

**AGENDA**

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, OCTOBER 10TH |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ FIRST FLOOR CONFERENCE ROOM

107 N. KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes – September 5<sup>th</sup> || ACTION
3. Treasurer’s Report || ACTION
4. EDA Strategy 2019-2020 || ACTION
  - *Annual review process of EDA Strategy. Staff is seeking any feedback for new program(s) and/or revisions to existing objectives.*
5. VEDP Site Consultant Familiarization Tour || INFORMATION
  - *Recap of first activity with the Economic Coalition of the Northern Shenandoah Valley*
6. Shenandoah Valley Talent Solutions Strategy || INFORMATION
  - *Update to progress of the comprehensive talent marketing strategy for the Counties of Clarke, Frederick, Page, Shenandoah, Warren and the City of Winchester*
7. Such other business as may come before this Authority

MINUTES  
ECONOMIC DEVELOPMENT AUTHORITY  
| THURSDAY, SEPTEMBER 5, 2019 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, September 5, 2019, at 8:00A.M. in the County Administration Building, First Floor Conference Room, 107 North Kent Street, Winchester, Virginia.

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

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

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

**APPROVAL OF MINUTES**

The minutes from the August 1, 2019, meeting were presented.

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

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

**TREASURER'S REPORT**

Mr. Barker submitted the following report:

Checking Account - Bank of Clarke County as of August 31, 2019 - \$507,739.77.  
Savings Account - Scott & Stringfellow as of August 31, 2019 - \$1,205,094.13.

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

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

### **EDA STRATEGY**

Mr. Barker explained the EDA Strategy document is developed yearly to provide direction as to Frederick County's future economic development activities. It requires an annual update to confirm/enhance overall goals and objectives. Each Board member received a copy of the 2018-19 approved Strategy. Staff revisions this year will center on the economic data and restructuring of some sections. Staff is seeking the Authority's comments and feedback on the document, including existing objectives and new programs.

Mr. Crockett stated that in developing this Strategy, we should be guided by the objectives and vision of the BOS for economic development and what we feel is in the best interest of our mission and goals. He asked Board members to review the document and send any comments/additions to Mr. Barker so that it can be ready for approval at our October meeting.

Mr. Fairbanks noted that #2 (Business Retention) and #3 (Business Attraction) are reliant on talent engagement and unless this can be accomplished, the rest does not matter.

Ms. McKay stated it has been much harder this year for small businesses/agribusinesses to find workers.

Mr. Fairbanks asked if the EDA markets to the Northern Virginia area relative to the cost of living there versus here. Mr. Barker's response was that we do not aggressively do this but we maintain/update a publication with this information which is used by several local businesses to attract potential workers.

### **LEGISLATIVE EVENT**

Mr. Barker explained that the EDA Board had discussed holding a legislative event on October 11 but since only 2 State elected officials indicated they may attend, do we want to proceed with plans that close to an election.

Mr. Crockett stated he felt past legislative events have been successful but we need to determine if this is the right venue and do we need to do something different in order to help the BOS engage with legislators.

Mr. Lofton stated we need to determine what our objective for this event is---to tell the legislators what is most important to us before they go to Richmond for the legislative session or have them talk to us as to what they want to accomplish after arriving in Richmond for the session. Then, we can decide the best way to achieve that objective.

Mr. Crockett remarked that building relationships or maintaining relationships are two different things.

Mr. Riley stated he understands that the BOS Chairman and County Administrator meet with local legislators and adopt a legislative agenda ahead of the session. He believes the EDA reaffirms that agenda through the reception in Richmond.

Mr. Rinker remarked the venue for this event is important. He suggested holding it at a local agribusiness or manufacturing facility.

Mr. Claytor stated the petroleum association has the same problem with attendance at a planned event but find going to Richmond for individual appointments has a more positive advantage.

Mr. Riley suggested we bypass a legislative event this year due to State elections and revisit the topic in December.

Mr. Barker will develop goals and objectives for this event and bring it back for discussion at the December meeting.

### **REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**

Mr. Barker reported that 2 site selectors had chosen our region to visit on September 27 for VEDP's one-day inbound site selection consultant familiarization tour. Included in the tour will be an in-depth tour of Trex.

Upcoming events for possible participation include a Site Consultant Speed Networking Forum in the spring in New York City, an Area Development Consultant Forum in Richmond on late spring, and a Site Selector Guild Fall Forum in Richmond.

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

Due to a conflict, the date of the October Board meeting was changed to Thursday, October 10, 2019.

### **ADJOURN**

There being no further business to come before this Authority, the meeting was adjourned at 8:40 a.m.

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Stan Crockett  
Chairman

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Jay Tibbs  
Secretary

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

**BANK OF CLARKE COUNTY**

<b>Beginning Balance - as of August 31, 2019</b>		<b>\$507,739.77</b>
Total Deposits	\$0.00	
Total Disbursements	-\$500,795.00	
<b>BALANCE AS OF September 30, 2019</b>		<b>\$6,944.77</b>

**SCOTT & STRINGFELLOW**

<b>Beginning Balance - as of August 31, 2019</b>		<b>\$1,205,094.13</b>
Total Deposits	\$12,642.00	
Total Disbursements	-\$16,000.00	
<b>BALANCE AS OF September 30, 2019</b>		<b>\$1,201,736.13</b>

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

**BANK OF CLARKE COUNTY**

**Beginning Balance - as of August 31, 2019**

**\$507,739.77**

**Deposits**

**TOTAL DEPOSITS**

**\$0.00**

**Disbursements**

1441	9/9/2019	Bank of Clarke Co. (Cashier's Ck. NFCU Incentive)	-\$500,000.00
1442	9/16/2019	Fresh Cut Lawn Service LLC (Robinson School)	-\$500.00
1443	9/19/2019	Michael L. Bryan (Legal Fees)	-\$295.00

**TOTAL DISBURSEMENTS**

**-\$500,795.00**

**BALANCE AS OF September 30, 2019**

**\$6,944.77**



**ECONOMIC DEVELOPMENT AUTHORITY**  
**September 30, 2019**

**SCOTT & STRINGFELLOW**

**Beginning Balance - as of August 31, 2019** **\$1,205,094.13**

**Deposits**

9/5/2019	City of Winchester Share of Talent Solutions Strategy	\$5,912.00
9/5/2019	Clarke County Share of Talent Solutions Strategy	\$2,183.00
9/9/2019	Page County Share of Talent Solutions Strategy	\$4,547.00

**TOTAL DEPOSITS** **\$12,642.00**

**Disbursements**

9/17/2019	Check to DCI for Talent Solutions Strategy	-\$16,000.00
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**TOTAL DISBURSEMENTS** **-\$16,000.00**

**BALANCE AS OF September 30, 2019** **\$1,201,736.13**

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





DATE: October 4, 2019

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: EDA Strategy FY20

Attached for the Authority's review and adoption is the draft 2019-2020 EDA Strategy. As a refresher, this document is developed to provide direction as to Frederick County's future economic development activities. It requires an annual update to confirm/enhance overall goals and objectives, as well overall structure and content.

Building from the approved last year's Strategy from November 2018, staff has proposed some revisions, chiefly wording and updated economic data. A red-lined version is attached along with the latest performance measure document. Previously sent Authority members' comments has been incorporated.

Staff is seeking the Authority's comments and adoption, if appropriate, on the document to include existing objectives and new program(s).

**FREDERICK COUNTY, VIRGINIA**  
**ECONOMIC DEVELOPMENT STRATEGIC PLAN**

~~2018-2019~~ 2019-2020



YOUR MOVE. OUR COMMITMENT.

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### Background

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### Role of Economic Development Authority

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### Situational Analysis

*-strengths, concerns and asset analysis*

*-basic relevant info on local economy with comparison to State and US economies*

### Implementing the Plan

*-discusses how the plan includes the mission, objectives and long-term guidance for specific activities and measures*

### Mission, Strategic Goals & Objectives

1. Talent Engagement
2. Business Retention
  - Manufacturing & Business Services
  - Agriculture
  - Small Businesses
3. Business Attraction
  - Business Targets
4. Business Climate

### Impact Measures

*~~cap~~ capital investment values, new jobs ~~created~~ creation, new jobs wages, relationship ~~contacts, ete~~ developed and other measurements*



## INTRODUCTION

The Frederick County Economic Development Authority (EDA) has developed this strategic plan to make clear the direction and focus of Frederick County's economic development activities. The plan highlights the importance of maintaining and enhancing the diverse economy of Frederick County. The goals and objectives outlined in the EDA's strategic plan supports and aligns with the Business Development section of Frederick County's comprehensive plan. Moreover, this strategic plan will drive the formulation of the EDA's annual operational plan.

## BACKGROUND

Frederick County, VA has earned a long-standing reputation as a top economy in the State of Virginia and Shenandoah Valley region. Some of the competitive factors that have contributed to Frederick County's success are listed below.

- ~~Planes, Trains and Automobiles~~Central & Essential
  - Frederick County, VA serves a range of industries – from manufacturers and financial institutions, to IT companies and startups – that benefit from our strategic geographic advantages in the heart of the East Coast. Located just 80 miles from Washington, D.C., Frederick County, VA is a central part of the Winchester, VA-WV metro statistical area (MSA), which includes Frederick County's City of Winchester, as well as Hampshire County, West Virginia. Our county's advantageous location places businesses and residents near Washington D.C.'s established business market, both in the public and private sectors. The region's efficient transportation network – with easy access to major highways, including Interstates 81 and 66, railways, including CSX and Winchester & Western, three international airports and the Virginia Inland Port – allows companies to reach customers anywhere in the world. Two-thirds of the U.S. and Canadian population can be reached within a day's drive. is within an overnight drive of 2/3 of the industrial activity in the US and Canada and just a day drive (500 miles) of 50% of the US population using two Federal interstates and three US highways and two State highways, less than 2 hours to three international airports, and daily intermodal connection via the Virginia Inland Port are just a few of the reasons businesses love operating in Frederick County, VA.
- ~~Workforce Ready~~Dedicated Workforce and Standard of Excellence
  - Frederick County employers enjoy access to a regional workforce pool of more than 370,000, with approximately 30,000 loyal, educated and skilled workers in our business target sectors. And, a fast track, credential and in-demand training programs to ensure a ready to go workforce. Frederick County draws from a skilled workforce that is nurtured at all levels. Labor supply for Frederick County is drawn from a 45-mile radius across 10 counties in Virginia, Maryland and West Virginia. The total labor supply is more than 370,000 professionals, nearly 90% of which are high school graduates (or higher); 37.6% hold an associate degree or higher. The Frederick County Economic Development Authority's market-leading Career Pathways program is a four-tiered workforce development initiative poised to groom next-gen talent and ensure our business outfits can tap into a skilled and motivated talent pool



- Business Diversity – From Local to Global
  - Widely recognized employers are operating here, including HP Hood, Kraft-Heinz Foods, M&H Plastics, Navy Federal Credit Union, Rubbermaid and Thermo Fisher Scientific. A mix of manufacturing, retail, professional service, logistics, customer service, technology and entrepreneurial enterprises keep the economy strong. Our region is among the top 10% best performing metros in Virginia for capital investment and new job creation. Our business community has steadily grown over the years and has been recognized for its range of offerings, proximity to major metros and its long-term appeal to some of today’s leading manufacturers, financial operations and more.
- Consistency, Stability and SuccessRecognized Performance and Efficiency
  - Over the past decade, Frederick County has ranked in the top echelon of all localities in Virginia in new capital investment (12<sup>th</sup>) and new jobs (7<sup>th</sup>) announced. Several business publications place Frederick County and Virginia as the best place for business on the East Coast. Moreover, more than a dozen recognized brands continue to reinvest in their operations Frederick County. Business should find confidence in these facts that Frederick County will provide the necessary elements now and tomorrow, so they can achieve their financial goals.—With an extensive and diverse business portfolio, \$315.45 million in capital expenditures between 2016-18, plus ongoing partnerships between the business community and educational institutions, Frederick County has consistently recruited and retained leading companies. We have also been recognized as one of the most prosperous economies in the state. In fact, Frederick County falls within the top 10% of Virginia localities over the last decade (top 7% in capital investment and top 3% in new job growth). Frederick County is consistently rated a great place to operate a business – registering at No. 11 on *Forbes’* “Best Small Places for Business and Careers” in 2018.
- Time is Money
  - Frederick County operates a time-tested fast track permitting process which allows for land grading within 2-4 weeks from the execution of an agreement. This permitting system, combined with our local construction industry, has a proven track record of providing a large-scale design-built office/industrial building for occupancy within 6-8 months. A similar fast track delivery can be achieved with properties requiring rezoning. Most recently, two large industrial buildings were delivered for occupancy in 12 months on a property requiring rezoning.
- ExperienceCommitmentBusiness Support at Every Step
  - We pride ourselves as a vibrant, business friendly community with a business-first attitude. For over two decades, Frederick County, VA, has committed itself to connecting employers and talent to fill today’s and tomorrow’s jobs using measured short and long term actions.—With a diversity of companies, consistent performance and signature workforce development programs, Frederick County continues to shine as one of Virginia’s finest regions, leaning on numerous resources to ensure the success of our community. One such resource includes call-team visits to local businesses to communicate training resources and expansion assistance opportunities. The Frederick County EDA has an established track record of providing financial and workforce training assistance to expanding companies.



## ROLE OF EDA

EDA is committed to leading Frederick County to continued economic prosperity. The Frederick County Industrial Development Authority (IDA) was created by the Frederick County Board of Supervisors in 1967. The Industrial Development Authority of the County of Frederick, Virginia was created to:

1. Permit it to acquire, own, lease, and dispose of properties to the end that said Authority may be able to promote industry and develop trade by inducing manufacturing, industrial and governmental enterprises to locate or to remain in this Commonwealth
2. Further the use of its agricultural products and natural resources;
3. Increase of commerce
4. Promotion of safety, health, welfare, convenience and prosperity.

On January 8, 2014, the Board of Supervisors amended the original ordinance creating the Industrial Development Authority to change the name to the Economic Development Authority of the County of Frederick, Virginia. On July 1, 2014, the Winchester-Frederick County Economic Development Commission staff transitioned to the Frederick County Economic Development Authority. Frederick County's decision reflects a recommendation by its Business Climate Assessment Citizens' Committee. The recommendation focused on creating an opportunity to re-establish the economic development vision for the County and provide flexibility to pursue a variety of business attraction and retention options. Also, Frederick County wishes to duplicate the success achieved by other EDAs in Virginia. Issuing tax free bonds for qualified users remains a function with a seven member EDA Board setting policy and overseeing the operation of a staff of five. Partnering with the Frederick County Board of Supervisors and Frederick County administration, the EDA is focused on attracting new capital investment and quality jobs to Frederick County through new business location and existing business expansions.

The EDA focuses on four areas:

1. Attracting and retaining workforce talent.
2. Retaining existing businesses.
3. Recruiting targeted businesses.
4. Employing policies that keep Frederick County a competitive business location.



## SITUATIONAL ANALYSIS

The following is a briefing of Frederick County's strengths, concerns and critical target business assets.

- Strengths:
  - Proximity to Washington, D.C.
  - Local quality of life
  - Access to interstates and Dulles Airport
  - Comparatively low-cost labor force
  - Variety of housing options
  - Large regional labor supply of nearly over 370,000 plus workers, who are skilled, educated and loyal
  - Local higher education options
  - Crime rate lower than the State and Nation
  - Pro-business climate
  
- Concerns/Challenges:
  - Awareness of parks and recreation services and entertainment options
  - Short term water/wastewater capacity
  - Public transportation
  - Short and long-term skilled and unskilled workforce talent needs
  - Traffic issues at I-81 interchanges
  
- Critical target business assets for Frederick County:
  - Virginia Location
    - Right-to-work state
    - Excellent pro-business perception
    - Competitive State cost structure
    - Developed small business support system
    - Readiness nature of business land and their costs and availability
  
  - Proximity to D.C.
    - Growing, diverse, high value-added economy
    - Growing importance to international firms
    - Access to federal medical labs, and decision makers
    - Continued economic and population growth, and competitive cost structure growth
  
  - Local Cost Structure
    - Competitive within the I-81 corridor, Washington DC metro area and Nationally
    - Wages, utilities, and development costs, are all below Washington D.C. and Northern Virginia
    - Housing costs are competitive regionally
  
  - Frederick County location
    - East coast location
    - Growing regional economy



- Accessible local transportation infrastructure
- Frederick County pulls labor force from a 45 mile radius
- Transportation
  - Ship to rail/truck intermodal facility within 30 minutes (Virginia Inland Port)
  - Two (2) rail lines operating in the area (CSX and ~~Winchester & Western~~ OminTrax)
  - Three (3) international airport within a 2-hour drive (IAD, DCA, BWI)
  - Winchester Regional Airport offering instrument approach capacity and a 5,500 x 100 foot runway.
- Multiple highways (Interstate 81, 50 and 66 and State Highways of 522, 37 and 7. Workforce
  - Fast paced credential training solutions
  - Diverse fields of employment
  - Technically skilled commuter population

Frederick County's economy has consistently ranked near the top of all localities in Virginia, in part, because of the community's ability to address businesses' concerns about factors such as highway accessibility, quality of life, occupancy ~~and~~ construction costs, available buildings, and labor costs. Despite Frederick County's decades of success and securing additional corporate decisions, areas of opportunity have been identified. The EDA will execute a planned and strategic initiative to secure capital investment and quality jobs from existing companies as well as companies new to Frederick County. To achieve these vital goals, the EDA will require an appropriate level of staff and operational and incentive funds.

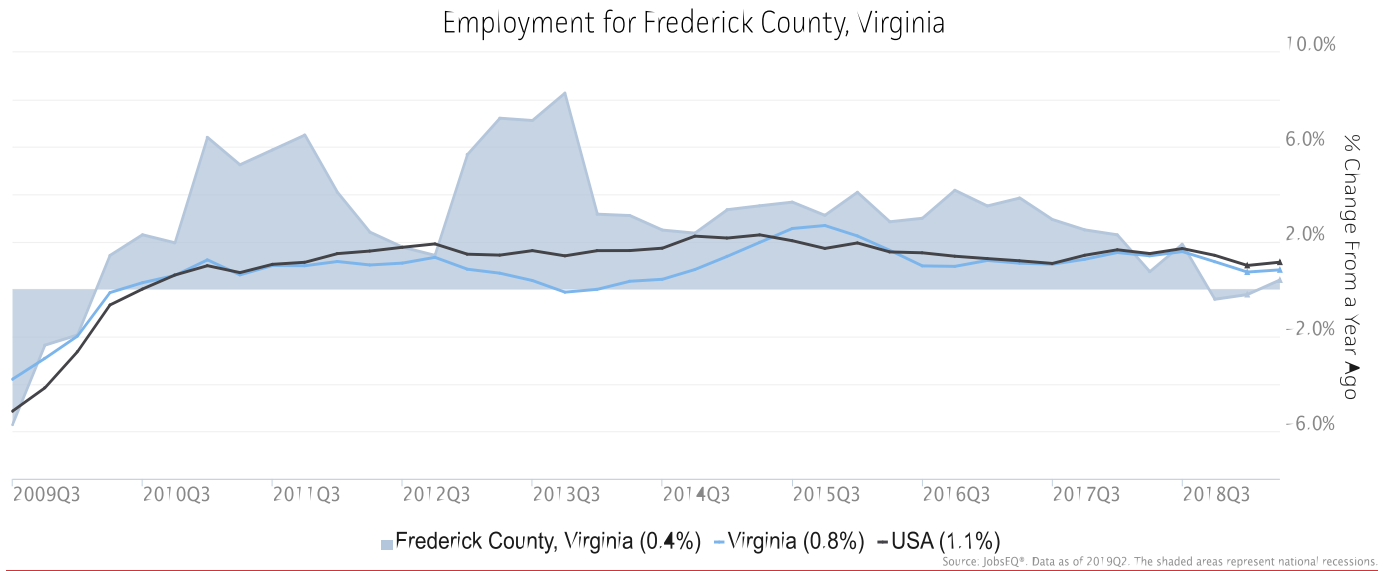




The following are a sampling of measures illustrating Frederick County’s economy with some comparison to the State and Nation.

### Employment Trends

As of ~~2017Q2~~2019Q2, total employment for Frederick County, Virginia was 34,~~377~~279 (based on a four-quarter moving average). Over the year ending ~~2018Q2~~2019Q2, employment increased ~~2.90~~4% in the region.

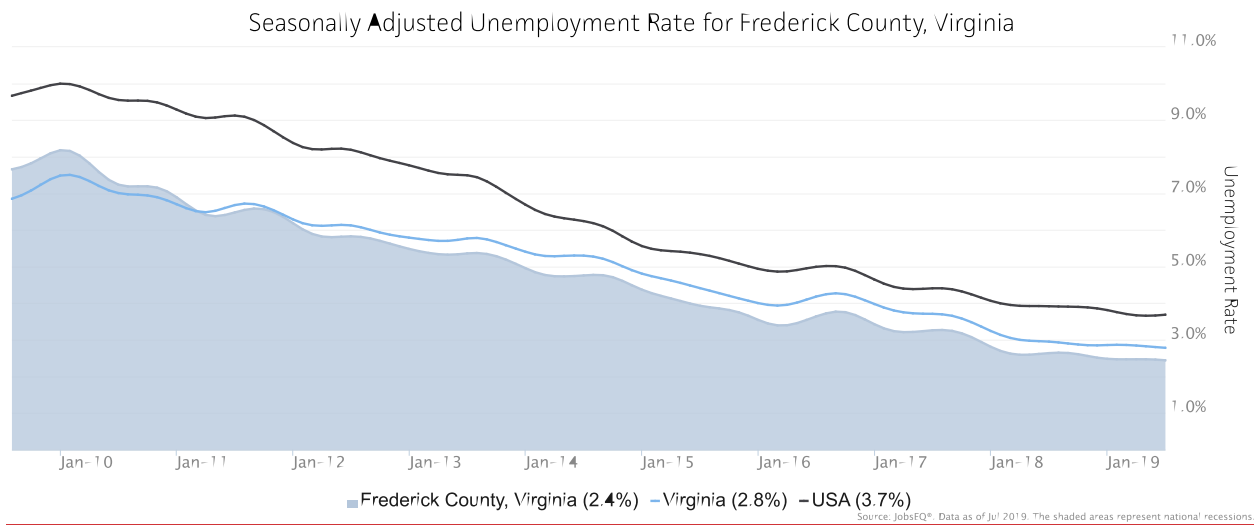


Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q4 with preliminary estimates updated to ~~2017Q2~~2019Q2.

### Unemployment Rate

The seasonally adjusted unemployment rate for Frederick County, Virginia was ~~2.4% as of July 2019~~2.6% as of June 2018. The regional unemployment rate was lower than the national rate of 3.97%. One year earlier, in ~~June 2017~~July 2018, the unemployment rate in Frederick County, Virginia was ~~3.22~~6%.

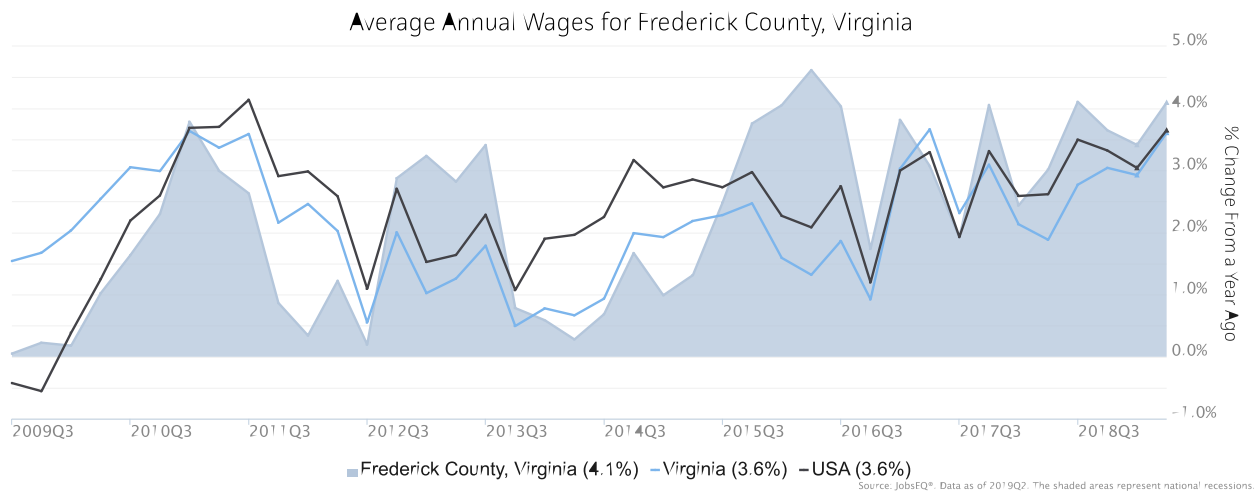




Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through ~~June 2018~~July 2019.

### Wage Trends

The average worker in Frederick County, Virginia earned annual wages of ~~\$45,380 as of 2019Q2~~**\$43,846 as of 2018Q2**. Average annual wages per worker increased ~~3.34.1%~~ in the region during the preceding four quarters. For comparison purposes, annual average wages ~~\$57,025 in the nation as of 2019Q2~~**were \$55,223 in the nation as of 2018Q2**



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 ~~2018Q4 with preliminary estimates updated to 2019Q2~~**2017Q4 with preliminary estimates updated to 2018Q2**.

### Industry Snapshot



The largest sector in Frederick County, Virginia is Manufacturing, employing ~~5,907~~ 6,071 workers. The next-largest sectors in the region are Retail Trade (~~3,585~~ 3,712 workers) and Educational Services (~~3,204~~ 3,202). 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 Manufacturing (LQ = ~~2.09~~ 1.5), Transportation and Warehousing (~~1.71~~ 1.59), and Finance and Insurance (~~1.48~~ 1.62).

Sectors in Frederick County, Virginia with the highest average wages per worker are Management of Companies and Enterprises (~~\$70,347~~ 71,457), Public Administration (~~\$71,716~~ 70,965), and Mining, Quarrying, and Oil and Gas Extraction (~~\$75,478~~ 67,490). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (~~+1,048~~ 1,494 jobs), Finance and Insurance (~~+927~~ 1,047), and Transportation and Warehousing (~~+570~~ 803).

Over the next 10 years, employment in Frederick County, Virginia is projected to expand by ~~6,216~~ 5,924 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a ~~+3.43~~ 3.43% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (~~+719~~ 733 jobs), Retail Trade (~~+646~~ 729), and Construction (~~+652~~ 677).

#### Occupation Snapshot

The largest major occupation group in Frederick County, Virginia is Office and Administrative Support Occupations, employing ~~4,646~~ 5,013 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (~~3,536~~ 3,801 workers) and Production Occupations (~~3,635~~ 3,687). 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 Production Occupations (LQ = 1.77), Transportation and Material Moving Occupations (~~1.59~~ 1.49), and Construction and Extraction Occupations (~~1.36~~ 1.37).

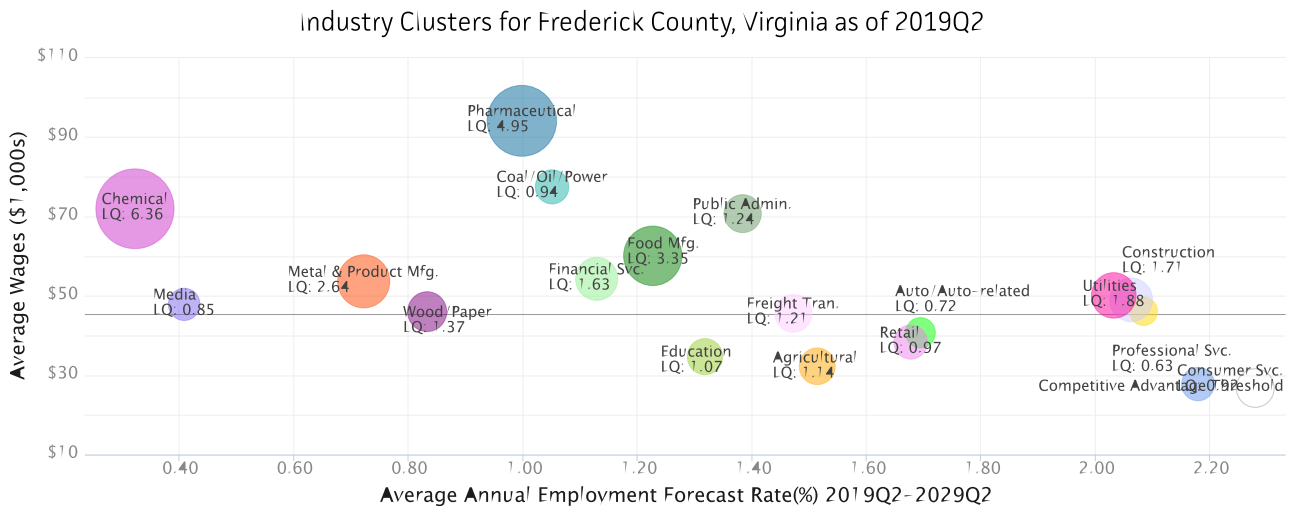
Occupation groups in Frederick County, Virginia with the highest average wages per worker are Management Occupations (~~\$116,100~~ 115,400), Architecture and Engineering Occupations (~~\$86,600~~ 84,900) and Computer and Mathematical Occupations (~~\$85,800~~ 82,900). The unemployment rate in the region varied among the major groups from 0.8% among Healthcare Practitioners and Technical Occupations to ~~5.95~~ 5.1% among Farming, Fishing, and Forestry Occupations.

Over the next 10 years, the fastest growing occupation group in Frederick County, Virginia is expected to be Healthcare Support Occupations with a ~~+3.2~~ 3.2% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Transportation and Material Moving Occupations (~~+763~~ 737 jobs) and Sales and Related Occupations (~~+551~~ 602 jobs). Over the same period, the highest separation replacement demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Office and Administrative Support Occupations (~~5,953~~ 5,481 jobs) and Transportation and Material Moving Occupations (~~4,962~~ 5,135).

#### 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 6.36. This cluster employs 2,029,038 workers in the region with an average wage of \$71,968~~\$60,800~~.



This chart displays the industry clusters within Frederick County, VA. Industry clusters form and grow because of a region's competitive advantage—resources such as location, trained labor, and education systems. Location Quotient is shown by the size of the circle; the larger the circle, the larger the location quotient. A location quotient greater than 1.0 indicates that the region has a higher concentration of employment in a particular industry or occupation than the nation; a location quotient less than 1 indicates the region has a lower concentration of employment in the cluster than the nation. If a regional industry group has a location quotient of 1.25 or higher, it is considered to possess a Competitive Advantage in that industry.

### IMPLEMENTING THE PLAN

This strategic plan defines the role of the EDA and proposes the EDA's long-term economic development strategic goals and objectives. The plan also includes several strategic measures to monitor the progress of the EDA's program goals.

The plan will provide long-term guidance and direction for the EDA's work. In addition, it will be a basis for developing an annual plan comprising specific marketing and operational strategies, tactics and measures. The EDA will adjust the strategic plan to reflect economic climate shifts. The EDA Board will review the strategic plan annually to ensure that it accurately represents the appropriate overall direction and goals for Frederick County's long-term economic development program.

## MISSION, STRATEGIC GOALS & OBJECTIVES

### 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~~ Engage with the workforce the talent in Frederick County and greater community ~~to understand and encourage encouraging~~ their retention and attraction ~~to address current and projected employer needs.~~
2. ~~Enhance Frederick County's business environment by fostering new growth and encouraging the expansion and retention of existing business utilizing supporting resources.~~ 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~~ employing policies and procedures that make Frederick County a competitive business location enhancing critical assets and employing business friendly policies and procedures.

### Talent Engagement

#### Goal

- Address current and projected workforce needs by engaging the talent in Frederick County and greater community encouraging their retention and attraction
- ~~Engage with the workforce talent in the region to encourage their retention and and pursue new talent in order to address current and projected employer needs.~~

#### Objectives/strategies

- Maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions.
- Research current and future workforce trends within existing target business sectors.
- Continue to identify and encourage appropriate workforce development initiatives.
- Promote to job availability locally
- Advocate and facilitate interactions among job seekers, and companies.
- Utilize the Assist the Workforce Initiative board with project implementation, such as creating a manufacturing career workforce model, increased involvement by business, industry, and education, and secure funding for the outreach campaign and advocacy projects



- ~~to foster an environment that encourages the retention and attraction of talent through actions~~

## Business Retention

### Goal

- ~~Enhance Frederick County's business environment to ensure new growth is fostered to encourage the expansion and retention of~~ and existing business prospers ~~and make business aware of supporting resources.~~

### Objectives

- Collaborate with manufacturers and business service entities to identify current trends and opportunities for action by EDA and its partners.
- Conduct Business Call Team visits in order understand current trends and proactively address concerns.
- Schedule visits, in conjunction with VEDP, to ~~the~~ corporate HQ of cluster businesses.
- Continue a business recognition program.
- Identify and market assistance programs.
- Implement identified opportunities by the EDA, the Workforce Initiative and its partners

## Business Attraction

### Goal

- ~~Expand the commercial and industrial base and create quality jobs for all citizens.~~
- Conduct strategic and measured business attraction efforts to expand the commercial and industrial base and create quality jobs for all citizens.

### Objectives

- ~~Conduct a strategic and measured business attraction plan~~
- Maintain and grow relationships with site selectors, corporate real estate brokers and business attraction managers with the Virginia Economic Development Partnership
- Increase the proportion of commercial and industrial real estate tax base.
- Identify specific business clusters sectors that have long term growth ~~and with~~ above average paying jobs.
- Maintain and enhance network alliances with those engaged in new business identification.
- Collect and leverage market intelligence that explains and promotes the business opportunities in Frederick County.
- Support the development of small businesses es and entrepreneurs.
- Continue to educate the community on the benefit of a proactive business development presence and the need for its consistency and commitment.



## Business Climate

### Mission

- ~~Foster and maintain a pro-business climate by enhancing critical assets and employing business friendly policies and procedures. Foster and maintain a pro-business climate that employs policies and procedures and enhances critical business assets that make Frederick County a competitive business location.~~

### Objectives

- Encourage development of “ready to go” business sites.
- Facilitate and encourage local processes and policies that are attractive to business, i.e. fast track permitting.
- Assist the Winchester Regional Airport ~~in demonstrating their role in the area’s economic development activity, implementing their strategic plan, as appropriate.~~
- Support the implementation of transportation projects with an economic development nexus
- Provide prompt and accurate response for information and requests for proposals.

### IMPACT MEASURES

Success of this strategy will be determined by the following impact measures, ~~many of which are overlapping.~~

- Dollar value of announced new capital investments
- Number of announced new jobs created
- Average wages of announced new jobs
- Website metrics (i.e. users, page views, traffic)
- Social media metrics (i.e. followers, likes and posts)
- E-Communication metrics (i.e. open rates, frequency)
- Relationships with existing business (i.e. call team visits, participation in Career Pathways events, Workforce Initiative events, and/or Worlds of Work)
- Relationships with site consultants, corporate real estate managers and business investment managers
- Number of new business prospects
- Number of existing business expansion prospects
- Career Pathway Program metrics (i.e. students participating, businesses participating, survey results)
- Career and Technical Education Certificates serving Target Business Sectors
- Industrial Certifications
- Growth rate of working age cohort
- Lord Fairfax Small Business Development Center metrics (i.e. businesses served, capital investment)
- Availability of shovel ready sites (i.e. total acreage, number of sites)
- Vacancy and absorption rates of office and industrial spaces
- Annual survey of development approval process

### CONCLUSION



This strategic plan serves to provide guidance into Frederick County's economic development efforts. To ensure the plan's implementation, the EDA should conduct regular checks of the impact measures and perform an annual review of the entire document. This plan should serve as the foundation for the EDA's annual budgeting processes.

Frederick County has achieved much success. The challenge now is to build on the momentum of this past success. This plan serves a platform to accomplish this need.





DATE: October 4, 2019

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: VEDP Site Consultant Familiarization Tour

Last Friday, September 30th, the Economic Coalition of the Northern Shenandoah Valley conducted its first event a one-day familiarization tour held in partnership with VEDP. Two site consultants participated. Feedback from the consultants was very positive. The cited the tour's ability to provide an informative and enjoyable experience.

The Worlds of Work was one of the tour's marquee attractions as the consultants witnessed firsthand this workforce phenom. The event showcases just one of the aggressive, proactive initiatives our region promotes to help prepare a future workforce. Nearly 3,000 seventh grade students engaged in hands-on career exploration annually, with 60+ businesses across 10 industry sectors. The other marquee event was a behind-the-scenes tour of Trex Company to showcase why the Northern Shenandoah Valley is the place for advanced manufacturing and headquarters operations.

Full packet provided is attached.



## **Northern Shenandoah Valley**

One-Day Familiarization Tour  
Friday, September 27, 2019



## 10:00 AM

### First Take on the Region

491 Airport Road, Winchester, VA 22602

**DISCUSSION** | Regional Overview  
Depart @ 10:45 AM for Worlds of Work

## 11:00 AM

### Arrive at Worlds of Work

1188 Ralph Shockey Drive, Winchester, VA 22602

**EVENT** | Hands-on Career Exploration at WoW!  
Depart @ 11:45 AM for Lunch

## Noon

### Arrive at Bonnie Blue Southern Market & Bakery

334 West Boscawen Street, Winchester, VA 22601

**LUNCH** | Chat with Local CEOs  
Depart @ 1:10 PM for Trex Company

## 1:30 PM

### Arrive at Trex Company

3229 Shawnee Drive, Winchester, VA 22602

**TOUR** | Behind-the-Scenes Tour of Trex Company  
Depart @ 2:15 PM for Old Town Winchester

## 2:30 PM

### Arrive at Old Town Winchester

185 North Loudoun Street, Winchester, VA 22601

**WALKING TOUR** | Discover Winchester Livability  
Depart @ 3:00 PM for Escutcheon Brewing Co.

## 3:10 PM

### Arrive at Escutcheon Brewing Co.

142 West Commercial Street, Winchester, VA 22601

**TASTING** | Tour and Tasting  
Depart @ 3:45 PM for Winchester Regional Airport

## 4:00 PM

### Depart Winchester Regional Airport

# Northern Shenandoah Valley



- No.11** **Winchester MSA** (No. 2 on East Coast!)  
**Forbes** **Best Small Places for Business & Careers**
- No.1** **Virginia**  
**CNBC** **Top States for Business**
- No.4** **Virginia**  
**Forbes** **Best States for Business**



**Frederick County, Winchester, and Clarke County, Virginia, welcome companies to the Northern Shenandoah Valley.** We're a growing community of more than 100,000, and the northernmost region in the Commonwealth, with a central East Coast location just 90 minutes from Washington, D.C.



## PORTFOLIO

### BUSINESS DIVERSITY

Large-scale and home-grown businesses, manufacturers, farms and agribusinesses, consumer credit unions, retailers, and back-end operations are located in the Northern Shenandoah Valley. With an award-winning, regional healthcare system and outstanding public and private education offerings, we are a community that residents and businesses proudly call home.

## LOCATION

### PROXIMITY

The Northern Shenandoah Valley market serves a range of industries – from manufacturers and financial institutions, to IT companies and startups – that benefit from our strategic geographic advantages in the heart of the East Coast.

- IAD • DCA • BWI < 2 hrs.**
- CSX • Winchester Western** (cxn to Norfolk Southern)
- Virginia Inland Port**
- 81 66 50 522 11 37 7**



*Recognized brands operate here.*



## WORKFORCE

The Northern Shenandoah Valley draws from a skilled workforce of more than 370,000 within a 45-mile radius. This includes 10 counties in Virginia, Maryland, Pennsylvania, and West Virginia. More than 90% are high school graduates; 38.4% hold an associates degree or higher.

### Workforce Draw 45-Mile Radius



### Average Salaries

- \$50k** | Industrial Machinery Mechanics
- \$45k** | Machine Operators
- \$33k** | Team Assemblers
- \$45k** | Machinists
- \$34k** | Customer Service Representatives
- \$85k** | Computer Systems Analysts
- \$108k** | Software Developers
- \$53k** | Computer Support Specialists

**38%** Associates Degree +  
**90%** HS Grad +

### Recent Announcements



LOGISTICS



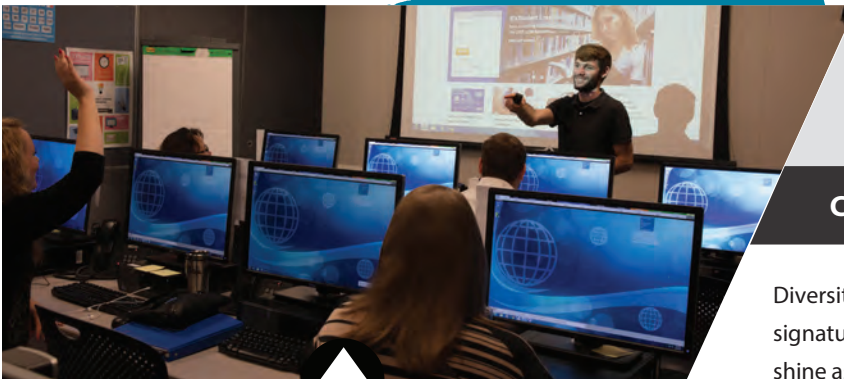
MANUFACTURING



BUSINESS SUPPORT

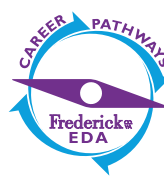
### COMMITMENT

Diversity of companies, consistent performance, and signature workforce development programs make our region shine as one of Virginia's finest regions, leaning on numerous resources to ensure the success of our community.



## PERFORMANCE

With an extensive and diverse business portfolio, \$437+ million in announced capital expenditures between 2016-18, and ongoing partnerships between the business community and educational institutions, we have consistently recruited and retained leading companies.



**THE EMPLOYER EXPO**

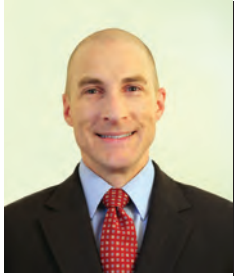
the **Workforce**  
INITIATIVE

**The Widget Cup**  
Est. 2015

### Announced 2016-2018

- \$437mm** Capital Investment
- 3,300+** New Jobs
- Top 10%** Virginia Localities - New Jobs & CapEx Announced





## **Patrick Barker, CEcD** **Frederick County Economic Development Authority**

Executive Director

**BIO** | Patrick Barker is a Certified Economic Developer and has been involved in an executive leadership position for local economic development efforts for more than twenty years. Patrick holds a Bachelor's Degree in Regional Planning and Geography from Salisbury State University, a Master's Degree in Regional Planning from the University of Massachusetts-Amherst, and is a certified planner through the American Planning Association. Patrick is a member and past-president of Virginia Economic Developers Association, and is a member of IEDC's Education and Certification Advisory Committee.

**pbarker@yesfrederickva.com | (o) 540.665.0973 | (m) 540.664.3101 | YesFrederickVA.com**



## **Shawn Hershberger** **City of Winchester**

Development Services Director

**BIO** | Shawn Hershberger has served as Development Services Director for the City of Winchester since 2017. In his role, he oversees the City's departments of Planning, Zoning and Inspections, Tourism, Economic Development, Workforce and Business Development, and Old Town Winchester. Hershberger is a graduate of Frostburg State University with a degree in political science and has a graduate certificate in community and economic development from Penn State University.

**shawn.hershberger@winchesterva.gov | (o) 540.722.7575 | DevelopWinchesterVA.com**



## **Lindsay Hurt, CEcD** **Virginia Economic Development Partnership**

Managing Director | Products Team

**BIO** | Lindsay Hurt serves as Managing Director for the Products Sectors at the Virginia Economic Development Partnership (VEDP), a position she has held for three years. In this role, she is responsible for managing personnel and leading the team in lead generation strategy and project management implementation. Prior to joining VEDP, she was the Business Services Manager for Henrico County Economic Development Authority and served in a number of economic development positions at the City of Roanoke, for a total of 12 years in the economic development field. Lindsay earned her B.A. in Communication from Virginia Tech and her M.P.A. from James Madison University. She is a Certified Economic Developer (CEcD) through the International Economic Development Council and has a certificate in Local Government Management from Virginia Tech. In her spare time, Lindsay enjoys spending time with her husband and two girls, listening to podcasts and relaxing with a good book.

**lhurt@vedp.org | (o) 804.545.5739 | VEDP.org**

DATE: October 4, 2019

TO: Board of Directors,  
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD  
Executive Director

CC: Jay Tibbs  
Deputy County Administrator

RE: Shenandoah Valley Talent Solutions Strategy | Progress Update

As you might recall, the Frederick County EDA, in partnership with other Northern Shenandoah Valley localities (the counties of Clarke, Shenandoah, Warren and Page, and the City of Winchester), have engaged Development Counsellors International (DCI) to develop a Comprehensive Talent Solutions Strategy focused on job seekers, university and community college graduates, and high school students. This Strategy will identify obstacles to and recommend strategies to improve retention and attraction of young adult talent. The EDA has agreed to commit up to \$6,500 in cash with \$15,000 of in-kind services towards the \$133,000 project. The remaining funding for the project will come from the other participating localities (\$25,900 cash and \$21,000 in-kind) as well as GO Virginia enhancing capacity funds (\$64,800 cash).

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

Currently, we have started collecting responses to the online perception survey. This task seeks input to better understand the region's assets and challenges when retaining and attracting residents and employees. All individuals involved in the immersion tour have received the survey and been encouraged to share among their friends and peers. Key large employers have been asked to share with their employees.

The current project timeline is attached for your review.

## Shenandoah Valley-DCI Talent Project Timeline

Blue = presentations/calls

Phase	Project deliverable/milestone	Timing	Owner	Status
Phase I: Internal + External Research	Immersion tour outreach, planning, consultation	August	SVTC (consultation from DCI)	Complete
	Immersion tour	Sept. 11-13	SVTC + DCI	Complete
	Draft online internal survey submitted	Sept. 19	DCI	Complete
	Touch base/next steps call	Sept. 23	DCI + SVTC	Complete
	Conduct additional 6-8 interviews	by mid October	DCI + SVTC (to provide connections)	
	Review and provide feedback on internal survey	Sept. 24	SVTC	Complete
	Distribute online internal survey	Sept. 25 - Oct. 1	SVTC	On-going
	Conduct target market research	Sept 23 - Oct. 4	DCI	On-going
	Draft external target market survey submitted	Oct. 7	DCI	
	Review and provide feedback on external survey	Oct. 11	SVTC	
	Distribute external survey	Oct. 14	DCI	
Process internal and external survey results + SWOT	by Oct. 28	DCI		
Phase II: Analysis and Insights	TBD presentation call for: research + SWOT + key message themes	Week of Oct. 28	DCI + SVTC	
	Draft key messages submitted	Nov. 1	DCI	
	Review and provide feedback on key messages	Nov. 11	SVTC	
	Key messages finalized (after two rounds of feedback)	Week of Nov. 18	DCI	
Phase III: Marketing Strategy	Marketing strategy developed	Nov.	DCI	
	Marketing strategy presentation	Week of Nov. 25 or week of Dec. 2	DCI + SVTC	
	Budget and timeline developed for marketing strategy; any updates made by	Early December	DCI	