative Management and General Management Consulting Services	44,832	\$111,729	2.34	5,223	2.5%	54,357	16,208	28,219	9,930	2.0%	
452311	Warehouse Clubs and Supercenters	44,757	\$29,530	1.15	-1,906	-0.8%	69,585	29,310	35,779	4,495	1.0%	
541330	Engineering Services	52,160	\$101,482	1.87	-612	-0.2%	49,988	15,715	28,580	5,693	1.0%	
336611	Ship Building and Repairing	37,585	\$74,503	10.73	1,067	0.6%	31,038	12,106	23,279	-4,347	-1.2%	
621610	Home Health Care Services	34,854	\$29,354	0.82	6,395	4.1%	59,656	22,889	20,388	16,380	3.9%	
541511	Custom Computer Programming Services	44,683	\$115,608	1.75	5,319	2.6%	48,196	11,473	26,132	10,590	2.1%	
441110	New Car Dealers	32,268	\$58,183	1.07	2,641	1.7%	43,648	16,130	23,529	3,989	1.2%	

- Reviewed 6-digit NAICS for those 3-digit sectors identified as high growth with wages at or above Frederick County average

## Results || Specific Target Sectors

1. Food Manufacturing
  - Speciality manufacturing
  - Fluid milk manufacturing
  - Coffee and tea manufacturing
  - Miscellaneous foods
  - Breweries
  - Dry Pasta/Flour Mix manufacturing
2. Plastic and Rubber Manufacturing
  - Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing
  - Plastics Bottle Manufacturing
  - Miscellaneous Plastic and Rubber Manufacturing
3. Metal Manufacturing
  - Machine shops
  - Fabricated Structural Metal Manufacturing
4. Bio Science
  - In-Vitro Diagnostic Substance Manufacturing
  - Medical Laboratories
5. Professional, Scientific, Technology
  - Computer system design
  - Administrative management and general management consulting services
  - Customer computer programming
  - Engineering services
  - Physical distribution and logistics consulting services
  - R&D in the physical, engineering and life sciences
6. Administration and Support Services
  - Office and administrative support services
  - Professional employer organizations
7. Credit Card Issuing
8. Other Support Activities for Road Transportation



**Step 6 || Conducted labor availability test for expansion of average size new business location for Virginia in the past 3 years to ensure talent exists to meet industry demand**

What-If Report for FredVA\_Draw45miles, NAICS 5415 - Computer Systems Design and Related Services (100 Workers)

SOC	Title	New Employer Demand	Empl (Place of Residence) <sup>1</sup>	Unempl <sup>1</sup>	Regional Avg Wage <sup>2</sup>	National Avg Wage <sup>2</sup>	Empl Extended	Unempl Extended	Potential Candidates per Opening
15-1132	Software Developers, Applications	15	1,794	25	\$98,100	\$108,100	4,783	91	121
15-1121	Computer Systems Analysts	9	1,351	17	\$84,500	\$93,600	1,060	19	152
15-1151	Computer User Support Specialists	7	1,418	39	\$50,600	\$55,000	1,050	32	208
15-1133	Software Developers, Systems Software	6	1,149	16	\$107,900	\$114,000	7,701	135	194
15-1131	Computer Programmers	5	498	9	\$84,000	\$89,600	1,936	26	101
11-3021	Computer and Information Systems Managers	4	755	13	\$137,500	\$152,900	3,417	65	192
15-1199	Computer Occupations, All Other	4	1,158	34	\$98,600	\$93,400	9,895	178	298
41-3099	Sales Representatives, Services, All Other	4	2,282	62	\$59,400	\$64,900	n/a	n/a	586
11-1021	General and Operations Managers	3	4,679	73	\$114,400	\$123,900	13,776	176	1,584
15-1142	Network and Computer Systems Administrators	3	1,117	19	\$89,400	\$87,100	3,163	42	378
13-1199	Business Operations Specialists, All Other	2	2,033	62	\$77,200	\$77,000	2,438	58	1,047
15-1143	Computer Network Architects	2	432	2	\$105,900	\$111,100	7,503	130	217
15-1152	Computer Network Support Specialists	2	559	16	\$58,300	\$68,000	n/a	n/a	287
43-4051	Customer Service Representatives	2	5,875	236	\$33,700	\$36,500	6,860	287	3,055
13-1111	Management Analysts	2	2,345	61	\$88,800	\$94,400	5,069	139	1,203
11-9199	Managers, All Other	2	2,433	35	\$110,600	\$115,600	7,138	171	1,234
13-1161	Market Research Analysts and Marketing Specialists	2	1,089	28	\$61,400	\$71,000	1,875	30	558
43-9061	Office Clerks, General	2	6,556	204	\$32,200	\$35,200	5,927	209	3,380
15-1134	Web Developers	2	312	7	\$71,600	\$75,600	545	12	159
13-2011	Accountants and Auditors	1	2,444	38	\$74,800	\$78,800	1,542	44	2,483

- a. Labor availability tested for each of the sectors from Step 5
- b. Average size of new business location for Virginia last 3 years = 50
  - i. 100 employee operation used for analysis to be conversative

## Results || Targets

### **Advanced Manufacturing**

- \*Plastics Products
- \*Engineered Wood Products
- \*Fabricated Metal
- \*BioScience
- \*Supportive Logistic Consulting
- \*Supportive Trucking Operations

### **Headquarters and Back Office**

- \*Corporate Headquarters
- \*Back Office
- \*Service Centers

### **Retail**

- \*Specialty Retailers
- \*Casual Dining and Fast Casual Restaurants

### **Professional and Creative Services**

- \*Information and Communication Technology
- \*Data Centers
- \*Cyber Security
- \*Engineering

### **Food Processing and Agribusiness**

- \*Specialty foods and beverages
- \*Packaged Foods
- \*Perishable Foods
- \*Beverages and Breweries

Note || If an existing business sector did not statistically show well in Step 5 then it was added back in to show commitment to the sector

**Frederick County Economic Development Authority**  
Performance Measures | 2019

Performance Measure	Mission	2018 Total	2018 Quarterly Average	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - June)	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)
Value of Announced New Capital Investments (EDA assisted)	BR   BA	\$20,500,000	\$5,125,000	\$2,512,000	0		
Number of Announced New Jobs Created (EDA assisted)	BR   BA	40	10	250	0		
Average wages of announced new jobs (EDA assisted)	BR   BA	\$37,500	\$37,500	\$27,076	\$0		
Website   Users	BR   BA   TE   BC	5,313	1,328	3,241	2,084		
Website   Page Views	BR   BA   TE   BC	16,680	4,170	7,379	5,882		
Website   Unique Page Views	BR   BA   TE   BC	12,201	3,050	5,813	4,389		
Website   Pages Per Session	BR   BA   TE   BC	8.31	2.08	2.04	2.41		
E-News Open Rate	BR   BA   TE   BC	126%	42%	43%	43%		
Facebook Likes (Total)	BR   BA   TE   BC	2881	720	782	858		
Facebook Total Reach (Organic & Paid)	BR   BA   TE   BC	104,681	26,170	29,158	51,289		
Facebook Total Reach (Paid)	BR   BA   TE   BC	25,599	25,599	8,590	18,493		
<b>Call Team Visits   Monitor stability of businesses based upon:</b>							
* Call Team Visits   Percent with New Products in Next 2 Years	BR	62%	62%	65%	65%		
* Call Team Visits   Percent with New Products in Last 5 Years	BR	68%	68%	71%	63%		
* Call Team Visits   Percent with Plan to Expand Next 3 Years	BR	35%	35%	41%	33%		
* Call Team Visits   Percent with Difficult with Recruiting	BR	74%	74%	79%	78%		
* Call Team Visits   Increased funding for employee training (new, proficiency, remedial)	BR	35%	35%	37%	29%		
New Relationships SS/CRE/VEDP	BR   BA	94	24	9	20		
Refresh Relationships SS/CRE/VEDP	BR   BA	83	21	55	26		
Project Considerations SS/CRE/VEDP	BR   BA	14	4	4	2		
New Business Prospects	BA	23	6	11	9		
Recommended Properties (VEDP)	BA	11	6	10	7		
Property Views (Web)	BA	667	167	154	191		
Existing Business Prospects	BR	12	3	3	3		
<b>Career Pathway Program</b>							
* Widget Cup   # students, # volunteers, # businesses	TE	41/13/16	41/13/16	na	40/20/20		
* Widget Cup   competitors felt prepared	TE	74%	74%	na	77%		
* Widget Cup   competitors took opp to network	TE	48%	48%	na	61%		
* Widget Cup   increase number of parents attending	TE	29%	29%	na	14%		
* Student Tours   # students, # businesses	TE	385/24	385/24	na	na		
* Student Tours   agree/strongly agree quality careers exists before tour	TE	54%	0.54	na	na		
* Student Tours   agree/strongly agree quality careers exists after tour	TE	71%	0.71	na	na		
* Educator Tours   # teachers, # business	TE	-	-	na	na		
* Educator Tours   agree/strongly agree quality careers exists before tour	TE	-	-	na	na		
* Educator Tours   agree/strongly agree quality careers exists after tour	TE	-	-	na	na		
* Educator Tours   Increase attendance	TE	-	-	na	na		
* Educator Tours   increase in sharing of options/knowledge of what is local with students	TE	-	-	na	na		
* Worlds of Work   # students, # businesses, # volunteers	TE	2,825/61/39	2,825/61/39	na	na		
*Worlds of Work   repeating exhibitors		53	53	na	na		
*Worlds of Work   new exhibitors		8	8	na	na		

Performance Measure	Mission	2018 Total	2018 Quarterly Average	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - June)	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)
* Worlds of Work   exhibitors recommend participation	TE	97%	97%	na	na		
* Worlds of Work   students felt participating gave them idea of careers	TE	87%	87%	na	na		
Number of Industrial Certification Awards *	TE	938	-	803	1,027		
Percentage of Working Age Cohort (18-64) 45 Mile Radius	TE	62.5%	62.5%	64.8%	61.3%		
<b>Lord Fairfax Small Business Development Center</b>							
* Capital Investment	BR   BA	\$1,050,701	\$262,675	\$0	\$0		
* Jobs Created and Retained	BR   BA	70	18	3	0		
* New Clients Consulted	BA	80	20	1	15		
* Existing Clients Consulted	BR	78	20	37	14		
<b>Business Sites</b>							
* Number of Sites Available	BR   BA   BC	26	26	26	19		
* Total Acreage Available	BR   BA   BC	1,539	1,539	1,526	933		
* Number of Tier 4 or 5 Sites (North)	BR   BA   BC	1	1	1	1		
* Number of Tier 4 or 5 Sites (South)	BR   BA   BC	0	0	0	0		
* Number of Tier 4 or 5 Sites (East)	BR   BA   BC	0	0	0	0		
<b>Office and Industrial Space</b>							
* Total SQ FT Available   Office	BR   BA   BC	134,240	134,240	172,680	58,200		
* Vacancy Rates   Office	BR   BA   BC	5.0%	5.0%	4.0%	3.9%		
* Total SQ FT Available   Industrial	BR   BA   BC	521,667	521,667	640,313	500,000		
* Vacancy Rates   Industrial	BR   BA   BC	2.9%	2.9%	3.8%	3.6%		

TE | Talent Engagement, BR | Business Retention, BA | Business Attraction, BC | Business Climate

\*Data is Year to Date, which started in July