

AGENDA

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, MAY 6TH |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ BOARD OF SUPERVISORS MEETING ROOM

107 KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes – March 4th || ACTION
3. Treasurer’s Report || ACTION
4. EDA Strategy 2021-2022 || DISCUSSION
 - *Annual review process of EDA Strategy which will start by revisiting the EDA’s mission statement and core goals*
5. Existing Business Manager Project Update || INFORMATION
 - *Staff presentation on activity of their position*
6. Progress Report on Activities from Joint Meeting || DISCUSSION
 - *Update to progress on planned activities from joint meeting*
7. Performance Measures 3rd Quarter || INFORMATION
 - *Review of strategy plan implementation metrics.*
8. Update on Previous Discussed Projects
 - *Progress on Changes to Federal Metropolitan and Micropolitan Statistical Area Standards and EPA Brownfields Assessment Grants*
9. Such other business as may come before this Authority

MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
| THURSDAY, MARCH 4, 2021 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, March 4, 2021, at 8:00A.M. in the County Administration Building, Board of Supervisors Room, 107 North Kent Street, Winchester, Virginia.

PRESENT: Judy McCann-Slaughter, Bryan Fairbanks, Doug Rinker, Susan Brooks and Heather McKay. Rick Till and Stan Crockett participated by phone from their homes for a medical reason. Board members present approved their remote participation.

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 Rinker called the meeting to order at 8:00 a.m.

APPROVAL OF MINUTES

The minutes from the February 4, 2021, meeting were presented.

On motion of Ms. McCann-Slaughter and seconded by Ms. McKay, the minutes were approved by the following recorded vote:

J. Stanley Crockett	Aye
Susan Brooks	Aye
Bryan Fairbanks	Aye
Heather McKay	Aye
Doug Rinker	Aye
Judy McCann-Slaughter	Aye
Rick Till	Aye

TREASURER'S REPORT

Mr. Barker submitted the following reports:

Checking Account - Bank of Clarke County as of January 31, 2021 - \$191,448.84
Savings Account - Scott & Stringfellow as of January 31, 2021 - \$1,283,039.77

Ms. McCann-Slaughter suggested that outstanding checks be shown on the report so that the accounts can be reconciled to the statement.

On motion of Ms. McCann-Slaughter, seconded by Ms. Brooks, the Treasurer's Report for January was approved by the following recorded vote:

J. Stanley Crockett	Aye
Susan Brooks	Aye
Bryan Fairbanks	Aye
Heather McKay	Aye
Doug Rinker	Aye
Judy McCann-Slaughter	Aye
Rick Till	Aye

Mr. Barker also presented, for informational purposes only since the February bank statement has not been received yet, the following report:

Checking Account – Bank of Clarke County as of February 28, 2021 - \$170,815.55
Savings Account – Scott & Stringfellow as of February 28, 2021 - \$1,283,039.77

INCENTIVE POLICY

Mr. Barker reviewed the current Incentive Policy, explaining the document governs all aspects of the local economic development incentive grant process (i.e., who qualifies, what is approval process, who conducts the audit of the company's performance, and who reviews performance agreements). Staff recommends its review by the EDA Board annually.

Currently, staff is suggesting discussion on the minimum target wage requirements for "Businesses Moving to or Expanding in Frederick County, Virginia." A situation could arise where a project meets all the other requirements but plans to create jobs at slightly less than the County's median wage. As currently written, such a project would not be eligible for any local incentives. Staff recommends substituting the word "must" with "should" or some other similar wording and is seeking approval of the revised document. Once the Targeted Industry Study is completed, staff will bring suggested updates to the "Eligible Businesses" section.

After discussion, a suggestion was made to also change the word "median" to "average" referring to County wages.

Ms. McKay made a motion to accept staff's proposed change, as well as changing "median" to "average." Motion was seconded by Mr. Fairbanks and approved by the following recorded vote:

J. Stanley Crockett	Aye
Susan Brooks	Aye
Bryan Fairbanks	Aye
Heather McKay	Aye
Doug Rinker	Aye
Judy McCann-Slaughter	Aye



Rick Till

Aye

CHANGES TO FEDERAL METROPOLITAN AND MICROPOLITAN STATISTICAL AREA STANDARDS

Mr. Barker reported that staff had been made aware of a proposal found in the Federal Register to change the definition of a Metropolitan Statistical Area (MSA) from 50,000 people to 100,000 people. With this change, 144 communities would lose this designation, including the Winchester region. While it has been stated the proposed changes are for “statistical purposes only,” most believe it will adversely impact grants and program funding for communities that fall outside the new standards. In addition, it will impact our economic development/retail development efforts in a negative way. Staff is working to spread the awareness of this proposal so the Office of Management and Budget understands the broad and significant impacts this change would have across the country, particularly in the greater Frederick County, VA, region, and recommends the EDA Board take action to provide comments due March 19. A draft letter to be signed by the EDA Board chair was presented for approval, a copy of which would be sent to the BOS for their action.

Mr. Crockett asked if the regional commission knew about this change and if they were taking action.

Ms. McCann-Slaughter stated it would be helpful if this subject could be forwarded to the BOS for inclusion on their meeting agenda next week so they could authorize the preparation of a letter outlining the County’s concerns.

Ms. McCann-Slaughter then made a motion to approve the template letter as presented. Motion was seconded by Ms. McKay and approved by the following recorded vote:

J. Stanley Crockett	Aye
Susan Brooks	Aye
Bryan Fairbanks	Aye
Heather McKay	Aye
Doug Rinker	Aye
Judy McCann-Slaughter	Aye
Rick Till	Aye

APPRAISAL FOR HOPE DRIVE PROPERTY

Mr. Barker reported that, at the December board meeting, the EDA Board voted to seek a more current real estate appraisal of its property located on Hope Drive in mid- to late winter. Staff has sought quotes for an updated appraisal, which range from \$1500 to \$4000. Staff suggests a full narrative would work best as it will give all the details to help determine a listing price. Staff is seeking authorization to execute a contract with KM Appraisals LLC in the amount of \$2500 with payment to come from the EDA’s investment account.



Ms. McCann-Slaughter asked Mr. Bryan if he had any thoughts about when would be the best time to do an appraisal since he is knowledgeable about other real estate happenings in that area. He stated there will be more activity closer to the date of the project's completion (early 2022).

Mr. Fairbanks stated that if we are aware of what may be coming, mid- to late fall may be best.

Ms. McCann-Slaughter stated that since appraisers look at comparables, it may be better to wait until there is more activity in the area.

Mr. Rinker remarked that an appraisal is simply to get an idea of how much the property may sell for.

Mr. Fairbanks inquired that if someone would make an offer on the property in the summer, would we then get an appraisal before making a decision to sell. He further stated he is open to the timing of an appraisal.

Mr. Barker suggested that when we start seeing land sales in the area being recorded, this subject can be brought back to the Board to see about doing an appraisal then. He also reiterated that funds for the appraisal will come from EDA funds, not a County appropriation.

Mr. Fairbanks made a motion to approve funding for the updated appraisal, up to \$2500, with timing of the appraisal to be discussed when necessary. Motion was seconded by Mr. Crockett and approved by the following recorded vote:

J. Stanley Crockett	Aye
Susan Brooks	Aye
Bryan Fairbanks	Aye
Heather McKay	Aye
Doug Rinker	Aye
Judy McCann-Slaughter	Aye
Rick Till	Aye

MARKETING MANAAGER PROJECT UPDATE

Wendy May, EDA Marketing Manager, presented an update on marketing projects.

Several Board members complimented Ms. May on her work to provide updated and useful information.



ADJOURN

There being no further business to come before this Authority, the meeting was adjourned at 8:45 a.m.

Doug Rinker
Chairman

Jay Tibbs
Secretary



DATE: May 3, 2021

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: EDA Strategy FY22

The EDA Strategy, as provided by the EDA Board, helps guide staff as they pursue Frederick County's economic development activities. Annually, the EDA Board reviews and adopts the Strategy to reaffirm and/or modify the overall goals and objectives.

Following a discussion with EDA Board Chair Doug Rinker, it was suggested that this annual update include revisiting the EDA's mission statement and core goals. In an effort to begin this discussion, staff has included some economic development data about Frederick County.

The current mission statement and core goals are provided below. In addition, the current Strategy is attached.

Mission

The EDA's mission is to facilitate economic development efforts for Frederick County through the retention, expansion, and attraction of businesses that create high quality jobs and new capital investment resulting in Frederick County as a premier business location and enhancing the quality of life for its citizens.

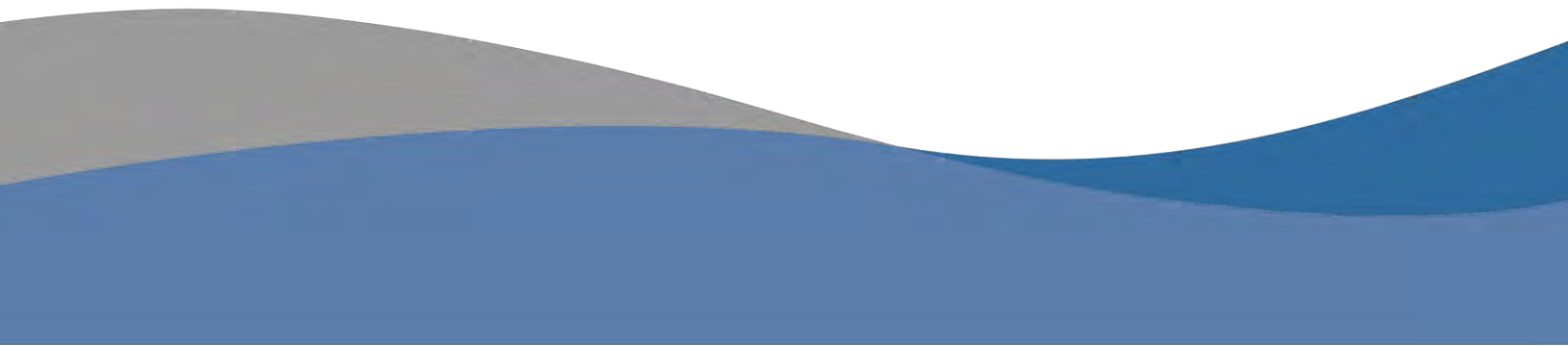
This strategic plan focuses on four goals:

1. Address current and projected workforce needs by engaging the talent in Frederick County and greater community encouraging their retention and attraction.
2. Enhance Frederick County's business environment to encourage the expansion and retention of existing business prospers.
3. Conduct strategic and measured business attraction efforts to expand the commercial and industrial base and create quality jobs for all citizens.
4. Foster and maintain a pro-business climate by enhancing critical assets and employing business friendly policies and procedures.



Economic Overview

Frederick County, Virginia



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Demographic Profile

The population in Frederick County, Virginia was 86,415 per American Community Survey data for 2015-2019.

The region has a civilian labor force of 44,524 with a participation rate of 64.6%. Of individuals 25 to 64 in Frederick County, Virginia, 28.8% have a bachelor's degree or higher which compares with 33.5% in the nation.

The median household income in Frederick County, Virginia is \$78,002 and the median house value is \$251,200.

Summary¹

	Percent			Value		
	Frederick County, Virginia	Virginia	USA	Frederick County, Virginia	Virginia	USA
Demographics						
Population (ACS)	—	—	—	86,415	8,454,463	324,697,795
Male	49.8%	49.2%	49.2%	43,042	4,159,173	159,886,919
Female	50.2%	50.8%	50.8%	43,373	4,295,290	164,810,876
Median Age ²	—	—	—	40.7	38.2	38.1
Under 18 Years	23.1%	22.1%	22.6%	19,941	1,865,699	73,429,392
18 to 24 Years	7.9%	9.6%	9.4%	6,790	811,878	30,646,327
25 to 34 Years	11.9%	13.9%	13.9%	10,314	1,174,091	45,030,415
35 to 44 Years	12.5%	13.0%	12.6%	10,775	1,100,460	40,978,831
45 to 54 Years	14.4%	13.5%	13.0%	12,445	1,139,236	42,072,620
55 to 64 Years	13.5%	12.9%	12.9%	11,636	1,091,153	41,756,414
65 to 74 Years	9.8%	9.0%	9.1%	8,445	756,712	29,542,266
75 Years, and Over	7.0%	6.1%	6.5%	6,069	515,234	21,241,530
Race: White	90.7%	67.6%	72.5%	78,403	5,717,617	235,377,662
Race: Black or African American	3.9%	19.2%	12.7%	3,405	1,621,592	41,234,642
Race: American Indian and Alaska Native	0.3%	0.3%	0.8%	230	23,873	2,750,143
Race: Asian	1.4%	6.4%	5.5%	1,174	541,133	17,924,209
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%	85	6,179	599,868
Race: Some Other Race	0.8%	2.6%	4.9%	689	223,794	16,047,369
Race: Two or More Races	2.8%	3.8%	3.3%	2,429	320,275	10,763,902
Hispanic or Latino (of any race)	8.6%	9.4%	18.0%	7,428	792,001	58,479,370
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	89,313	8,535,519	328,239,523
Population Annual Average Growth ⁴	1.4%	0.7%	0.7%	1,184	60,958	2,146,799
People per Square Mile	—	—	—	216.0	216.1	92.9
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	64.6%	65.2%	63.2%	44,524	4,356,868	163,555,585
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	84.8%	83.6%	82.1%	28,338	2,788,406	104,634,905
Armed Forces Labor Force	0.2%	1.8%	0.4%	107	120,385	1,073,907
Veterans, Age 18-64	6.3%	8.1%	4.6%	3,254	420,632	9,143,042
Veterans Labor Force Participation Rate and Size, Age 18-64	81.4%	83.0%	76.6%	2,649	348,936	7,003,778
Median Household Income ²	—	—	—	\$78,002	\$74,222	\$62,843
Per Capita Income	—	—	—	\$35,123	\$39,278	\$34,103
Mean Commute Time (minutes)	—	—	—	32.3	28.7	26.9
Commute via Public Transportation	0.2%	4.4%	5.0%	87	184,534	7,641,160
Educational Attainment, Age 25-64						
No High School Diploma	9.3%	8.7%	10.9%	4,196	392,543	18,550,150
High School Graduate	31.5%	22.9%	25.7%	14,212	1,029,408	43,627,868
Some College, No Degree	20.4%	19.4%	20.7%	9,209	874,977	35,174,790

Summary¹

	Percent			Value		
	Frederick County, Virginia	Virginia	USA	Frederick County, Virginia	Virginia	USA
Associate's Degree	10.0%	8.3%	9.1%	4,539	374,819	15,526,064
Bachelor's Degree	16.8%	23.6%	21.2%	7,590	1,062,466	35,997,848
Postgraduate Degree	12.0%	17.1%	12.3%	5,424	770,727	20,961,560
Housing						
Total Housing Units	—	—	—	34,161	3,514,032	137,428,986
Median House Value (of owner-occupied units) ²	—	—	—	\$251,200	\$273,100	\$217,500
Homeowner Vacancy	0.9%	1.5%	1.6%	231	31,732	1,257,737
Rental Vacancy	4.7%	5.4%	6.0%	345	62,285	2,793,023
Renter-Occupied Housing Units (% of Occupied Units)	22.4%	33.7%	36.0%	7,053	1,063,334	43,481,667
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	3.3%	6.1%	8.6%	1,026	192,193	10,395,713
Social						
Poverty Level (of all people)	6.2%	10.6%	13.4%	5,229	865,691	42,510,843
Households Receiving Food Stamps/SNAP	4.4%	8.2%	11.7%	1,394	259,639	14,171,567
Enrolled in Grade 12 (% of total population)	1.4%	1.4%	1.4%	1,206	114,768	4,422,344
Disconnected Youth ³	1.4%	1.5%	2.5%	62	6,725	423,273
Children in Single Parent Families (% of all children)	27.6%	31.0%	34.1%	5,183	549,076	23,790,005
Uninsured	8.5%	8.6%	8.8%	7,235	707,960	28,248,613
With a Disability, Age 18-64	9.6%	9.5%	10.3%	4,897	486,156	20,187,604
With a Disability, Age 18-64, Labor Force Participation Rate and Size	48.0%	45.0%	42.2%	2,350	218,843	8,509,463
Foreign Born	6.2%	12.4%	13.6%	5,381	1,051,559	44,011,870
Speak English Less Than Very Well (population 5 yrs and over)	3.1%	5.9%	8.4%	2,492	471,645	25,615,365

Source: [JobsEQ®](#)

1. American Community Survey 2015-2019, unless noted otherwise

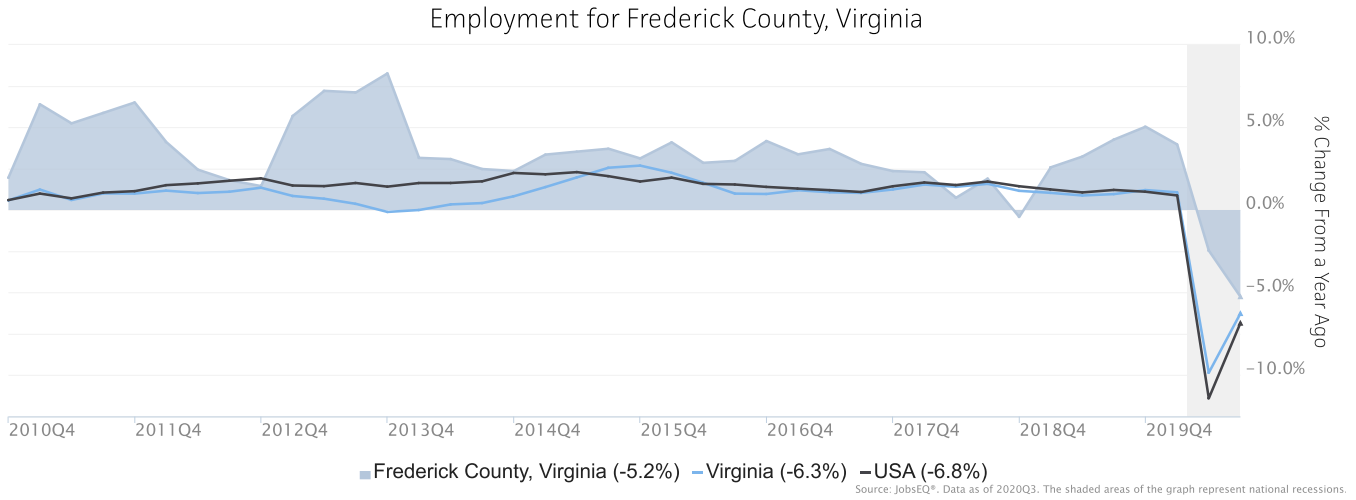
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

4. Census 2019, annual average growth rate since 2009

Employment Trends

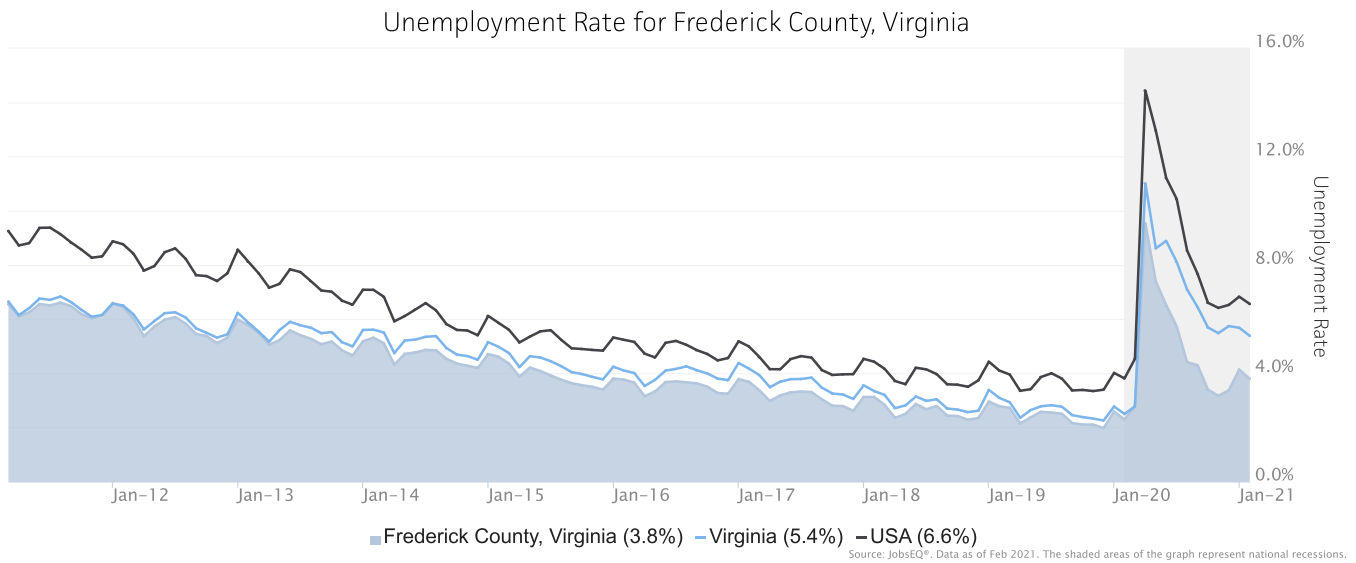
As of 2020Q3, total employment for Frederick County, Virginia was 35,208 (based on a four-quarter moving average). Over the year ending 2020Q3, employment declined 5.2% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Unemployment Rate

The unemployment rate for Frederick County, Virginia was 3.8% as of February 2021. The regional unemployment rate was lower than the national rate of 6.6%. One year earlier, in February 2020, the unemployment rate in Frederick County, Virginia was 2.3%.

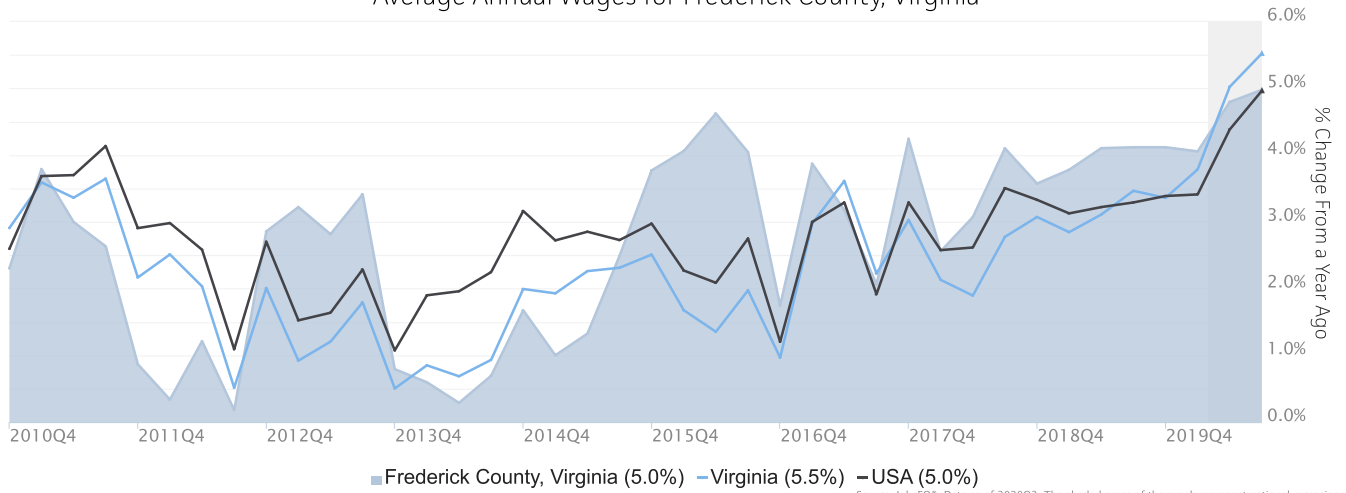


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through February 2021.

Wage Trends

The average worker in Frederick County, Virginia earned annual wages of \$48,164 as of 2020Q3. Average annual wages per worker increased 5.0% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$60,042 in the nation as of 2020Q3.

Average Annual Wages for Frederick County, Virginia



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 1.2% lower in Frederick County, Virginia than the U.S. average.

Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Frederick County, Virginia	\$48,164	98.8	\$48,726
Virginia	\$61,229	115.6	\$52,958
USA	\$60,042	100.0	\$60,042

Source: [JobsEQ®](#)

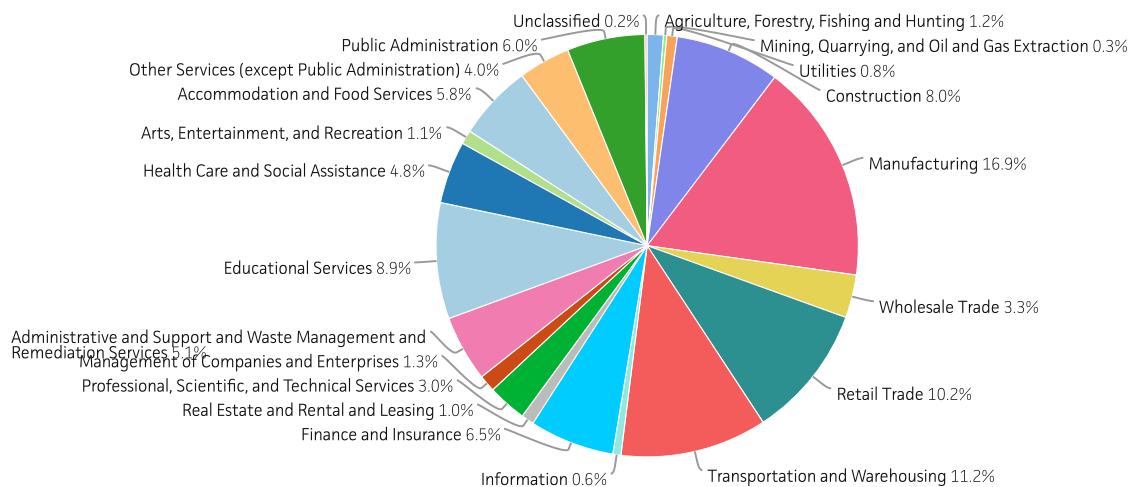
Data as of 2020Q3

Cost of Living per C2ER, data as of 2020q3, imputed by Chmura where necessary.

Industry Snapshot

The largest sector in Frederick County, Virginia is Manufacturing, employing 5,953 workers. The next-largest sectors in the region are Transportation and Warehousing (3,958 workers) and Retail Trade (3,604). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Transportation and Warehousing (LQ = 2.37), Manufacturing (2.05), and Finance and Insurance (1.57).

Total Workers for Frederick County, Virginia by Industry



Source: JobsEQ®, Data as of 2020Q3

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Sectors in Frederick County, Virginia with the highest average wages per worker are Public Administration (\$75,343), Finance and Insurance (\$65,955), and Utilities (\$65,419). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+1,810 jobs), Manufacturing (+900), and Finance and Insurance (+643).

Over the next 10 years, employment in Frederick County, Virginia is projected to expand by 5,968 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +3.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Transportation and Warehousing (+887 jobs), Manufacturing (+639), and Health Care and Social Assistance (+634).

NAICS	Industry	Empl	Current	5-Year History			10-Year Forecast				
			Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
31	Manufacturing	5,953	\$63,109	2.05	900	3.3%	7,145	2,398	4,109	639	1.0%
48	Transportation and Warehousing	3,958	\$45,425	2.37	1,810	13.0%	5,540	1,977	2,675	887	2.0%
44	Retail Trade	3,604	\$33,344	1.00	-37	-0.2%	5,561	2,251	2,847	463	1.2%
61	Educational Services	3,127	\$40,356	1.08	87	0.6%	3,349	1,456	1,571	322	1.0%
23	Construction	2,828	\$50,396	1.37	159	1.2%	3,534	1,079	1,933	523	1.7%
52	Finance and Insurance	2,285	\$65,955	1.57	643	6.8%	2,596	856	1,411	329	1.4%
92	Public Administration	2,105	\$75,343	1.22	430	4.7%	2,366	872	1,188	306	1.4%
72	Accommodation and Food Services	2,033	\$19,776	0.72	-192	-1.8%	4,066	1,603	2,019	444	2.0%
56	Administrative and Support and Waste Management and Remediation Services	1,779	\$29,765	0.80	28	0.3%	2,579	945	1,291	344	1.8%
62	Health Care and Social Assistance	1,682	\$46,508	0.32	-437	-4.5%	2,489	912	943	634	3.3%
81	Other Services (except Public Administration)	1,392	\$31,074	0.91	172	2.7%	2,013	790	944	279	1.8%
42	Wholesale Trade	1,158	\$59,888	0.86	79	1.4%	1,440	485	805	150	1.2%
54	Professional, Scientific, and Technical Services	1,050	\$60,651	0.43	10	0.2%	1,238	368	625	246	2.1%
55	Management of Companies and Enterprises	456	\$63,670	0.84	140	7.6%	546	166	284	96	1.9%
11	Agriculture, Forestry, Fishing and Hunting	433	\$22,599	0.90	15	0.7%	572	215	289	68	1.5%
71	Arts, Entertainment, and Recreation	378	\$21,858	0.62	-116	-5.2%	702	268	331	103	2.4%
53	Real Estate and Rental and Leasing	339	\$47,994	0.55	72	4.9%	410	165	198	46	1.3%
22	Utilities	281	\$65,419	1.50	16	1.1%	316	98	174	44	1.5%
51	Information	219	\$42,112	0.31	-64	-5.0%	238	79	140	19	0.8%
21	Mining, Quarrying, and Oil and Gas Extraction	91	\$54,852	0.65	-75	-11.4%	119	33	68	18	1.8%
99	Unclassified	57	\$30,511	1.58	52	61.1%	79	29	40	10	1.6%
Total - All Industries		35,208	\$48,164	1.00	3,691	2.2%	47,341	17,674	23,699	5,968	1.6%

Source: [JobsEQ®](http://www.chmuraecon.com/jobseq)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot

The largest major occupation group in Frederick County, Virginia is Transportation and Material Moving Occupations, employing 5,232 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (4,245 workers) and Production Occupations (3,657). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Transportation and Material Moving Occupations (LQ = 1.77), Production Occupations (1.77), and Construction and Extraction Occupations (1.28).

Occupation groups in Frederick County, Virginia with the highest average wages per worker are Management Occupations (\$114,800), Computer and Mathematical Occupations (\$89,100), and Architecture and Engineering Occupations (\$84,700). The unemployment rate in the region varied among the major groups from 1.6% among Healthcare Practitioners and Technical Occupations to 9.2% among Personal Care and Service Occupations.

Over the next 10 years, the fastest growing occupation group in Frederick County, Virginia is expected to be Healthcare Support Occupations with a +3.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Transportation and Material Moving Occupations (+1,041 jobs) and Food Preparation and Serving Related Occupations (+473). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Transportation and Material Moving Occupations (7,216 jobs) and Office and Administrative Support Occupations (5,098).

Frederick County, Virginia, 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current			5-Year History			10-Year Forecast				
				LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
53-0000	Transportation and Material Moving	5,232	\$35,100	1.77	286	5.4%	300	1,495	7.0%	8,257	2,540	4,676	1,041	1.8%
43-0000	Office and Administrative Support	4,245	\$37,700	0.94	193	3.4%	82	536	2.7%	5,420	2,089	3,009	322	0.7%
51-0000	Production	3,657	\$40,300	1.77	157	4.5%	89	534	3.2%	4,811	1,491	2,978	342	0.9%
41-0000	Sales and Related	3,353	\$40,700	0.99	204	4.6%	171	146	0.9%	5,463	1,987	3,026	450	1.3%
25-0000	Educational Instruction and Library	2,207	\$60,400	1.11	102	4.1%	21	52	0.5%	2,331	952	1,118	261	1.1%
47-0000	Construction and Extraction	2,103	\$45,300	1.28	170	5.9%	41	11	0.1%	2,924	729	1,795	400	1.8%
35-0000	Food Preparation and Serving Related	2,029	\$24,800	0.74	289	8.4%	201	-151	-1.4%	4,341	1,572	2,297	473	2.1%
13-0000	Business and Financial Operations	2,017	\$73,100	1.02	45	2.3%	44	466	5.4%	2,437	591	1,463	382	1.7%
11-0000	Management	2,000	\$114,800	0.86	45	2.0%	58	305	3.4%	2,160	576	1,217	368	1.7%
49-0000	Installation, Maintenance, and Repair	1,721	\$48,300	1.28	76	3.1%	76	272	3.5%	2,162	590	1,229	342	1.8%
37-0000	Building and Grounds Cleaning and Maintenance	1,189	\$29,300	1.02	74	4.6%	59	-81	-1.3%	1,969	709	997	263	2.0%
15-0000	Computer and Mathematical	731	\$89,100	0.67	21	2.2%	67	144	4.5%	767	136	457	174	2.2%
39-0000	Personal Care and Service	723	\$29,300	0.78	115	9.2%	24	-85	-2.2%	1,421	545	690	186	2.3%
31-0000	Healthcare Support	705	\$27,400	0.45	56	3.0%	41	-216	-5.2%	1,336	503	541	292	3.5%
29-0000	Healthcare Practitioners and Technical	702	\$82,800	0.34	39	1.6%	89	74	2.3%	608	201	246	161	2.1%
33-0000	Protective Service	576	\$47,800	0.75	22	2.4%	19	44	1.6%	754	274	376	104	1.7%

Frederick County, Virginia, 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current			5-Year History			Total Demand	10-Year Forecast			
				LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %		Exits	Transfers	Empl Growth	Ann % Growth
17-0000	Architecture and Engineering	518	\$84,700	0.85	18	2.7%	41	110	4.9%	522	133	304	85	1.5%
21-0000	Community and Social Service	469	\$52,100	0.76	11	1.8%	17	-45	-1.8%	715	195	377	144	2.7%
27-0000	Arts, Design, Entertainment, Sports, and Media	389	\$47,400	0.62	28	6.5%	6	4	0.2%	529	171	293	65	1.6%
19-0000	Life, Physical, and Social Science	279	\$69,200	0.88	8	2.9%	38	52	4.2%	330	62	219	49	1.6%
45-0000	Farming, Fishing, and Forestry	194	\$27,700	0.83	11	5.6%	1	0	0.0%	380	84	259	37	1.8%
23-0000	Legal	168	\$71,400	0.56	5	1.8%	1	24	3.1%	155	49	78	29	1.6%
Total - All Occupations		35,208	\$48,700	1.00	1,974	4.3%	1,485	3,691	2.2%	49,792	16,180	27,644	5,968	1.6%

Source: [JobsEQ®](https://www.jobseq.com)

Data as of 2020Q3 unless noted otherwise

Note: Figures may not sum due to rounding.

1. Data based on a four-quarter moving average unless noted otherwise.

2. Wage data are as of 2019 and represent the average for all Covered Employment

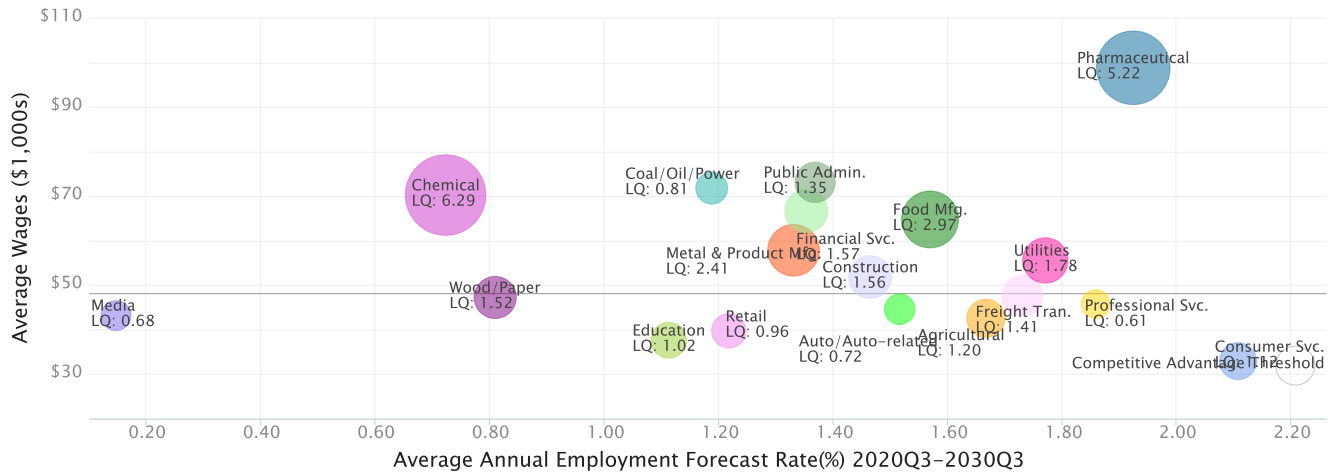
3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2020Q2, imputed where necessary with preliminary estimates updated to 2020Q3. Wages by occupation are as of 2019 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in Frederick County, Virginia with the highest relative concentration is Chemical with a location quotient of 6.29. This cluster employs 2,063 workers in the region with an average wage of \$70,267. Employment in the Chemical cluster is projected to expand in the region about 0.7% per year over the next ten years.

Industry Clusters for Frederick County, Virginia as of 2020Q3



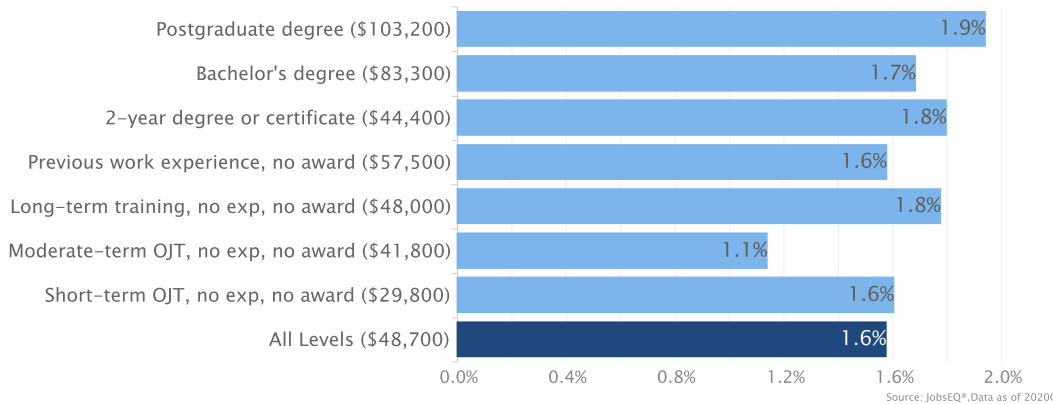
Source: JobsEQ®, Data as of 2020Q3

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in Frederick County, Virginia is projected to grow 1.6% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.9% per year, those requiring a bachelor’s degree are forecast to grow 1.7% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.8% per year.

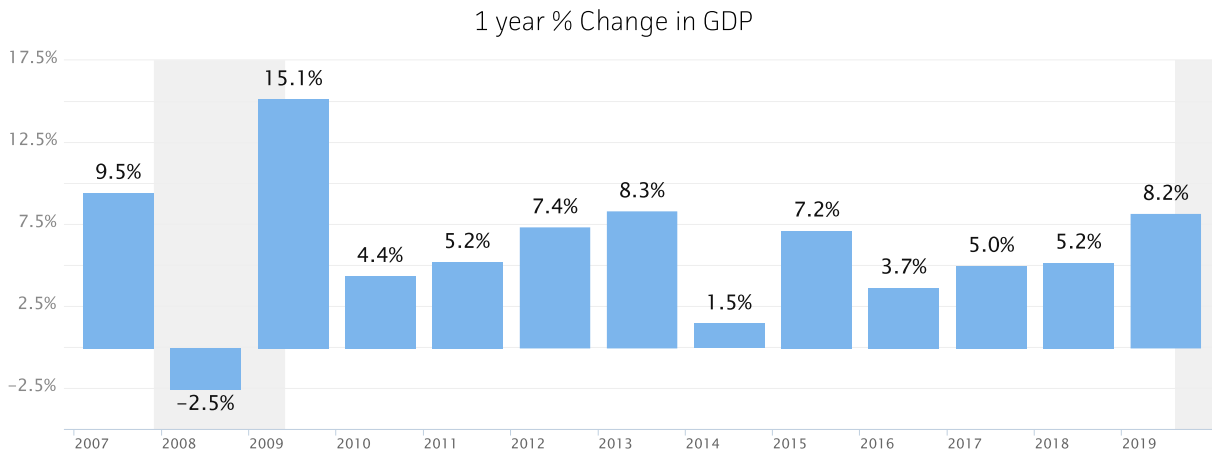
Annual Average Projected Job Growth by Training Required for Frederick County, Virginia



Employment by occupation data are estimates as of 2020Q3. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

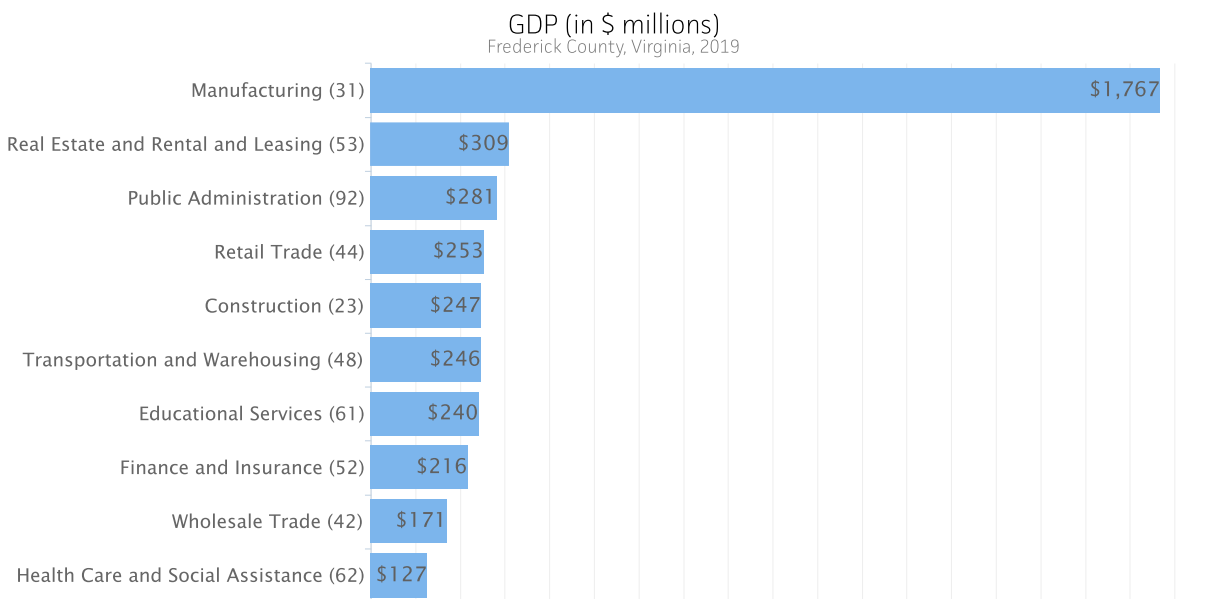
Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2019, nominal GDP in Frederick County, Virginia expanded 8.2%. This follows growth of 5.2% in 2018. As of 2019, total GDP in Frederick County, Virginia was \$4,465,982,000.



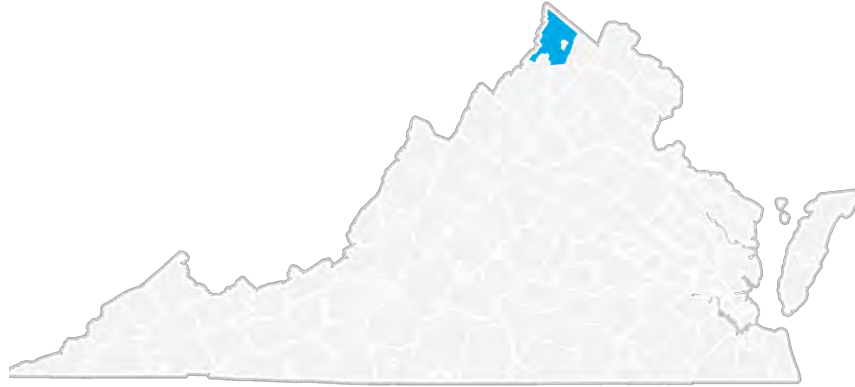
Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2019.

Of the sectors in Frederick County, Virginia, Manufacturing contributed the largest portion of GDP in 2019, \$1,766,942,000. The next-largest contributions came from Real Estate and Rental and Leasing (\$309,297,000); Public Administration (\$280,684,000); and Retail Trade (\$252,919,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2019.

Frederick County, Virginia Regional Map



FAQ

What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a competitive advantage in that cluster.

What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 804 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 22 major groups, 95 minor groups, and 452 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

About This Report

This report and all data herein were produced by JobsEQ®, a product of Chmura Economics & Analytics. The information contained herein was obtained from sources we believe to be reliable. However, we cannot guarantee its accuracy and completeness.

DATE: May 3, 2021

TO: Board of Directors
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Joint Meeting with Board of Supervisors | Update to Activities

On Wednesday, January 13th, the EDA and Board of Supervisors held their annual discussion and review of Board of Supervisors' expectations for economic development.

Staff would like to provide the following update to the planned activities for the next 12 months which were presented and discussed at that joint meeting.

- Activity #1 | Partner with appropriate local and regional partners to create solutions for current and projected workforce needs.
 - Implementation of Shenandoah Valley Talent Solutions Strategy (digital aspects – website and resource showcase)

UPDATE | website under development, project specialist (County EDA) hired to assist with implementation, grant application for marketing submitted.

- Assist the Workforce Initiative Board with project implementation
 - A workforce model for manufacturing, information technology, and construction similar to the existing career model focused medical))
 - Enhanced community outreach/advocacy to parents, guardians, coaches, teachers, counselors

UPDATE | Workgroups continue development of workforce models, proposals to enhance outreach reviewed and funding options discussed.

- Activity #2 | Continue refinement of the business sites program.
 - Loan Program is in place.
 - Waiting to finalize a Business Ready Sites Loan Program Agreement with one or more of the characterized sites (Artillery Business Center & Carbaugh Business Center)

- Commencement of Renaissance Boulevard is a key component for development of those sites.
- Complete additional site characterizations when additional sites matching the approved criteria come to market.

UPDATE | Awaiting additional sites suitable for characterizations through proactive outreach to property owners and direct communication from property owners.

- Activity #3 | Cooperative marketing match program with agribusiness entities
 - Creation of a program where two or more agribusiness entities agree to market an event/activity together (i.e. peach/apple festival) as a result the EDA would provide a cash match and Lord Fairfax Small Business Development Center would provide assistance with the marketing plan.

UPDATE | Staff to perform call team visits on agribusiness entities to ensure executed program will provide the most benefit.

- Activity #4 | Expansion of retention activities
 - Identify “gazelle” businesses to add to call team rotation and other retention activities. “Gazelles” are very fast-growing companies. These types of companies maintain consistent and rapid expansion of both employment and sales.

UPDATE | Data secured and analysis on-going to identify gazelles in Frederick County

- Activity #5 | Collaborative marketing with Winchester Regional Airport
 - Partner with the Winchester Regional Airport (WRA) to identify realistic development opportunities for WRA, develop marketing materials and a marketing plan and engage companies with large government portfolio and direct government user.

UPDATE | Met with Airport’s executive director, developed game plan, which includes a series of postcard mailers with tailored pitch point with follow-up seeking a meeting.

Staff is seeking general discussion and feedback from the Authority from the annual meeting.



DATE: May 3, 2021

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Business Retention Manager Project Update

The EDA is staffed by five (5) economic development professionals with approximately 50 years of combined experience. A full listing of staff and their chief activities is provided.

Patrick Barker, CEcD | Executive Director

- Performs strategic planning
- Handles reactive & proactive clients
- Manages project negotiation
- Conducts advanced data analysis

Wendy May | Marketing Manager

- Manages web presence and all publications
- Creates direct marketing materials
- Handles all press releases and social media

Sally Michaels | Business Retention Manager

- Manages existing business call team
- Leads career pathway program
- Handles business forums

Donna McIlwee | Administrative Assistant

- Processes financial records
- Handles special projects, as requested
- Supports staff, as needed

Alison Dongoski | Project Specialist

- Assist with the implementation of the Northern Shenandoah Valley Talent Strategy
- Provide support to the Business Retention, Business Attraction and Talent Engagement programs

In an effort to keep the Board aware of individual staff activities, most staff make regular presentations on their current projects. This month Sally Michaels, the EDA's Business Retention Manager, will provide an update on her activities.

Frederick County Economic Development Authority
Performance Measures | FY 2021

Performance Measure	Mission	Quarter 3 (Jan 21 - Mar 21)	Quarter 4 (Apr 21 - June 21)	Quarter 1 (July 20 - Sept 20)	Quarter 2 (Oct 20 - Dec 20)	FY21 Total
Value of Announced New Capital Investments (EDA assisted)	BR BA	\$0		\$17,300,000	0	\$17,300,000
Number of Announced New Jobs Created (EDA assisted)	BR BA	0		25	0	25
Average wages of announced new jobs (EDA assisted)	BR BA	\$0		\$32,100	\$0	\$32,100
Quarterly E-News	BR BA TE BC	29%		n/a	n/a	29%
Website Users	BR BA TE BC	2,058		2,906	2,759	7,723
Website Page Views	BR BA TE BC	4,716		6,139	6,579	17,434
Website Unique Page Views	BR BA TE BC	3,731		5,030	5,420	14,181
Website Pages Per Session	BR BA TE BC	2.00		1.68	1.85	1.84
Facebook Likes (Total)	BR BA TE BC	979		970	974	974
Facebook Total Reach (Organic & Paid)	BR BA TE BC	6,974		15,062	59,719	81,755
Facebook Total Reach (Paid)	BR BA TE BC	n/a		7,983	50,421	58,404
Call Team Visits Monitor stability of businesses based upon:						
* Number of Visits	BR	31				31
* Call Team Visits Percent with New Products in Next 2 Years	BR	68%		na	63%	66%
* Call Team Visits Percent with New Products in Last 5 Years	BR	52%		na	68%	60%
* Call Team Visits Percent with Plan to Expand Next 3 Years	BR	39%		na	33%	36%
* Call Team Visits Percent with Difficult with Recruiting	BR	83%		na	82%	83%
* Call Team Visits Increased funding for employee training (new, proficiency,	BR	35%		na	33%	34%
New Relationships SS/CRE/VEDP	BR BA	3		5	4	12
Refresh Relationships SS/CRE/VEDP	BR BA	32		36	36	104
Project Considerations SS/CRE/VEDP	BR BA	3		1	0	4
New Business Prospects	BA	4		3	3	10
Recommended Properties (VEDP)	BA	5		7	8	20
Property Views (Web)	BA	91		176	301	568
Existing Business Prospects	BR	0		0	1	1
Career Pathways Program						
* Widget Cup # students, # volunteers, # businesses	TE	na		na	na	0%
* Widget Cup competitors felt prepared	TE	na		na	na	0%
* Widget Cup competitors took opp to network	TE	na		na	na	0%
* Widget Cup increase number of parents attending	TE	na		na	na	0
* Student Tours # students, # businesses	TE	na		na	na	0
* Student Tours agree/strongly agree quality careers exists before tour	TE	na		na	na	0
* Student Tours agree/strongly agree quality careers exists after tour	TE	na		na	na	0
* Educator Tours # teachers, # business	TE	na		na	na	0
* Educator Tours agree/strongly agree quality careers exists before tour	TE	na		na	na	0
* Educator Tours agree/strongly agree quality careers exists after tour	TE	na		na	na	0

Performance Measure	Mission	Quarter 3 (Jan 21 - Mar 21)	Quarter 4 (Apr 21 - June 21)	Quarter 1 (July 20 - Sept 20)	Quarter 2 (Oct 20 - Dec 20)	FY21 Total
* Educator Tours Increase attendance	TE	na		na	na	0
* Educator Tours increase in sharing of options/knowledge of what is local with	TE	na		na	na	0
* Worlds of Work # students, # businesses, # volunteers	TE	na		na	na	0
*Worlds of Work repeating exhibitors		na		na	na	0
*Worlds of Work new exhibitors	TE	na		na	na	0
* Worlds of Work exhibitors recommend participation	TE	na		na	na	0
* Worlds of Work students felt participating gave them idea of careers	TE	na		na	na	0
Number of Industrial Certification Awards	TE			91	121	212
Percentage of Working Age Cohort (18-64) 45 Mile Radius	TE	64.8%		63.10%	65.40%	64.4%
Lord Fairfax Small Business Development Center						
* Capital Investment	BR BA	\$9000		\$2,432,002	\$18,700	\$2,459,702
* Jobs Created and Retained	BR BA	156		117	120	393
* New Clients Consulted	BA	33		41	38	112
* Existing Clients Consulted	BR	21		70	20	111
* New Business Starts	BA	2		0	0	2
Business Sites						
* Number of Sites Available	BR BA BC	9		10	9	9
* Total Acreage Available	BR BA BC	521		1,188	1,168	959
* 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	1		0	1	2
* 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	102,400		100,436	86,400	96,412
* Vacancy Rates Office	BR BA BC	3.2%		3.4%	2.7%	3.1%
* Total SQ FT Available Industrial	BR BA BC	898,700		950,165	1,164,800	1,004,555
* Vacancy Rates Industrial	BR BA BC	4.3%		4.8%	5.6%	4.9%