

AGENDA

JOINT MEETNIG

ECONOMIC DEVELOPMENT AUTHORITY & BOARD OF SUPERVISORS

| WEDNESDAY, APRIL 24, 2019 |

| 5:30 PM – 6:30 PM |

COUNTY ADMINISTRATION BUILDING @ BOARD OF SUPERVISORS MEETING ROOM 107 N. KENT
STREET WINCHESTER, VA

1. Call to order
2. Chair's comments
3. Brief recap of activities from last joint meeting
4. Brief recap of planned activities over next 12 months
5. BOS feedback on planned activities and overall trends
6. Adjourn



DATE: April 19, 2019

TO: Frederick County Board of Supervisors

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Joint Meeting with Board of Supervisors 2019

The EDA Board looks forward to its annual discussion and review of the Board of Supervisors' expectations for economic development. This year's agenda (enclosed) will provide a brief recap of activities over the past 12 months as well as an update on planned activities for the ensuing 12 months. The EDA is seeking Board of Supervisors' feedback/endorsement of the planned activities for the next 12 months.

As you may recall, the primary planned EDA activities for 2018-2019 centered around short-term workforce and site readiness. These elements are constantly ranked as some of the top locally influenced factors used by corporate decision makers and site consultants per Area Development Magazine's Annual Survey. County EDA staff routinely shapes its strategy based on this annual survey. This year's survey results are attached.

Highlights of Accomplishments from Last Year's Planning Activities

Considerable advancement was made on last year's endorsed planned activities. The following shows highlights related to each planned activity.

- Activity #1 | Maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions
 - Partnered with Regional EDAs to secure a GO Virginia Enhanced Capacity Building Grant for the Shenandoah Valley Talent Solutions Strategy
 - Launched Manufacturing Week, a Workforce Initiative project, to better inform the public what our manufacturers do and what they contribute to the community
 - Hosted an employer expo, a Workforce Initiative project, a regional comprehensive hiring event featuring companies, professional development workshops and fast track training providers

- Activity #2 | Encourage development of product, including “ready to go” business sites
 - Completed six (6) site characterizations following the guidelines of the Virginia Business Ready Sites Program
 - Developed a loan program to collaborate with landowners whose properties were characterized based on the guidelines of the Virginia Business Ready Sites Program to improve the tier status of the sites.

In addition to the planned activities, the EDA completes quarterly impact measures on its strategic plan implementation. Last year’s results are attached for your review.

Planned Activities for the next 12 months

While significant success happened over the past 12 months, more time is needed to secure substantial progress with short-term workforce and site readiness. Examples of projected next steps going forward are provided.

- Activity #1 | Partner with appropriate local and regional partners to create solutions for current and projected workforce needs
 - Completion of the Shenandoah Valley Talent Solutions Strategy
 - Submission of a GO Virginia per capita grant for implementation of the Shenandoah Valley Talent Solutions Strategy
 - Assist the Workforce Initiative board with project implementation
- Activity #2 | Continue refinement of the business sites program.
 - Finalize a Business Ready Sites Loan Program Agreement with one or more of the characterized sites
 - Complete additional site characterizations should additional sites matching the approved criteria come to market



AREA DEVELOPMENT MAGAZINE'S ANNUAL SURVEY OF CORPORATE DECISION MAKERS AND SITE CONSULTANTS 2019 RESULTS

Combined Ratings* CORPORATE SURVEY

Site Selection Factors	2018	2017
Ranking		
1. Availability of skilled labor	90.8	88.8 (3)**
2. Labor costs	89.1	91.1 (2)
3. Highway accessibility	87.2	91.3 (1)
4. Corporate tax rate	86.7	83.2 (8)
5. Tax exemptions	83.0	85.9 (5)
6. Quality of life	82.8	87.2 (4)
7. State and local incentives	82.5	81.3 (9)
8. Energy availability and costs	77.8	76.0 (13)
9. Available buildings	76.7	75.9 (14)
10. Occupancy or construction costs	76.1	85.9 (5T)
11. Available land	75.6	76.9 (10)
12. Low union profile	74.4	71.4 (18)
13. Proximity to suppliers	72.8	76.4 (12)
14. Proximity to major markets	71.8	84.6 (7)
15. Right-to-work state	70.2	74.7 (15)
16. Training programs/technical colleges	69.9	72.8 (16)
16T. Environmental regulations	69.9	70.2 (19)
18. Inbound/outbound shipping costs	69.2	71.8 (17)
17. Expedited or "fast-track" permitting	64.9	76.7 (11)
20. Accessibility to major airport	62.7	56.4 (21)
21. Availability of long-term financing	60.5	64.6 (20)
22. Availability of unskilled labor	59.4	52.0 (24)
23. Raw materials availability	55.6	56.0 (22)
24. Water availability	51.6	55.3 (23)
25. Availability of advanced ICT services	50.0	42.7 (26)
26. Railroad service	46.6	29.9 (28)
27. Proximity to innovation commercialization/R&D centers	41.5	44.7 (25)
28. Waterway or oceanport accessibility	34.1	31.2 (27)

*All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.

** 2017 ranking

Combined Ratings* CONSULTANTS SURVEY

Site Selection Factors	2018	2017
Ranking		
1. Availability of skilled labor	100.0	100.0 (1)**
1T. Proximity to major markets	100.0	98.3 (2T)
1T. Highway accessibility	100.0	95.0 (5T)
4. Labor costs	98.1	98.3 (2)
5. State and local incentives	98.0	96.6 (4)
6. Available land	96.1	95.0 (5T)
6T. Available buildings	96.1	95.0 (5T)
6T. Training programs/technical schools	96.1	91.7 (10)
6T. Energy availability and costs	96.1	90.0 (11)
6T. Proximity to suppliers	96.1	90.0 (11T)
11. Tax exemptions	94.1	93.3 (9)
11T. Environmental regulations	94.1	75.0 (18)
13. Inbound/outbound shipping costs	88.0	88.2 (14)
14. Expedited or "fast-track" permitting	86.3	88.3 (13)
15. Accessibility to major airport	84.4	95.0 (5T)
15T. Low union profile	84.4	80.0 (16)
15T. Corporate tax rate	84.4	70.0 (21)
18. Availability of advanced ICT services	84.3	67.8 (22)
18T. Occupancy or construction costs	84.3	85.0 (15)
20. Right-to-work state	78.5	78.3 (17)
21. Water availability	78.4	55.0 (24)
22. Quality-of-life	78.0	71.2 (20)
23. Raw materials availability	76.5	66.6 (23)
24. Proximity to innovation commercialization/R&D centers	76.0	51.8 (26)
25. Availability of unskilled labor	72.0	71.6 (19)
26. Railroad service	54.9	53.3 (25)
27. Waterway or oceanport accessibility	44.0	41.6 (28)
28. Availability of long-term financing	43.1	41.7 (27)

* All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Consultants Survey and are rounded to the nearest tenth of a percent.

** 2017 ranking

Project Profile

SHENANDOAH VALLEY TALENT SOLUTIONS STRATEGY

The Frederick County EDA, in partnership with other Northern Shenandoah Valley localities (the counties of Clarke, Shenandoah, Warren and Page, as well as the City of Winchester), wants to identify and overcome obstacles and implement talent attraction strategies in an effort to improve retention and attraction of young adults from regional high schools and universities/community colleges.

The first step in this process is to complete a Talent Solutions Strategy focused on job seekers, university and community college graduates, and high school students.

This Strategy will include the following steps.

- Conduct focus groups comprised of high school guidance counselors and college career professionals
- Conduct in-depth interviews with human resources directors and/or other representatives of corporate interests in the region
- Develop and launch a randomized, online survey along with creation of a focus group of students
- Construct a quantitative-qualitative report from the focus groups, interviews and survey
- Determine industry specific needs and concerns, analyze strengths, weaknesses, opportunities, and threats, to help develop a strategic plan and a tactical talent retention and attraction action plan.

The EDA has agreed to commit up to \$6,500 towards this project. Other funding for the project will come from the other participating localities as well as GO Virginia enhancing capacity funds. Proposals to complete the Talent Solutions Strategy have been received and are under review with a contractor selection date of May 3, 2019, with all work activities completed by December 1, 2019.

Project Profile
MANUFACTURING WEEK

The Workforce Initiative celebrated National Manufacturing Day (October 5, 2018) with a week-long series of events to celebrate the success and strength of manufacturing in our region and bring attention to local careers in manufacturing.

- Students from middle and high schools in Winchester, Frederick County, and Clarke County, Virginia, visited 24 area manufacturers to learn about career opportunities.
- Five businesses hosted Open Door Tours on National Manufacturing Day
- Manufacturing partners attended invitation-only events, including a mixer at Winchester Ciderworks, a breakfast presentation at NW Works, and an awards luncheon at Macado's!
- Several videos were created to share within the schools. The videos showcase success stories of employees, as well as highlight business operations and types of jobs offered locally.

The Frederick County EDA developed The Workforce Initiative to find creative, regional workforce solutions to address the needs of current and future employers. The Initiative is now headed by a 15-member board of directors and utilizes more than 50 task force partners to move specific projects, termed project packets, forward.



2018 MFG WEEK

Schedule

Monday Oct 1	Tuesday Oct 2	Wednesday Oct 3	Thursday Oct 4	Friday Oct 5
Industry Kick-off Breakfast @ NW Works 8 a.m.		Onsite Business Tours for Students		Open Door Tours for the Public
		Online Video Tours		
Manufacturers' Happy Hour @ Winchester Ciderworks 5 p.m.				Manufacturers' Celebration & Awards Luncheon @ Kingspan Insulation 11:30 a.m.

Details

Industry Breakfast 8-9:30 a.m. | Oct. 1
@NW Works Kick off the week with breakfast and a presentation on *Hiring Untapped Workforce Populations* by Nichole Tichy, NW Works Director of Development and Outreach.

Happy Hour 5-7 p.m. | Oct. 1
@Winchester Ciderworks Happy Hour for manufacturing partners at Winchester Ciderworks! Complimentary drink ticket and hors d'oeuvres. Cash bar.

Student Tours 9:30 a.m. & 11 a.m. | Oct. 2-4
@Various Locations Students will tour two different facilities to learn about local operations and careers in manufacturing, including earning potential and the skills and education required.

Online Video Tours Oct. 1-5
@Online Trail Map Learn about manufacturing companies and careers in Winchester, Frederick County, and Clarke County online through MFG Week videos.

Open Door Tours TBD | Oct. 5
@Various Locations The public is invited to visit area manufacturers to learn about their operation, products, and career opportunities.

Awards Luncheon 11:30 a.m. - 2 p.m. | Oct. 5
@Kingspan Insulation Celebrate the innovation and prosperity of manufacturing on National Manufacturing Day! Enjoy an honorary awards presentation, lunch, and facility tour with fellow manufacturing partners.

Educator Tours TBD
@Various Locations Administrators, counselors, and educators tour facilities to learn about local careers in manufacturing. Awareness of careers, earning potential, and skills required helps educators advise students.

Contact **The Workforce Initiative**
George Hoddinott - Taskforce Member
Winchester Economic Development Authority
George.Hoddinott@WinchesterVA.gov | (540) 667-1815

TheWorkforceInitiative.com

YOUR MOVE. OUR COMMITMENT.

Project Profile EMPLOYER EXPO

The Employer Expo, one product of The Workforce Initiative, is a regional comprehensive hiring event featuring companies, professional development workshops, and fast-track training providers (i.e. Workforce Solutions at Lord Fairfax Community College). The Employer Expo is open to students & parents and the public. Participating businesses have employment needs currently, or in 6-12 months. They are also open to hiring for summer jobs and internships. Workshops are offered onsite for professional etiquette, resume writing and mock interviews. Attendees who complete all three workshops are entered into a drawing for a \$500 scholarship; there are 6 scholarships available.

In the Expo's inaugural year, nearly 300 job seekers visited with 47 employers over 4 hours. Click on the image below to read more about this impactful event. 2019 event takes place May 23, 2019.

The Frederick County EDA and partners developed The Workforce Initiative to find creative, regional workforce solutions to address the needs of current and future employers. The Initiative is now headed by a 15-member board of directors and utilizes more than 50 task force partners to move specific projects forward.

THE EMPLOYER EXPO.com

The Employer Expo (part of The Workforce Initiative) connects job seekers, career changers, second acts, students and parents with hiring managers from companies located in Frederick County, Clarke County, and Winchester, Virginia. Twenty on-site workshops focused on resume building, mock interviewing, and business acumen are offered on the half hour. Training providers are on-site, sharing the latest fast-track program info for local, in-demand careers.

Workforce INITIATIVE

The Workforce Initiative is a creative partnership of business leaders, educators, and community stakeholders, working together to ensure the region has a skilled workforce that meets the needs of employers.

Est. 2018
Attendees: 292
Businesses: 47

2018 Expo Results

Attendee Age

Under 18	3%	20-44	13%
18-24	24%	45-64	20%
25-34	13%	55-64	19%

Attendee Education Level

High School	43%
Associate's Degree or Higher	54%

What Drew Attendees?

General Job Seeking	77%
A Specific Employer	10%

Attendees have a great experience at The Employer Expo!

91% Love the Quantity of Employers!
91% of attendees surveyed rated the number of employers a 4 or 5 out of 5.

83% Found Diversity in Employers!
83% of attendees surveyed rated the diversity of employers represented a 4 or 5 out of 5.

Exhibitors feel The Employer Expo is a valuable recruiting tool!

74% Were pleased with the candidates!
74% of exhibitors surveyed rated the candidates a 4 or 5 out of 5.

100% Would Recommend Participation!
100% of exhibitors surveyed would recommend participation in the Expo to other employers.

2018 Exhibitors

JOBS RESUME building coming SOON SCHOLARSHIPS GET HIRED. THE EMPLOYER EXPO.com

THE EMPLOYER EXPO.com

The Employer Expo (part of *The Workforce Initiative!*) connects job seekers, career changers, second acts, students and parents with hiring managers from companies located in Frederick County, Clarke County, and Winchester, Virginia! Twenty-minute workshops focused on resume building, mock interviewing, and business acumen are offered on the half-hour. Training providers are on site, sharing the latest fast-track program info for local, in-demand careers.



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Attendee Education Level	
High School	43%
Associate's Degree or Higher	43%

What Drew Attendees?	
General Job Seeking	70%
A Specific Employer	10%

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74% Were pleased with the candidates!
 74% of exhibitors surveyed rated the candidate pool a 4 or 5 out of 5!

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 83% of attendees surveyed rated the diversity of employers represented a 4 or 5 out of 5!

100% Would Recommend Participation!
 100% of employers surveyed would recommend participation in the Expo to other employers.



2018 Exhibitors



JOBS

RESUME building

coming SOON

SCHOLARSHIPS

GET HIRED.

THE EMPLOYER EXPO.com

Project Profile

SITE CHARACTERIZATION AND LOAN PROGRAM

Available land remains a top factor in site selection by corporations. Moreover, speed to market matters for most economic development prospects. Site selection remains a process of elimination, not site selection, at the initial level. Projects are seeking to locate and construct within months. For a community to succeed, they need to have an inventory of ready to go sites.

In response to this top factor, site assessment of six (6) business sites in Frederick County was conducted, following the guidelines of the Virginia Business Ready Sites Program. By way of background, the following is the definition of Tiers under the Virginia Business Ready Sites Program.

- (i) **Tier 1:** Site under (a) public ownership, (b) public/private ownership, or (c) private ownership which such private owner(s) agreeable to marketing the site for economic development purposes and to allowing access to the property for site assessment and marketing purposes, but at no established sales price. Comprehensive plan reflects site as appropriate for industrial or commercial development and use, but site is not zoned as such. Site has minimal or no infrastructure. Minimal or no due diligence has been performed.
- (ii) **Tier 2:** Site under (a) public ownership, (b) public/private ownership, or (c) private ownership with an option agreement or other documentation of a commitment by the private owner(s) to a competitive sales price, to permit access to the site for site assessment, construction, and marketing, and to market the site for industrial or commercial economic development purposes. Comprehensive Plan reflects site intended for industrial or commercial development and use, but site is not zoned as such and a rezoning hearing needs to be scheduled. Site has minimal or no infrastructure. Minimal or no due diligence has been performed.
- (iii) **Tier 3:** Site is zoned for industrial or commercial development and use. Site has minimal or no infrastructure. Due diligence including, among other things, a wetlands survey with Army Corps of Engineers approval within the last five years, geotechnical borings, boundary and topographical survey, cultural resources review, an Endangered Species review, and a Phase I Environmental Site Assessment, has been completed. Estimated costs of development have been quantified.
- (iv) **Tier 4:** All infrastructure is in place or will be deliverable within 12 months. All permit issues have been identified and quantified.
- (v) **Tier 5:** All permits are in place and the site is ready for a site disturbance permit from the locality in which the site is located.

Draper Aden Associates, a licensed civil engineering firm, conducted the Site Characterization to determine each site's current tier level and what additional development would be needed to move these sites to Tier 4 status.

In summary, all but on studied business sites are Tier 2 with several close to attaining next tier status. Some only needed the completion of environmental/historical resources studies to rise to the next tier. The following table provides more details. The full report for each site can be provided if desired.

Property	Tier	Costs to Tier 4
Carbaugh Tract	2	\$ 400,000
Artillery Business Park	2	\$ 350,000
Carroll Industrial Park	2	\$ 75,000
Graystone Business Park	4	\$0
Airport Business Parc	2	\$ 90,000
Bluestone Industrial Park	2	\$ 165,000

The Business Ready Sites Program Loan Program was established to allow the EDA to collaborate with landowners whose parcels were studied as part of the Virginia Business Ready Sites Program to improve their sites to a Tier 4 status.

Owners of sites identified as tier 2 sites were contacted to gauge interest in collaborating with the EDA to obtain tier 4 status which means the site is certified as "infrastructure ready." VEDP has made marketing of Tier 4 sites and above a marketing priority, as they are less than 30 in the State. Two owners expressed a desire to continue conversations about collaborating. EDA will continue to market this program to make eligible property owners aware.

The agreement included the following criteria in order to be eligible to participate in the program:

- Eligible properties must currently be zoned Industrial.
- Eligible properties must currently be ranked at least Tier II in the Virginia Business Ready Sites Program.
- Eligible properties must contain at least 25 contiguous acres.



- Owner must secure a Letter of Credit issued by a banking institution duly licensed in the Commonwealth of Virginia. The landowner will be responsible for any Letter of Credit fees.
- EDA will cover 75% of necessary costs to achieve a Tier IV status with the landowner providing 25%.
- Landowners will be able to select two different repayment terms, both of which will carry an interest rate.
 - 3 years @ 4.5%
 - 5 years @ 5.5%
- Landowners will be required to repay EDA funds if one of the following activities occur on the property.
 - Building permit issuance
 - Property sale/transfer of some or all of the property
- All EDA dispersals will come as a dual payee check after the receipt of an invoice.
- EDA staff will monitor process and expenditures throughout the entire process.



Project Profile

THE WORKFORCE INITIATIVE

In 2015, Frederick County EDA with partners assembled business and education leaders to address local workforce challenges at the first Business & Education Summit. Over 120 individuals shared their thoughts, concerns, and personal and professional experience of local workforce challenges. The workforce group then gathered topics that were identified as priorities and created the vision and goals of The Workforce Initiative. Fast forward to 2019, The Workforce Initiative is now headed by a 15-member board of directors and utilizes more than 50 task force partners to move specific projects forward.

The following are a few of The Workforce Initiative's projects to date.

- Hosted an employer expo that is sustainable, open to students & parents and the public, includes summer jobs and internships, and offers workshops onsite.
- Created a week-long celebration of local manufacturing to coincide with National Manufacturing to increase awareness of the prosperity and innovation in manufacturing.
- Designed videos, shared within the schools, showcasing success stories of employees, as well as highlighting business operations and types of jobs offered locally.
- Produced an app, named the Workforce 540 App, which provides a directory of resources for a job seeker or employer and the means to contact them.
- Designed a survey for businesses to determine their knowledge of work-based learning and to gather feedback on career ladders for specific jobs.

Future projects may include:

- Enhanced outreach/advocacy to students for work-based learning experiences (apprenticeship, internship, job shadowing), and continuation and expansion of industry tours.
- Community outreach/advocacy to parents, guardians, coaches, teachers, counselors on advocating the best fit for a child, based on interest and aptitude and supporting that pathway.
- Replication of the medical career workforce model (Valley Health System partnership with regional school systems) for manufacturing careers followed by IT, Logistics & Transportation, and Construction.
- Securing funding for the outreach campaign and advocacy projects

the Workforce INITIATIVE

Vision

By 2023 our community will have a skilled workforce that meets the needs of local employers.

Students and potential employees will understand the skills required to function independently in society, will know and demonstrate required work skills, and the community will provide ways to achieve these skills. Students and potential employees will gain needed skills, thus closing the skills gap, which will increase the number of eligible and skilled candidates within our community.

Business, education, and community stakeholders will partner to create initiatives that will ensure a well-prepared and trained workforce through open communication, collaboration, active participation, and monetary investments.

The community will shift its mentality of university for every high school graduate and instead understand and appreciate the full range of career opportunities available for students. The community will understand that technical careers are valuable and have a purpose within our community. They will also understand and support the means by which these skills are obtained.

Goals

- The community has the resources for, and generates awareness around, building skills needed to support the business community.
- Business, education, government, and other stakeholders collaborate to ensure a well-prepared workforce.
- The community is educated on, and supportive of all career paths.

Committees

Communication, Partnership, and Collaboration (CPC)

FOCUS Employer Expo | B&E Summit | MFG Week | Updates to EDA Boards, City Council and Boards of Supervisors | Industry Model | College Night



ACTION Host a sustainable employer expo that is open to students and the public. Include summer jobs and internships. Offer workshops onsite.



ACTION Create a week-long celebration of local manufacturing to coincide with National Manufacturing Day.

Marketing & Media Advocacy (MMA)

FOCUS Awareness and Branding of WI | Creation of Media Content & Schedule | Videos Highlighting Employees & Business Operations



ACTION Create videos showcasing employee stories, business operations, and types of careers offered locally. Create a social media strategy for WI.

Work Readiness (WR)

FOCUS Combining Resources | Awareness to Employers | School's Core Character Program Correlation to Business Culture

ACTION Create a company survey to determine current participation in Work-Based Learning. Seek feedback on desired education, years of experience, technical and soft skills for highest demand positions. Determine deficiencies.

Funding

FOCUS Sustained Funding Structure for WI | Donor Relations

ACTION N/A New committee just underway.

Board

BUSINESS

Beth Falu	Navy Federal Credit Union
Scott Krueger	Continental
Regina Nischan	Apple Federal Credit Union (Finance Chair)
Dario Savarese	Top of VA Building Association
Julie Suijk	Valley Health System
Debera Taylor	Fortessa

EDUCATION

Jeanian Clarke	LFCC Workforce Solutions (Vice -Chair)
Mary Beth Echeverria	Frederick County Public Schools
Karen Kellison	Lord Fairfax Community College
Katie Rice	Winchester City Public Schools
Cathy Seal	Clarke County Public Schools
Jen Spataro-Wilson	Shenandoah University

AT-LARGE

Kim Herbstritt	Shady Knoll Mushroom Farm
Jared Mounts	Shenandoah Refrigeration, Inc.
Rick Till	HR Dynamics (Chair)

Support

Frederick County EDA
Northern Shenandoah Valley Regional Commission
Shenandoah Valley Workforce Development Board
Winchester EDA

Partners

Shenandoah Valley Workforce Development Board
Top of Virginia Regional Chamber
Virginia Career Works
Virginia Economic Development Partnership

The Workforce Initiative
Creating the workforce of tomorrow
through partnership.



Frederick County Economic Development Authority
Performance Measures | 2018

Performance Measure	Mission	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	0	0	\$5,000,000	\$15,500,000
Number of Announced New Jobs Created (EDA assisted)	BR BA	0	0	10	30
Average wages of announced new jobs (EDA assisted)	BR BA	\$0	\$0	\$45,000	\$35,000
Website Users	BR BA TE BC	1,220	1,024	1,406	1,663
Website Page Views	BR BA TE BC	4,712	2,098	5,018	4,852
Website Unique Page Views	BR BA TE BC	3,363	1,639	3,563	3,636
Website Pages Per Session	BR BA TE BC	1.31	1.66	2.86	2.48
E-News Open Rate	BR BA TE BC	40%	43%	n/a	43%
Facebook Likes (Total)	BR BA TE BC	655	725	748	753
Facebook Total Reach (Organic & Paid)	BR BA TE BC	31,614	49,522	12,308	11,237
Facebook Total Reach (Paid)	BR BA TE BC	n/a	25,599	n/a	n/a
Call Team Visits Monitor stability of businesses based upon:					
* Call Team Visits Percent with New Products in Next 2 Years	BR	56%	62%	64%	65%
* Call Team Visits Percent with New Products in Last 5 Years	BR	67%	66%	66%	71%
* Call Team Visits Percent with Plan to Expand Next 3 Years	BR	32%	33%	33%	41%
* Call Team Visits Percent with Difficult with Recruiting	BR	67%	74%	77%	79%
* Call Team Visits Increased funding for employee training (new, proficiency, remedial)	BR	38%	33%	32%	37%
New Relationships SS/CRE/VEDP	BR BA	34	30	18	12
Refresh Relationships SS/CRE/VEDP	BR BA	12	24	26	21
Project Considerations SS/CRE/VEDP	BR BA	4	3	5	2
New Business Prospects	BA	2	10	5	6
Recommended Properties (VEDP)	BA	4	7	na	na
Property Views (Web)	BA	139	121	247	160
Existing Business Prospects	BR	4	3	3	2
Career Pathway Program					
* Widget Cup # students, # volunteers, # businesses	TE	na	41/13/16	na	na
* Widget Cup competitors felt prepared	TE	na	74%	na	na
* Widget Cup competitors took opp to network	TE	na	48%	na	na
* Widget Cup increase number of parents attending	TE	na	29%	na	na
* Student Tours # students, # businesses	TE	na	na	na	385/24
* Student Tours agree/strongly agree quality careers exists before tour	TE	na	na	na	54%
* Student Tours agree/strongly agree quality careers exists after tour	TE	na	na	na	71%
* Educator Tours # teachers, # business	TE	na	na	na	na
* Educator Tours agree/strongly agree quality careers exists before tour	TE	na	na	na	na

Performance Measure	Mission	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - June)	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)
* Educator Tours agree/strongly agree quality careers exists after tour	TE	na	na	na	na
* Educator Tours Increase attendance	TE	na	na	na	na
* Educator Tours increase in sharing of options/knowledge of what is local with students	TE	na	na	na	na
* Worlds of Work # students, # businesses, # volunteers	TE	na	na	na	2,825/61/39
*Worlds of Work repeating exhibitors		na	na	na	53
*Worlds of Work new exhibitors		na	na	na	8
* Worlds of Work exhibitors recommend participation	TE	na	na	na	97%
* Worlds of Work students felt participating gave them idea of careers	TE	na	na	na	unavailable
CTE Certificates serving Target Business Sectors	TE	na	na	na	see me
Number of Industrial Certification Awards *	TE	na	130	63	80
Percentage of Working Age Cohort (18-64) 45 Mile Radius	TE	61.6%	61.6%	61.6%	65.1%
Lord Fairfax Small Business Development Center					
* Capital Investment	BR BA	\$400,000	\$84,000	556,701	\$10,000
* Jobs Created and Retained	BR BA	51	4	14	1
* New Clients Consulted	BA	19	15	26	20
* Existing Clients Consulted	BR	13	14	28	23
Business Sites					
* Number of Sites Available	BR BA BC	25	25	26	26
* Total Acreage Available	BR BA BC	1,665	1,440	1526	1526
* Number of Tier 4 or 5 Sites (North)	BR BA BC	0	0	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
Office and Industrial Space					
* Total SQ FT Available Office	BR BA BC	50,726	94,138	205,416	186,680
* Vacancy Rates Office	BR BA BC	2.0%	6.1%	6.20%	5.60%
* Total SQ FT Available Industrial	BR BA BC	404,740	533,427	533,188	615,313
* Vacancy Rates Industrial	BR BA BC	2.2%	3.1%	2.90%	3.30%

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

*Data is Year to Date, which started in July