

AGENDA

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1. Call to Order
2. Approval of Minutes | March 1st | | ACTION
3. Treasurer's Report | | ACTION
4. Short Term Workforce | | DISCUSSION/ACTION
5. Joint Meeting w. BOS | | DISCUSSION/ACTION
6. Such other business as may come before this Authority

MINUTES | MARCH



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MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
[THURSDAY, MARCH 1, 2018]

A meeting of the Frederick County Economic Development Authority was held on Thursday, March 1, 2018, at 8:00A.M. in the County Administration Building, First Floor Conference Room, 127 North Kent Street, Winchester, Virginia.

PRESENT: Stan Crockett, Robert Clayton, John Riley, Doug Rinker, Gary Lofton and Bryan Farberlik

STAFF: Patrick Barker and Donna McIlwain, 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.

DEVELOPER CONVERSATION

Susan Brooks, Navy Federal Credit Union, gave the Board an overview of the company's background.

When answering the question "what makes Frederick County desirable to do business," she stated the outstanding partnership between the community and businesses. Navy Federal feels they are a partner with Frederick County. Also, our job force is a good fit for them, quick response when processing applications for inspections, etc., from County (got an explanation of "no's"), and the EDA helps them understand the "whys" of procedures and policies.

Ms. Brooks stated that Navy Federal's employees have found a lack of daycare and summer camps for their children. She also does not believe we do a good job of promoting "why Winchester" to reverse commuters.

As for what specific activities the EDA could perform to assist development in Frederick County, Ms. Brooks stated there is a need for public transportation, a program to entice people to the area, engage students to see if their life needs are being met, promote that not only is Frederick County a good place to live but also a good place to get involved in the community, and internships for local students.

Ms. Brooks was asked what worked well in their recent experience with the County's development process. She stated the EDA was invaluable in helping Navy Federal

YOUR HOPE, OUR COMMITMENT
415 Broadway St., Winchester, VA 20181 • 540-663-9772 • info@frederickeda.com

- Requested EDA Board Action
 - Action by EDA Board to minutes

TREASURER REPORT



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TREASURER'S REPORT SYNOPSIS
ECONOMIC DEVELOPMENT AUTHORITY
March 31, 2018

| BANK OF CLARKE COUNTY | |
|---|-----------------------|
| Beginning Balance - as of February 28, 2018 | \$287.41 |
| Total Deposits | \$2,610,000.00 |
| Total Disbursements | -\$115.94 |
| BALANCE AS OF March 31, 2018 | \$2,610,191.67 |
| SCOTT & STRINGFELLOW | |
| Beginning Balance - as of February 28, 2018 | \$1,081,539.84 |
| Total Deposits | \$0.00 |
| Total Disbursements | -\$16,800.00 |
| BALANCE AS OF March 31, 2018 | \$1,064,739.84 |

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- Requested EDA Board Action
 - Action by EDA Board to treasurer's report

SHORT TERM WORKFORCE



Governor McAuliffe Announces Winchester Metals to Invest \$140,000 to Upgrade Technology and Retain Employees

WINCHESTER METALS

GOVERNOR Governor Tom McAuliffe today announced that Winchester Metals, a leading manufacturer of precision metal parts, is investing \$140,000 to upgrade its technology and retain employees in Frederick County. The investment will be used to purchase new machinery and equipment, and to provide training for employees. This investment is part of the Governor's Short Term Workforce program, which provides grants to businesses to help them retain and hire workers during economic downturns.

Governor McAuliffe Announces Winchester Metals to Create Nearly 20 New Jobs in Frederick County

WINCHESTER METALS

GOVERNOR Governor Tom McAuliffe today announced that Winchester Metals, a leading manufacturer of precision metal parts, is creating nearly 20 new jobs in Frederick County. The jobs will be created as a result of the company's investment in new technology and equipment. This investment is part of the Governor's Short Term Workforce program, which provides grants to businesses to help them retain and hire workers during economic downturns.

Governor McAuliffe Announces 57 New Jobs in Frederick County

Thermo Fisher Scientific

GOVERNOR Governor Tom McAuliffe today announced that Thermo Fisher Scientific, Inc. will create 57 new jobs in Frederick County. The jobs will be created as a result of the company's investment in new technology and equipment. This investment is part of the Governor's Short Term Workforce program, which provides grants to businesses to help them retain and hire workers during economic downturns.

Governor McAuliffe Announces 84 Lumber to Create 100 New Jobs in Frederick County

84 LUMBER

GOVERNOR Governor Tom McAuliffe today announced that 84 Lumber, a leading manufacturer of lumber, is creating 100 new jobs in Frederick County. The jobs will be created as a result of the company's investment in new technology and equipment. This investment is part of the Governor's Short Term Workforce program, which provides grants to businesses to help them retain and hire workers during economic downturns.

Governor McAuliffe Announces 1,400 New Jobs in Frederick County

NAVY FEDERAL Credit Union

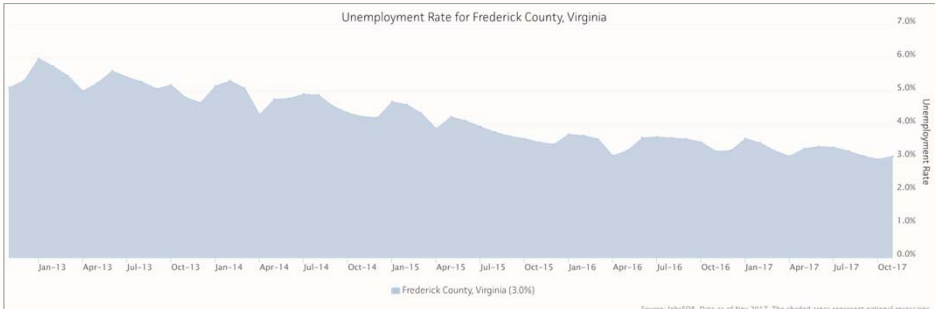
GOVERNOR Governor Tom McAuliffe today announced that Navy Federal Credit Union is creating 1,400 new jobs in Frederick County. The jobs will be created as a result of the company's investment in new technology and equipment. This investment is part of the Governor's Short Term Workforce program, which provides grants to businesses to help them retain and hire workers during economic downturns.

Governor McAuliffe Announces Amazon to Create More Than 1,000 New Jobs in Frederick County

amazon

GOVERNOR Governor Tom McAuliffe today announced that Amazon is creating more than 1,000 new jobs in Frederick County. The jobs will be created as a result of the company's investment in new technology and equipment. This investment is part of the Governor's Short Term Workforce program, which provides grants to businesses to help them retain and hire workers during economic downturns.

SHORT TERM WORKFORCE



SHORT TERM WORKFORCE



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Career Pathways

Est. 2000



19 years

14,477 Students
1,511 Educators
435 Businesses



The Widget Cup
Design-Build Competition | Est. 2015

Eight senior teams of career & technical education students from area high schools vie for the Widget Cup trophy annually, as they design, build, and present to a customer, all within a six-hour window. Following the competition, teams have the opportunity to publish the projects before delivery to the customer.

4 Schools | 113 Volunteers | 57 Businesses



Business Tours
Student Tours | Est. 2000

Students tour businesses over a one-week period each fall to learn about career opportunities available locally, and the skills and education needed to obtain those careers. On-Campus tours are available for students throughout the year, too!

6,077 Students | 64 Businesses



Educator Tours | Est. 2003

Education Teachers, guidance counselors, career coaches, and principals tour businesses in Frederick County annually. Exploring businesses in person helps educators in advising their students on local career opportunities after graduation.

1,511 Educators | 48 Businesses



Worlds of Work
Regional Hands-On Career Expo | Est. 2015

Each year, nearly 1,000 seventh-graders from seven local schools participate in Worlds, a partnership between the Loud Fairfax Community College Career Pathways Consortium, Bennett Machine Inc., Frederick County EDA, Northern Shenandoah Valley Regional Commission, Winchester EDA, and Winchester Wealth Management.

8,400 Students | 208 Businesses | 130 Volunteers | 7 School Districts

Results

95% Competitors that prepared for the event presented their work to the customer. They had completed.

84% Competitors that took the opportunity to present with local business reps, on-site.

83% Agreed on strong regions that qualify companies, aimed to be manufacturing, 60% increase after touring!

87% Agreed on strong regions that qualify companies, aimed to be manufacturing, 60% increase after touring!

98% Exhibitors who would recommend participation to future businesses.

94% Exhibitors who participated in Worlds gave their name or phone number to a career they may want to pursue.



Annual Business & Education Summit

Where the Workforce Initiative was born! Now, it's the annual report-out of objectives achieved and goals for the upcoming year!

58 Businesses | 37 Community Stakeholders | 214 Attendees

The Workforce Initiative
Collaborating to Create the Workforce of Tomorrow | Est. 2015


Business leaders, educators, government officials, and community stakeholders are collaborating to ensure our future workforce has the life and work skills needed to support the business community. The initiative's vision, goals, and objectives have been identified. The Steering Committee is now working on specific projects, termed Project Packets, to move the initiative forward.

1 Steering Committee | 44 Task Force Members



Learn more at: ExploreFrederickCareers.com

SHORT TERM WORKFORCE



com

TOP 2 YR BROAD OCCUPATION BY NEED

| Title | Total NEED | Entry Level | Experienced |
|---|------------|-------------|-------------|
| Material Moving Workers | 1,784 | \$21,300.00 | \$32,600.00 |
| Retail Sales Workers | 701 | \$17,700.00 | \$28,700.00 |
| Information and Record Clerks | 600 | \$25,100.00 | \$39,300.00 |
| Food and Beverage Serving Workers | 592 | \$16,900.00 | \$23,600.00 |
| Financial Specialists | 360 | \$42,100.00 | \$96,700.00 |
| Motor Vehicle Operators | 346 | \$26,100.00 | \$42,500.00 |
| Other Production Occupations | 327 | \$25,600.00 | \$44,200.00 |
| Construction Trades Workers | 310 | \$28,300.00 | \$45,300.00 |
| Material Recording, Scheduling, Dispatching, and Distributing Workers | 265 | \$22,600.00 | \$37,200.00 |
| Other Personal Care and Service Workers | 254 | \$18,600.00 | \$27,500.00 |
| Other Installation, Maintenance, and Repair Occupations | 191 | \$27,700.00 | \$48,900.00 |
| Building Cleaning and Pest Control Workers | 185 | \$17,700.00 | \$29,300.00 |
| Cooks and Food Preparation Workers | 179 | \$17,600.00 | \$24,100.00 |
| Metal Workers and Plastic Workers | 161 | \$30,800.00 | \$47,000.00 |
| Business Operations Specialists | 149 | \$44,200.00 | \$81,100.00 |
| Financial Clerks | 148 | \$24,200.00 | \$40,000.00 |
| Computer Occupations | 139 | \$50,500.00 | \$96,700.00 |
| Other Office and Administrative Support Workers | 138 | \$21,300.00 | \$36,800.00 |
| Assemblers and Fabricators | 121 | \$24,100.00 | \$36,700.00 |
| Vehicle and Mobile Equipment Mechanics, Installers, and Repairers | 112 | \$28,100.00 | \$47,200.00 |

• Over 7,500 jobs next 2 years

SHORT TERM WORKFORCE



TOP OCCUPATIONS BY NEED in 2 YEARS

| Title | Total NEED | Entry Level | Experienced | Education Requirement | Training Requirement |
|--|------------|-------------|-------------|-----------------------|----------------------|
| Laborers and Freight, Stock, and Material Movers, Hand | 1,382 | \$20,300 | \$31,100 | HS | Short-term OJT |
| Cashiers | 404 | \$16,700 | \$21,600 | None | Short-term OJT |
| Combined Food Preparation and Serving Workers, Including Fast Food | 309 | \$16,700 | \$20,400 | None | Short-term OJT |
| Lending (NFCU) | 265 | \$55,600 | \$55,600 | 4C | Moderate-term OJT |
| Retail Salespersons | 262 | \$18,900 | \$36,300 | None | Short-term OJT |
| Heavy and Tractor-Trailer Truck Drivers | 255 | \$29,900 | \$46,800 | PS ND | Short-term OJT |
| Customer Service Representatives | 250 | \$27,000 | \$41,800 | HS | Short-term OJT |
| Waiters and Waitresses | 216 | \$17,400 | \$28,600 | None | Short-term OJT |
| Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 177 | \$18,000 | \$32,400 | None | Short-term OJT |
| Personal Care Aides | 173 | \$16,900 | \$22,700 | HS | Short-term OJT |
| Stock Clerks and Order Fillers | 168 | \$17,900 | \$29,500 | HS | Short-term OJT |
| Office Clerks, General | 154 | \$20,600 | \$36,200 | HS | Short-term OJT |
| Construction Laborers | 113 | \$22,900 | \$36,400 | None | Short-term OJT |
| Landscaping and Grounds keeping Workers | 113 | \$20,800 | \$33,700 | None | Short-term OJT |
| Contact Center | 100 | \$45,100 | \$45,100 | HS | Short-term OJT |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | 95 | \$24,200 | \$40,100 | HS | Short-term OJT |
| Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 94 | \$33,500 | \$72,700 | HS | Moderate-term OJT |
| First-Line Supervisors of Retail Sales Workers | 91 | \$26,500 | \$57,400 | HS | None |
| Industrial Truck and Tractor Operators | 91 | \$27,000 | \$38,300 | None | Short-term OJT |
| Bookkeeping, Accounting, and Auditing Clerks | 91 | \$26,200 | \$46,600 | PS ND | Moderate-term OJT |

SHORT TERM WORKFORCE



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- Overall comments to proposed concepts
 - Leverage investment
 - Complement, not duplicate or create
 - Employer participation
- Sample of estimated training costs per occupation
 - Heavy and Tractor-Trailer Truck Drivers | \$4,500
 - Industrial Machinery Mechanics | \$5,000 - \$7,000
 - Electricians | \$6,500 for a 4 level apprenticeship
 - Sheet Metal Workers | \$2,500
 - Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic | \$2,000
 - Management | \$1,600

SHORT TERM WORKFORCE



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- **Incumbent worker training w/ pipeline development**
 - Improving skills of existing employees for higher wage positions in high demand occupations
 - Required employer match on sliding scale
 - Creating a pipeline for future workforce via a clear career pathways to high demand occupations and providing educational outreach to improve awareness for students, parents, educators and underemployed individuals
 - Marketing resources will be deployed to develop career pathways and a multimedia campaign to educate students, parents and underemployed individuals regarding those career opportunities.
 - Short videos and web content will be made on each occupation, highlighting local businesses, training opportunities, potential wages, and other benefits of that career choice.

SHORT TERM WORKFORCE



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- **Incumbent worker training w/ pipeline development**
 - **Results/funding**
 - Average training per employee = \$4,000
 - Workforce Credential Grant Program (covers 2/3rd)
 - Potential employees with \$200,000 investment = 150
 - Training reimbursement = \$100,000
 - Pipeline = \$100,000
 - Pipeline metric = employer survey & review of change in training class enrollment
 - **Leverage**
 - GO Virginia Project potential
 - Requires 1 for 1 match and 2 or more localities

SHORT TERM WORKFORCE



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- **New worker training w/ pipeline development**
 - Improving skills of new employees in high demand occupations
 - Required employer match on sliding scale
 - Creating a pipeline for future workforce via a clear career pathways to high demand occupations and providing educational outreach to improve awareness for students, parents, educators and underemployed individuals
 - Marketing resources will be deployed to develop career pathways and a multimedia campaign to educate students, parents and underemployed individuals regarding those career opportunities.
 - Short videos and web content will be made on each occupation, highlighting local businesses, training opportunities, potential wages, and other benefits of that career choice.

SHORT TERM WORKFORCE



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SHORT TERM WORKFORCE



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- Talent retention and attraction
 - Improving retention and attraction of young adults from regional high schools and university/community college by delivering programs and tactics to overcome to-be identified obstacles and implement talent attraction strategies
 - Examples of talent-based programming include regional events to connect high school and college seniors and young adults to area businesses, high quality recruitment guides for area employers, and tools to connect job seekers to regional businesses.

SHORT TERM WORKFORCE



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- Talent retention and attraction (cont)
 - Process
 1. Involves holding focus groups comprising high school guidance counselors and college career professionals
 - Explore perceptions of the region, resource gaps that affect the retention of students, and other unknown needs that influence the trend of brain drain in the region.
 2. Conducting in-depth interviews with human resources directors and/or other corporate interests in the region
 - Determine insights from professional audiences including difficulties in attracting talent, successful 'markets' for attraction (age groups or characteristics like 'boomerang' or homecomers , alum, or other typical characteristics), and other insights useful for the development of an ongoing talent attraction and retention program of work.

SHORT TERM WORKFORCE



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- Talent retention and attraction (cont)

- Process

3. Develop and launch a randomized, online survey and focus group of students
 - The survey will be distributed through a professional online survey tool and respondents will be screened to ensure they meet specific criteria (undergraduate juniors and seniors, graduate students, etc).
 - The objectives of the survey include learning more about student motivations, desires, awareness of amenities and career opportunities in region.
4. Construct a quantitative-qualitative report
5. Determine industry specific needs and concerns, determine strengths, opportunities, opportunities, and threats, build a strategic plan as well as a tactical action plan, and develop a talent attraction and retention metrics program

SHORT TERM WORKFORCE



YesFrederickVA.com

- Talent retention and attraction (cont)

- Results/funding

- A strategic plan as well as a tactical action plan, and develop a talent attraction and retention metrics program.
- Investment = \$100,000 - \$150,000

- Leverage

- GO Virginia Project potential
 - Requires 1 for 1 match and 2 or more localities

JOINT MEETING W/ BOS



YesFrederickVA.com

- Per the 2014 MOU, annual discussion and review of the Board of Supervisors' expectations for economic development
 - This year | Wednesday, April 25th @ 5:30 pm – 6:30 pm
- Previous Themes
 - Job creation
 - Increasing incomes
 - Existing business
 - Small business services expand
 - Measures for key areas
 - Winchester Regional Airport
 - Performance Agreement
 - Micro Loan Fund Program
 - Revolving Loan Fund Program
 - Community Service Agriculture LF
 - Local Facility Charge
 - Business Ready Site Revolving LF
 - Business & Education Summit

2016

2017

JOINT MEETING W/ BOS



YesFrederickVA.com


- Proposed Agenda
 - Call to order
 - Chair's comments
 - Themes from previous joint meetings
 - Brief recap of activities from last joint meeting
 - Brief recap of planned activities over next 12 months
 - Virginia Economic Development Partnership's view on overall trends in economic development
 - BOS feedback on planned activities and overall trends
 - Adjoin



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

Discussion



YesFrederickVA.com

****NEXT MEETING****

Board Meeting | Friday, May 3rd @ 8 am