

**AGENDA**

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, NOVEMBER 7<sup>TH</sup> |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ FIRST FLOOR CONFERENCE ROOM

107 N. KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes – October 10<sup>th</sup> || ACTION
3. Treasurer’s Report || ACTION
4. Website Update || DISCUSSION
  - *Presentation of an updated EDA website and its enhancements prior to launching*
5. EDA Budget FY21 || ACTION
  - *To implement the adopted EDA Strategy, staff presents for review and action, if appropriate, the FY21 budget*
6. Hope Drive Extension Update || INFORMATION
  - *Update to progress of Home Drive through EDA owned property*
7. Such other business as may come before this Authority

MINUTES  
ECONOMIC DEVELOPMENT AUTHORITY  
| THURSDAY, OCTOBER 10, 2019 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, October 10, 2019, at 8:00A.M. in the County Administration Building, First Floor Conference Room, 107 North Kent Street, Winchester, Virginia.

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

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

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

**APPROVAL OF MINUTES**

The minutes from the September 5, 2019, meeting were presented.

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

J. Stanley Crockett	Aye
Robert Claytor	Absent
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 September 30, 2019 - \$6944.77.  
Savings Account - Scott & Stringfellow as of September 30, 2019 - \$1,204,590.95.

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

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

### **EDA STRATEGY**

Mr. Barker explained the EDA Strategy document is developed yearly to provide direction as to Frederick County's future economic development activities. It requires an annual update to confirm/enhance overall goals and objectives. A red-lined version, including previously sent Authority members' comments and proposed staff revisions, was provided to the Board before this meeting for review. Staff is seeking the Authority's comments and adoption, if appropriate, of the Strategy to include existing objectives and new programs.

After brief discussion, Mr. Rinker made a motion to approve the Strategy as presented. Motion was seconded by Ms. McKay and approved by the following recorded vote:

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

### **VEDP Site Consultant Familiarization Tour**

Mr. Barker reported on the familiarization tour for site consultants held on September 30<sup>th</sup> by the Economic Coalition of the Northern Shenandoah Valley in partnership with VEDP. Two site consultants participated and feedback from them was very positive.

One of the stops on the tour was the Worlds of Work, which allowed the site consultants to witness firsthand this workforce event. The group was also given a behind-the-scenes tour of Trex Company to showcase why the Northern Shenandoah Valley is a place for advanced manufacturing and headquarter operations.

Mr. Barker expressed his thanks to Trex for opening their doors to the group and Mr. Fairbanks, Board member, for coordinating the tour.

It is hopeful we can participate again next year.

### **Shenandoah Valley Talent Solutions Strategy**

Mr. Barker reported on progress to develop a comprehensive Talent Solutions Strategy focused on job seekers, university and community college graduates and high school students to identify obstacles and recommend strategies to improve retention and attraction of young adult talent. The Frederick County EDA, in partnership with other Northern Shenandoah Valley localities (Winchester City and counties of Clarke, Shenandoah, Warren and Page), has engaged Development Counsellors International (DCI) to develop this Strategy.

In early September, DCI conducted their immersion tour, whose goal was to hold discussion with individuals and groups to help DCI understand the region's talent situation and potential solutions. Over the 3-day tour, DCI held over a dozen focus groups with over 150 individuals. They have requested additional interviews with human resource managers/recruiters for major employers and selected others who play a key role in marketing the region's location.

We have currently started collecting responses to the online perception survey. All individuals involved in the immersion tour have received the survey and been encouraged to share with family and friends. Key large employers have also been asked to share the survey with employees. Both Page and Clarke counties need more individuals to complete the survey and there is a need for those under the age of 24 to participate. An effort to reach out to LFCC and local school districts has been made. The next step will be to survey outside our region for an external viewpoint and then develop a solution strategy.

Mr. Lofton inquired if we have a point of contact for local school districts. Mr. Barker responded we are communicating with the School Superintendents.

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

Due to a conflict, the date of the December Board meeting was changed to Thursday, December 12, 2019.

### **ADJOURN**

There being no further business to come before this Authority, the meeting was adjourned at 8:15 a.m.

---

Stan Crockett  
Chairman

---

Jay Tibbs  
Secretary



DATE: November 4, 2019

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Budget Request FY21

Attached is the draft EDA Budget for FY21. This proposal aims to further elevate the EDA's efforts of attracting and retaining workforce talent, retaining and expanding existing businesses, recruiting targeted businesses, and employing policies that keep Frederick County a competitive business location. The request is consistent with past budget appropriations except for requesting an additional full-time position. Most of the funding for this position would come from the part-time Project Specialist position.

This position would help with the increased workload necessary to meet our commitment on creating workforce solutions for Frederick County's employers. Frederick County employers, like Navy Federal Credit Union and KraftHeinz, demand a skilled workforce that meets their needs. Like in other localities whose economies are growing, workforce challenges exist. But unlike other localities, Frederick County has proactively addressed this challenge for over 20 years with a significant increase in programs in the past 5 years due to historically low unemployment and stark changes to how our businesses view the workforce. EDA has even more aggressive plans to further meet our commitment to create workforce solutions for the County's employers. The conversion of the EDA's part-time Project Specialist to a full time Research Manager/Project Manager will expedite the delivery of these programs, respond to our commitment and make Frederick County more attractive to its business targets.

A summary of the EDA's request by program area follows.

PROGRAMS	FY21 Request
Talent Engagement	39,000
Business Retention	45,901
Business Attraction	38,844
Business Climate	925
Administration	540,790
<b>Total</b>	<b>665,460</b>

EDA's FY21 request of Frederick County is \$639,410 an increase of 7% or \$47,235. The request for the additional FTE represents \$36,531 of the total increase. The balance of funds will come from the Frederick County Economic Development Authority and business sponsorships.

The Shenandoah Valley Talent Strategy is expected to be completed in early December. This effort aims to improve retention and attraction of young adults from regional high schools and universities/community colleges. This strategy will likely require additional funding to implement some of the recommendations. Any additional funds sought will be leveraged with funding from adjacent localities, regional businesses, and the State's Go Virginia program, as appropriate.

The EDA is proud to play an active role in one of the best performing economies among all Virginia localities. For example, Frederick County ranks among the top 10% of counties in Virginia over the last three years for capital investment and new job growth. Approval of the EDA's FY21 budget request will permit the EDA to continue enhancing its role.



<b>Frederick County EDA Budget</b>
------------------------------------

	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
	<u>Approved</u>	<u>Approved</u>	<u>Request</u>
<b><u>TALENT ENGAGEMENT</u></b>	32,522	39,000	39,000
Career Pathway Programs			
Printing	2,500	2,500	2,500
Transportation Costs	6,000	6,000	6,000
Events	7,000	7,000	7,000
Food & Supplies	8,000	8,000	8,000
Workforce Initiative			
Video production		4,000	4,000
Social media marketing		2,000	2,000
Communication			
Publication	1,000	1,000	1,000
Website (30%)			
Maintenance & Development	2,250	2,250	450
Hosting	522		1,800
Website Marketing	450	450	450
Advertisements	2,000	3,000	3,000
Data Intelligence			
Workforce (40%)	2,800	2,800	2,800
<b><u>BUSINESS RETENTION</u></b>	44,423	45,901	45,901
Program Marketing			
Development			
<i>Marketing Pieces</i>	1,200	1,200	1,200
<i>Printing</i>	2,000	2,000	2,000
<i>Postage</i>	800	800	800
Corporate Calling	3,000	3,000	3,000
Business Forums	3,000	3,000	3,000
Business Call Team Support	2,500	2,500	2,500
Cluster Associations	336	336	336

	FY 19	FY 20	FY 21
	<u>Approved</u>	<u>Approved</u>	<u>Request</u>
Website (30%)			
Maintenance & Development	2,250	2,250	450
Hosting	522		1,800
Website Marketing	750	750	750
Publications			
Year in the Review (50%)	-	-	-
Quality of Life Piece (50%)	1,000	2,000	2,000
Business Recognition	1,000	2,000	2,000
Small Business Development Center (50%)	14,000	14,000	14,000
Apple Blossom Festival	5,000	5,000	5,000
Data Intelligence	5,065	5,065	5,065
Workforce (30%)	2,100	2,100	2,100
Virginia Employment	2,000	2,000	2,000
Call Team	965	965	965
Ozone Early Action Plan (50%)	1,000	1,000	1,000
Misc Meetings/Travel	1,000	1,000	1,000
<b><u>BUSINESS ATTRACTION</u></b>	<b>39,040</b>	<b>39,344</b>	<b>39,344</b>
Printed Materials			
Quality of Life Piece (50%)	1,000	2,000	2,000
Memberships			
Shenandoah Valley Technology Council	100	100	100
Marketing - VEDP, CREs, Site Consultants			
Direct Mail (3x)			
<i>Printing</i>	400	400	400
<i>Postage</i>	100	100	100
Collateral Material Development	500	500	500
Travel	5,000	5,000	5,000
Travel (VEDP)	5,000	5,000	5,000
Marketing Pieces	500	500	500
Other Travel	1,500	1,500	1,500



	FY 19	FY 20	FY 21
	<u>Approved</u>	<u>Approved</u>	<u>Request</u>
Data Intelligence			
Property (75%)	3,544	3,544	3,544
Workforce (30%)	2,100	2,100	2,100
Website (40%)			
Maintenance & Development	3,000	3,000	600
Hosting	696		2,400
Website Marketing	600	600	600
Small Business Development Center (50%)	14,000	14,000	14,000
Ozone Early Action Plan (50%)	1,000	1,000	1,000
<b><u>BUSINESS CLIMATE</u></b>	925	925	925
Data Intelligence			
Property (25%)	925	925	925
<b><u>ADMINISTRATION</u></b>	486,683	493,056	540,290
Salary and Benefits	405,373	411,729	458,963
Permanent full time	250,270	250,271	320,324
Permanent part time	70,886	70,886	22,916
Benefits	84,217	90,572	115,723
EDA Board Compensation	16,800	16,800	16,800
Education & Training	5,100	5,100	5,100
Director	2,000	2,000	2,000
Marketing Manager	1,600	1,600	1,600
Existing Business Manager	1,000	1,000	1,000
Part-time	500	500	500

	FY 19	FY 20	FY 21
	<u>Approved</u>	<u>Approved</u>	<u>Request</u>
EDA Insurance	2,175	2,175	2,175
Fire Insurance	99	99	99
Boiler Insurance	1	1	1
Crime Insurance	975	975	975
Public Officials Liability Insurance	550	550	550
General Liability Insurance	550	550	550
Professional Associations			
Memberships	1,595	1,595	1,595
Books/Subscriptions	1,190	1,190	1,190
Misc Office Support	13,160	13,160	13,160
Maintenance			
Plants	540	540	540
Copier	500	500	500
Janitorial	3,120	3,120	3,120
Printing, Stationary	1,500	1,500	1,500
Office Supplies	2,500	2,500	2,500
Postage (routine & Fed Ex)	500	500	500
Other operating supplies	4,500	4,500	4,500
Central Stores			
Gas	500	500	500
Car			
Repair	1,000	1,000	1,000
Insurance	900	917	917
Lease	250	250	250
Rent & Utilities	37,940	37,940	37,940
Rent	31,021	31,021	31,021
Utilities	4,000	4,000	4,000
Telephone			
Local & Long	1,156	1,156	1,156
Mobile	864	864	864
Internet	899	899	899
Travel	700	700	700
Misc. Gas	200	200	200
Monthly routine	500	500	500

DATE: November 4, 2019

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Website Update

Websites are an instrumental part of economic development marketing. Economic development research indicates that an economic development organization's website is its most effective marketing tool. With nearly two thirds (66%) of executives and location advisors indicating they were likely to visit an EDO's website during their next site search—an increase of 18% since 2011—it's more important than ever to make sure Frederick County EDA's website effectively provides information on the community.

EDA staff targets a website refresh every three years. In November 2018, EDA staff commenced with a redesign to [YesFrederickVA.com](http://YesFrederickVA.com), the EDA's principle website for economic development, and [ExploreFrederickCareers.com](http://ExploreFrederickCareers.com), an EDA sub-site and home of the EDA's Career Pathways program. The sites are anticipated to launch late November.

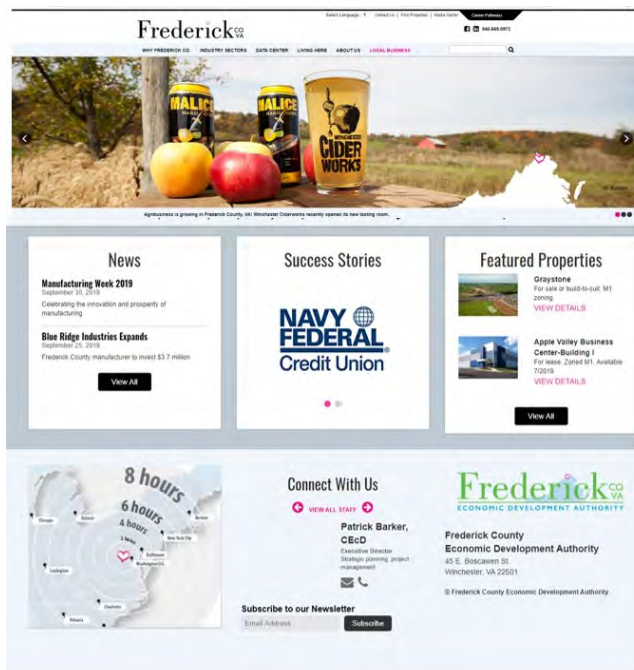
The following were primary redesign considerations:

- Showcase Frederick County as a premier location for business.
  - Emphasize Frederick County's 'pitch points' - the reasons businesses choose to stay and grow in Frederick County.
- Enhance the homepage for mobile viewing.
  - Allow visitors to find information through the standard navigation bar or through a scrolling homepage format, implemented for those viewing in a mobile format.
- Streamline navigation.
  - Develop a navigation structure that allows visitors to find the information they need quickly and easily.
- Increase visual display of information.
  - Optimize text. Increase opportunities for visitors to receive information through charts, photos, and infographics.
- Incorporate social media and event calendars.
  - Third-party software (Juicer.IO) will pull EDA Facebook posts directly to the homepage in a 'Connect with Us' section. Event calendars will display EDA meetings and events.

- Plan to continually enhance value for visitors.
  - Create a content calendar focused on development of quality content, more frequently, across platforms -- including the EDA website and social outlets. Increase use of video and third-party platforms like Adobe Spark, and incorporate storytelling animation.

The following is a low-resolution image of the current and future website - portions may appear pixelated.

### Current



### Future

